



A meeting of **HUNTINGDONSHIRE DISTRICT COUNCIL** will be held in the **CIVIC SUITE (LANCASTER / STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 13 DECEMBER 2023** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. THOUGHT FOR THE DAY

Ms Samantha Thomas and Mr George Smerdon, from the Memory Lane Singing Club to open the meeting with a 'Thought for the Day'.

Time Allocation: 2 Minutes.

2. MINUTES (Pages 7 - 16)

To approve as a correct record the Minutes of the meeting of the Council held on Wednesday 11th October 2023.

Time Allocation: 2 Minutes.

3. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

Time Allocation: 2 Minutes.

4. CHAIR AND VICE-CHAIR'S ENGAGEMENTS AND ANNOUNCEMENTS (Pages 17 - 18)

To note the Chair and Vice-Chair's engagements and announcements since the last Council meeting.

Time Allocation: 5 Minutes.

5. QUESTIONS BY MEMBERS OF THE PUBLIC

To answer any questions submitted by the public in accordance with the Constitution.

The deadline for the receipt of public questions is five days prior to the meeting and must be submitted to the Monitoring Officer by 5pm.

Time Allocation:

6. QUESTIONS TO MEMBERS OF THE CABINET

In accordance with the Council Procedure Rules, all questions –

- ❖ Must be relevant to an item which the Council has powers or duties.
- ❖ Must not relate to an item which is included elsewhere on the Agenda.
- ❖ Should be limited to obtaining information or pressing for action; and
- ❖ Should not exceed two minutes in duration.

Questions should not divulge or require to be divulged, confidential or exempt information.

Time Allocation: 15 Minutes.

7. COUNCIL TAX SUPPORT SCHEME 2024/25 (Pages 19 - 62)

The Executive Councillor for Customer Services, Councillor S Ferguson to present a new income-banded Council Tax Support Scheme for approval.

(The proposed Scheme has been considered by the Overview and Scrutiny Panel and the Cabinet at their meetings in November 2023).

Time Allocation: 20 Minutes.

8. REVIEW OF THE COUNCIL'S RISK MANAGEMENT STRATEGY (Pages 63 - 134)

The Executive Councillor for Corporate and Shared Services, Councillor M A Hassall to present the proposed Risk Management Strategy for approval.

(The proposed Strategy has been considered by the Corporate Governance Committee, the Overview and Scrutiny Panel and the Cabinet at their recent meetings).

Time Allocation: 20 Minutes.

9. SAWTRY NEIGHBOURHOOD PLAN (Pages 135 - 224)

Following the Sawtry Neighbourhood Plan Referendum held on Thursday 9th November 2023, the Deputy Leader and Executive Councillor for Planning Councillor T D Sanderson to present a report seeking approval to make the Sawtry Neighbourhood Plan to enable it to become part of the Statutory Development Plan for Huntingdonshire.

Time Allocation: 10 Minutes.

10. TREASURY MANAGEMENT SIX MONTH PERFORMANCE REVIEW (Pages 225 - 256)

The Executive Councillor for Finance and Resources, Councillor B Mickelburgh to present the Council's Treasury Management performance for the period 1st April to 30th September 2023.

(The report was considered by the Overview and Scrutiny Panel (Performance and Growth and the Cabinet at their meetings in November 2023).

Time Allocation: 10 Minutes.

11. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY - UPDATE

Councillor S J Conboy, Executive Leader to present on the activities of the Cambridgeshire and Peterborough Combined Authority including a summary of the activities of the Transport and Infrastructure, Skills and Employment, Environment and Sustainable Communities Committees.

Councillors M A Hassall and J Neish to provide an update on the Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee.

Councillor S J Corney to provide an update on the Cambridgeshire and Peterborough Combined Authority Audit and Governance Committee.

Decision summaries for recent meetings of the Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee, Audit and Governance Committee and Board will be circulated if available in advance of the meeting.

In accordance with the Protocol agreed at the February 2017 meeting, this item provides an opportunity for District Council Members to ask questions and comment on Cambridgeshire and Peterborough Combined Authority issues.

If Members wish to raise questions or issues requiring a detailed response, it would be helpful if they can provide prior notice so that the necessary information can be obtained in advance of the meeting.

Time Allocation: 20 Minutes.

12. OUTCOMES FROM COMMITTEES AND PANELS (Pages 257 - 258)

An opportunity for Members to raise any issues or ask questions arising from recent meetings of the Council's Committees and Panels.

A list of meetings held since the last Council meeting is attached for information and Members are requested to address their questions to Committee and Panel Chairs.

Time Allocation: 10 Minutes.

13. VARIATIONS TO THE MEMBERSHIP OF COMMITTEES AND PANELS

Group Leaders to report on variations to Membership of Committees and Panels if necessary.

Time Allocation: 5 Minutes.

5th day of December 2023

Michelle Sacks

Chief Executive and Head of Paid Service

Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests is available in the Council's Constitution](#)

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Please contact Mrs Lisa Jablonska, Elections and Democratic Services Manager, Tel No. 01480 388004 / e-mail Lisa.Jablonska@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the [District Council's website](#).

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the COUNCIL held in the CIVIC SUITE (LANCASTER / STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN on Wednesday, 11 October 2023

PRESENT: Councillor M J Burke – Chair.

Councillors T Alban, B S Banks, M L Beuttell, A M Blackwell, R J Brereton, S Bywater, S Cawley, J Clarke, S J Conboy, S J Corney, A E Costello, L Davenport-Ray, S W Ferguson, I D Gardener, J A Gray, K P Gulson, J E Harvey, M A Hassall, P J Hodgson-Jones, S A Howell, N J Hunt, A R Jennings, P A Jordan, M Kadewere, P Kadewere, D N Keane, J E Kerr, C Lowe, R Martin, S R McAdam, B A Mickelburgh, D L Mickelburgh, S Mokbul, Dr M Pickering, B M Pitt, T D Sanderson, D J Shaw, S L Taylor, I P Taylor, C H Tevlin, S Wakeford, N Wells, G J Welton and R J West.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors E R Butler, S J Criswell, D B Dew, C M Gleadow, J Neish, R A Slade and D Terry.

Prior to the start of the official business, the Chair began by welcoming Mrs Michelle Sacks the Council's newly appointed Chief Executive to her first meeting of the Council. She had been in post since 11th September 2023.

The Executive Leader then took the opportunity to extend on behalf of the Council her own welcome to the newly appointed Chief Executive and to publicly thank Mr Oliver Morley for his service as Interim Chief Executive during the intervening period. These sentiments were echoed by Councillor J A Gray on behalf of the Conservative Group.

28 THOUGHT FOR THE DAY

A 'Thought for the Day' was presented by Councillor L Davenport-Ray.

29 MINUTES

Subject to the correction of the title of the Executive Councillor for Waste, Street Scene and Open Spaces to Leisure, Waste and Street Scene, the Minutes of the meeting of the Council held on 19th July 2023 were approved as a correct record and signed by the Chair.

30 MEMBERS' INTERESTS

No declarations were received.

31 CHAIR AND VICE-CHAIR'S ENGAGEMENTS AND ANNOUNCEMENTS

The Chair referred to the recent death of former District Councillor David Underwood who had served three years as a District Councillor for the Godmanchester and then the Godmanchester and Hemingford Abbots Ward from 2016 and 2019. During which time he served as a member of the Overview and Scrutiny, Licensing and Protection, Corporate Governance and Development Management Committees. Following a personal tribute from Councillor Conboy, Members then observed a moments silence in memory of the former Councillor.

The Chair then reminded the Council of the Development Management training which had been arranged for 30th October and 6th November 2023 for all town and parish councils. Members were urged to encourage those in their ward areas to attend. It was also reported that the Chair's Community Carol Concert would be taking place on Monday 18th December 2023 at 6pm to which all Members were welcome to attend.

The Council then noted those engagements attended by the Chair and Vice-Chair since the last meeting (a copy of which is appended in the Minute Book).

32 QUESTIONS BY MEMBERS OF THE PUBLIC

The Chair reported that there had not been any public questions received by the deadline for consideration by the Council.

33 CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY

The Chair welcomed Mr Rob Bridge, Chief Executive of Cambridgeshire and Peterborough Combined Authority who had been invited to talk about the Combined Authority Improvement Agenda.

With the assistance of a Power-point Presentation (a copy of which is appended in the Minute Book) Mr Bridge introduced himself to the Council and outlined the background to his appointment as Chief Executive.

As part of his presentation the Council were reminded that the previous nine months had been a challenge for the Combined Authority. A Best Value Notice had been issued in January 2023 identifying a range of themes for improvement including Governance and Decision Making, Project Plans and Delivery, Procurement, Partnership Working and Culture, Capacity and Confidence. Highlights of the concerns which were raised in these areas were then reported to the Council.

Mr Bridge then went on to report on work which had been undertaken to address these concerns since May 2023. These included the recruitment of a new permanent Corporate Management Team who were seeking to drive change and embed new ways of working. Work was also ongoing to look at the core governance and related activities which needed to be in place as well as looking to the future and the deepening of devolution opportunities. The Authority was also working on the development of behaviours, values and people policies within the organisation which was now beginning to pay dividends. Whilst there

was still further engagement to be undertaken, positive change was now being recognised.

Mr Bridge then talked through each of the themes identified within the Improvement Notice in turn. In doing so, he highlighted the outcomes and improvements which had been delivered to date and those which were scheduled for delivery between October and January 2024 when the notice was expected to expire.

Finally, and in talking about the future aspirations for the organisation, Mr Bridge explained that these included a continuing focus on improving partnership working and building an organisational culture. Developing an organisation which was clear on direction, and which was ready for deeper and further devolution opportunities and one in which there was confidence and assurance at both a national and a regional level. It was hoped that the CPCA would come be seen as a trusted partner and ally to constituent councils and partners and thus demonstrate their important role within the complex local government environment within Cambs and Peterborough.

Arising from the presentation, Councillor S L Taylor enquired about the timescale for the commencement of the adult education project in St Neots and it was agreed that an answer would be provided outside of the meeting. In more general terms, reference was made to the Single Assurance Framework and the need to improve project delivery and the communication of timescales.

In response to questions regarding local government reorganisation and specifically whether he considered there to be too many layers of local government in Cambridgeshire, Mr Bridge explained that local government reorganisation was not a straightforward process and came with several challenges. As to whether it was better for local Council's to seek re-organisation themselves or to have it forced upon them, Mr Bridge explained that this would always be dependent upon the circumstances. Inevitably it may be easier if all local councils agreed, but securing agreement was more difficult than people realised.

Arising from a question as to his thoughts on the development of a second devolution deal, Mr Bridge explained that the Secretary of State had outlined his intention at the Local Government Authority conference in July to achieve further devolution by giving all mayoral combined authorities the same access to powers and devolution powers. Indications from Government suggested that they wished Authority areas to develop a singular framework to enable the subsequent selection of what is right for a particular area. Work was now starting to see what that might look like for Cambridgeshire and Peterborough.

In response to a request from Councillor T D Sanderson, Mr Bridge undertook to circulate a structure chart of key contacts at the CPCA and their contact details.

Councillor C H Tevlin expressed her disappointment that she did not feel adequately briefed by the CPCA on the Local Transport and Connectivity Plan (LTCP) and bus franchising and requested further information on the timeline and the plans to engage with Huntingdonshire going forward. In response to which, the Council had already been informed that the LTCP had not been

approved at the September Board meeting and there was further work now to be undertaken.

In terms of franchising and bus reforms, Members were advised that there had been no decision taken at this stage. An outline case was currently being put through an audit process to establish whether such a model makes sense. A process would then need to be undertaken to understand what could be delivered in Cambridgeshire and Peterborough. Mr Bridge undertook to take away the comments about the need to engage with wider constituent council members as part of this review. An update on discussions as part of the Network Review was also provided and Members noted that there 51 routes being reprocured, with 18 being reviewed.

In response to a question regarding the difficulties of reconciling the varying views and ambitions of all the towns and cities into a vision for Cambridgeshire and the areas where there might be some emerging agreement, the Council were advised that the vision for the region would build upon the visions and the corporate plans for each of the Constituent Authorities. However, there were some common threads which had already been identified around adult education, a single transport pot, business productivity and inward investment. Mr Bridge was confident that the Authority would be able to find some common themes with subsets underneath each one which recognise each area, something which Government was also keen to see. Discussions were also ongoing with the mayor about those areas which received little attention.

Referring to the fact that many members of the public did not understand the functions of the CPCA, Mr Bridge was asked to explain why the Combined Authority should matter to the average resident in Huntingdonshire. In so doing, he explained that residents should see from the CPCA improved transport, improved infrastructure, investment, the right skills opportunities etc. However, residents should not need to worry about which layer of government delivers services, they should just be seeing improved public services and infrastructure.

34 CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY - UPDATE

With the assistance of a PowerPoint Presentation (a copy of which is appended in the Minute Book), the Executive Leader Councillor S J Conboy presented an update of the activities of the Cambridgeshire and Peterborough Combined Authority (CPCA).

In doing so, Members of the Council were advised to read the monthly highlight report which summarised the activities of the Combined Authority and was available on the CPCA website, alongside their online recordings. Attention was also drawn to the new members of the Board and the new Chair of the Business Board – Mr Al Kingsley.

The CPCA were currently going through the Budget setting process and would for the first time align with the new Corporate Plan and the MTFS.

Councillor Conboy was pleased to report that progress on the Improvement Plan was now green overall and reiterated the need for this to have improved sufficiently to access any new devolution deal.

The Council were advised that the new Single Assurance Framework comprised a set of systems and processes which had been designed to provide confidence that the Combined Authority had the right infrastructure to make sound decisions.

In addition, a review of the Constitution had also included matters such as procurement, access to information, the co-option of members and independent persons which was designed to improve decision making processes and clarity.

The Executive Leader then turned to the Local Transport and Connectivity Plan. Unfortunately, the Plan has not been agreed at Board level, which reflected the difficulties in Leaders agreeing collectively on some of the detail. Members were urged to watch the recording of the live stream to get further information if they required.

Turning to the issue of devolution, the Executive Leader explained that whilst it was known to be coming, all details currently remained speculative. However, having looked at the M10 group of which Cambridgeshire remained part, the Leader remained optimistic that the area might get some good things out of devolution that would be beneficial for delivery. Work needed to continue on meeting the improvements set out within the Improvement Plan and the CPCA remained committed to doing this. Inevitably it would involve politicians working together.

Councillor Conboy went on to report that following a recent allocation of responsibilities to all Leaders on the CPCA, she had been given responsibility for devolution, a role which she was excited to take forward, involving councillors in Huntingdonshire.

Finally, Councillor Conboy drew attention to the current committee and panel structure within the Combined Authority and those Members representing Huntingdonshire. She urged members to address concerns to Combined Authority Committee Members as appropriate.

Arising from the presentation, Councillor R J West expressed his disappointment that the Local Transport and Connectivity Plan had not been approved. In addressing the Council, he urged all leaders on the CPCA Board not to think purely about their individual districts when decision making but to look at the longer-term plan and the county as a whole. In response to which the Executive Leader explained that she was always mindful that leaders would have their own challenges and accountabilities to their respective Councils, but she hoped it would be possible to find a way forward.

With the assistance of a PowerPoint presentation (a copy of which is appended in the Minute Book) Councillor M A Hassall provided an update on the Cambridgeshire and Peterborough Overview and Scrutiny Committee.

In so doing, the Council were informed that Councillor Hassall and Councillor Neish had volunteered to be rapporteurs for Environment and Transport respectively. The Council were also advised of concerns raised regarding the timetabling of overview and scrutiny meetings, which were only 2 days prior to Board meetings. There was concern that this did not enable the committee to be as effective in informing the Board of comments and issues.

In terms of the Improvement Framework, Councillor Hassall's slides provided an update on some of the initiative's which were now in place, and which could be utilised by other District Councils, for example the risk framework.

The Council were also informed that the Overview and Scrutiny had received an update on E-Scooter safety at a recent meeting and Members were advised that that most casualties involving e-scooters were in fact e-scooter users, which had been a surprising statistic.

Finally, Councillor Corney reported that he had been unable to attend the last meeting of the Audit and Governance Committee and therefore did not have an update to present. Members were advised that the Sub-Committee dealing with the Code of Conduct hearing would be meeting next week.

35 QUESTIONS TO MEMBERS OF THE CABINET

With reference to a report considered at the September meeting of the Corporate Governance Committee on Local Government Ombudsmen complaints, the Executive Councillor for Planning Councillor T D Sanderson was asked to provide clarification as to when the three complaints relating to the planning service had been first raised. In so doing, the Council were informed that these complaints dated back to August and December 2021 and that Planning Services would reflect upon the learning opportunities that these had identified.

With reference to the current County Council's current policy on kerbside weedkilling, Councillor T D Alban asked about the implications for the workload and routine of the District Council's Street cleaning operatives and equipment. In response, the Executive Councillor for Leisure, Waste and Street Scene S L Taylor explained that it was proving difficult to sweep amongst the weeds, however she undertook to provide a detailed response and circulate it to all Members. The Council were also reminded that the County Council's policy on kerbside weedkilling was still only a trial and was due to be considered at their Highways and Transport Committee in December.

Following a request from Councillor N J Hunt, the Executive Councillor for Corporate and Shared Services Councillor M A Hassall updated the Council on the recent engagement with parish councils and local environmental community groups on the implementation of the garden waste subscription service. Members were advised that four sessions had been held to-date, all of which had been well attended. Feedback had for the most part been positive, although there was a certain degree of unhappiness regarding the proposed charge. An online survey had also been put in place and would continue to gather views until 27th October 2023.

In response to a request for an update from Councillor J E Kerr on Community Infrastructure Levy (CIL) Governance and Section 106 monies, the Executive Councillor for Planning Councillor T D Sanderson reported that the Council had now gone out to tender for an external organisation to conduct a review into CIL governance. A timetable for which would be sent out to all Members shortly. Councillor Sanderson was also pleased to report that funding had also become available for several Section 106 projects.

Following a request from Councillor M L Beutell, the Executive Councillor for Leisure, Waste and Street Scene, Councillor S L Taylor updated the Council on the status of Civic Parking Enforcement within the District. As part of which the Council were advised that whilst running to budget, the implementation date had been reviewed by the County Council based upon available resources and was expected to be October 2024. The Agency Agreement had not yet been signed.

In response to a request by Councillor S Cawley as to whether Town and Parish Councils could be routinely informed of forthcoming Licensing applications within their wards, the Council were informed that such arrangements had now been put in place. The Executive Councillor for Customer Services, Councillor S Ferguson indicated his support for this suggestion and the need to make sure that this continued going forward.

With reference to the written question that he had submitted under 9.5 of the Council's Procedure rules, Councillor A Jennings expressed his disappointment that a response had not been made available prior to the meeting. Arising from which, the Chair explained that the question had been received and a list of the non-statutory services delivered by the Council would be circulated to all Members in response.

Following a request from Councillor A Jennings, the Executive Councillor for Leisure, Waste and Street Scene, Councillor S L Taylor updated the Council on the status on the delivery of cycling / pathway improvements in the Riverside Park in St Neots. In doing so, she reported that Planning Permission had been received in April and the Council were currently engaged within the procurement process. However, construction would be weather dependent because of the site's location within the flood plain.

Councillor R Martin queried why the Shared Services Annual Report was no longer submitted through the democratic process, given the significance of the Council's expenditure in this area. Arising from which, It was agreed that further consideration would be given to this matter.

Following a request from Councillor D Shaw for an update on the Hinchingsbrooke Country Park planning application and specifically the car park element which he hoped would alleviate some of the car parking issues within his ward, the Executive Councillor for Leisure, Waste and Street Scene, Councillor S L Taylor provided an update for the Council. Members were informed that it was currently anticipated that application would be considered in November and subject to approval the tender process to appoint a contractor could be finalised by February 2024. Building works were expected to take place during 2024, with final landscaping and planting in 2025.

In response to a question from Councillor S J Corney, the Executive Councillor for Corporate and Shared Services, Councillor M A Hassall reported that at this stage it was envisaged than an update on the implementation on the garden waste subscription service would be provided to O&S in November, with a more formal report in December. He was confident that this would provide sufficient time to review and make any changes that might arise from the Overview and Scrutiny process.

Councillor R J West remarked on the success of the District Council in receiving a Green Flag Award for Hinchingsbrooke Country Park, Paxton Pitts Nature Reserve and Priory Park for the sixth and seventh years in a row respectively. In so doing, he requested that the Council's appreciation be passed on to the Council's staff for their hard work and dedication in helping to resecure that award.

The Executive Leader, Councillor S J Conboy was asked by the Leader of the Opposition whether she felt that the agendas of the Council and the various committees, reflected the activities of the Council. In response to which, Councillor Conboy explained that whilst the administration would continue to look at what to bring forward, she welcomed ideas from members of all political groups particularly through the overview and scrutiny process. She was disappointed that none of these had been forthcoming at the meeting she attended the other evening.

In responding, Councillor J A Gray suggested that opposition members had raised several issues for consideration, however these had been slow in coming through the overview and scrutiny process. He urged the Executive Leader to encourage a greater reflection of the work that was being undertaken within the democratic process.

With regard to the comments which had been made by the Leader of the Opposition on the limited number of items appearing on agendas for Development Management Committee agendas, the Executive Councillor for Planning reminded the Council that the business for determination was dependent on a number of factors including the views of the Parish Councils and the speed of development. It was anticipated that there would be some very full agendas over the course of the next few meetings.

Councillor P Kadewere congratulated the Council on the success of its Health and Inequalities project which had improved the lives of vulnerable residents across District, including the Huntingdon North Ward. Arising from his question with regards to the future of the programme, the Executive Councillor for Community and Health, Councillor B Pitt explained that the criteria for the 2023/24 programme was slightly narrower with a focus on cardiovascular disease and frailty for eligible projects. He also took the opportunity to reiterate that he understood the difficulties in obtaining grants in the first instance, but that it was difficult to keep ongoing funding once this was started up.

With reference to the government's announcement regarding an updated timetable for the introduction of new biodiversity net gain legislation for planning, Councillor C H Tevlin questioned the impact that this might have on nature and diversity in Huntingdonshire. In response, the Executive Councillor for Climate and Environment explained that the delay in implementation meant that the legislation would now only apply to major developments from January and from small sites in April 2024. She expressed her concerns regarding this delay and also drew attention to the publication of the UK 2023 State of Nature report.

Finally, in drawing questions to a close and in response to a question from Councillor N Wells, the Executive Councillor for Climate and Environment, Councillor L Davenport-Ray provided an opinion on the impact that the

Government's decision to delay the requirement for builders to stop installing gas boilers in new homes in Huntingdonshire.

36 OUTCOMES FROM COMMITTEES AND PANELS

A copy of the list of meetings held since the last meeting of the Council held on 19th July 2023 is appended in the Minute Book and Members were advised that any issues or questions could be raised in relation to these meetings.

Pursuant to Minute No.35, Councillor T D Alban reported that several issues had been raised as potential agenda items at the Overview and Scrutiny Panel (Environment, Communities & Partnership) which had received broad support from all political groups. Councillor J E Kerr also confirmed in her role as Chair, that this Panel was always open to look at ideas and that changes had recently been made to the structure of the work programme so that Members could more clearly see the work which was being undertaken and which was coming forward for consideration.

With reference to Corporate Governance Committee's recent discussions on the Risk Management Strategy, Councillor P Hodgson-Jones outlined several concerns he had with the proposed document. In response to his question as to whether the Leadership would put in place a structure which has a clear focus on risk management, that could be used to support and be consistent across the Council and which focused on key risks, the Executive Leader explained that the administration was keen to undertake this. She was supported by the Executive Councillor for Corporate Services who indicated that this was an area for improvement, and he would be happy to discuss the matter further outside of the meeting.

At this point of the meeting Councillor S Cawley sought and received clarification on a point of order. The Chair confirmed that this agenda item provided an opportunity for Members of the Council to raise issues and ask questions, they were not restricted to questions only.

37 VARIATIONS TO THE MEMBERSHIP OF COMMITTEES AND PANELS

There were no changes to report.

The meeting ended at 9.00pm.

Chair.

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CHAIR'S ENGAGEMENTS 12 October – 13 December 2023

Date:	Event:	Venue:	
<u>October</u>			
Thursday	26-Oct-23	2023 Poppy Appeal Launch – HDC Flag Raising event	Huntingdon
Saturday	28-Oct-23	Battle of Trafalgar Dinner – Royal Society of St George*	Huntingdon
<u>November</u>			
Friday	10-Nov-23	Veterans Day Ceremony – Madingley American Cemetery*	Madingley
Saturday	11-Nov-23	Armistice Day Service & Thinking Soldier Centenary Commemoration – HTC	Huntingdon
Sunday	12 Nov-23	Remembrance Day Service - HTC	Huntingdon
Monday	20-Nov-23	Discover Huntingdon Visitor Centre Opening*	Huntingdon
Tuesday	28-Nov-23	HMP Littlehey Recital	Littlehey
Wednesday	29-Nov-23	Official Opening of the new Huntingdon Fire Station - Royal Visit	Huntingdon
<u>December</u>			
Thursday	7-Dec-23	RAF Alconbury - Wing Commander's Christmas Reception	Alconbury
Friday	8-Dec-23	Fenland DC Chairman's Christmas Carol Service	Wisbech

Notes:

1. *The above events have occurred since the last Full Council held on 11 October 2023.*
2. **Events attended by the Vice-Chair on behalf of the Chair.*

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Council Tax Support Scheme 2024/25

Meeting/Date: Cabinet 14th November 2023
Council 13th December 2023

Executive Portfolio: Executive Councillor for Customer Services

Report by: Revenues & Benefits Manager

Ward(s) affected: All

Executive Summary:

Since the abolition of Council Tax Benefit in 2013, Local Authorities in England have been required to administer their own Council Tax Support (CTS) schemes.

Whilst support for residents of pensionable age is determined by Central Government, schemes for working age residents are set locally. Local Authorities are required to review their CTS schemes annually and to decide to either maintain their existing scheme or replace it.

A review of the CTS scheme provides an opportunity to ensure the scheme best meets the needs of our residents and contributes to the Corporate Plan commitment to both prevent crisis, and to support those in crisis. The recommended amendments to the scheme will also contribute to Priority 3 of the Corporate Plan – to deliver good quality, high value for money services with good control and compliance with statutory obligations.

This report sets out the action taken to date to redesign the CTS scheme to ensure that it is fit for the future, provides the rationale for change and leads to a recommendation that the Council approves the introduction of a new, income-banded scheme for working age applicants with effect from 1st April 2024, increasing levels of support available to the most vulnerable residents across Huntingdonshire.

Given that CTS is a reduction on the taxbase, it should be noted there would be financial implications for all precepting authorities, in particular Cambridgeshire County Council (CCC). The recommendations contained with the report support the CCC ambition to help people out of poverty and income inequality.

The draft scheme design has been subject to a statutory consultation process and in addition to the public consultation, major preceptors were invited to comment on the proposals. Although further information relating to the estimated financial impact was sought from Cambridgeshire County Council, no consultation responses were received from the Major Preceptors. Parish Councils were invited to participate in the public consultation, and responses are included in the totals in Appendix A.

Recommendation(s):

The Council is

RECOMMENDED

To approve the introduction of a new income-banded CTS scheme for working age applications with effect from 1st April 2024.

The reasons for the recommendation are as follows:

- Increasing the level of support for eligible residents directly supports the aims specified within the Corporate Plan, to keep people out of crisis and to help those in crisis.
- Simplifying the scheme to make it more accessible for residents, reducing the administrative burden and improving delivery times directly supports the aim specified within the Corporate Plan to deliver good quality, value-for-money services with good control and compliance with statutory obligations.
- The reduction in caseload and therefore reduction of the impact of CTS on the taxbase provides an opportunity to consider increasing support to those most in need.

1. PURPOSE OF THE REPORT

- 1.1 The Council is required to review the CTS scheme each year in accordance with schedule 1A of the Local Government Finance Act 1992 and decide to maintain or amend the scheme. Where changes to the scheme are proposed, Councils must publish a draft scheme and consult with local taxpayers and precepting authorities prior to implementation.
- 1.2 The current CTS scheme has remained largely unchanged since its introduction in 2013, when its design was largely informed by Council Tax Benefit along with limits to the maximum amount of Council Tax liability that could be covered by the scheme. However, the introduction of Universal Credit (UC) has significantly increased the administrative burden for Councils, as the responsive nature of UC awards leads to high levels of changes to administer.
- 1.3 Along with the Council's commitments within the Corporate Plan to both prevent crisis and support those in crisis, and to deliver good quality, high value-for-money services, a reduction to the additional work generated by UC changes has been a key driver for a detailed review to be conducted. There has been a decline in caseload since CTS was first introduced and this has presented an opportunity to consider if support can be increased to further support low-income families through difficult economic times.
- 1.4 Scheme design and modelling has been conducted with the support of industry experts ACS Ltd, who have worked with over 250 Local Authorities in relation to CTS and have assisted 95 LAs to successfully implement changes to their CTS schemes. Consideration has been given to national trends in CTS schemes alongside considerable analysis of our own data to develop a scheme to best support Huntingdonshire residents.

2. BACKGROUND

- 2.1 CTS is a means-tested support scheme that reduces the amount of Council Tax payable by residents on low incomes. Whilst CTS rules for pension age residents are prescribed by Central Government, Local Authorities are required to design and administer their own schemes to support residents of working age.
- 2.2 Prior to the implementation of CTS in 2013, Local Authorities administered Council Tax Benefit on behalf of the Department for Work and Pensions and received funding to support the cost. As part of the move to Localised CTS, Government reduced the funding by 10%, resulting in many Local Authorities introducing schemes where recipients were required to make a minimum contribution towards their Council Tax. Huntingdonshire District Council set contribution levels within the scheme to be as follows:

Scheme Name	Maximum CTS award	Minimum Contribution to Council Tax
Working Age	80%	20%
Working Age - household includes child under 5 years of age	85%	15%
Working Age – applicant or child deemed vulnerable (based on disability)	100%	0%

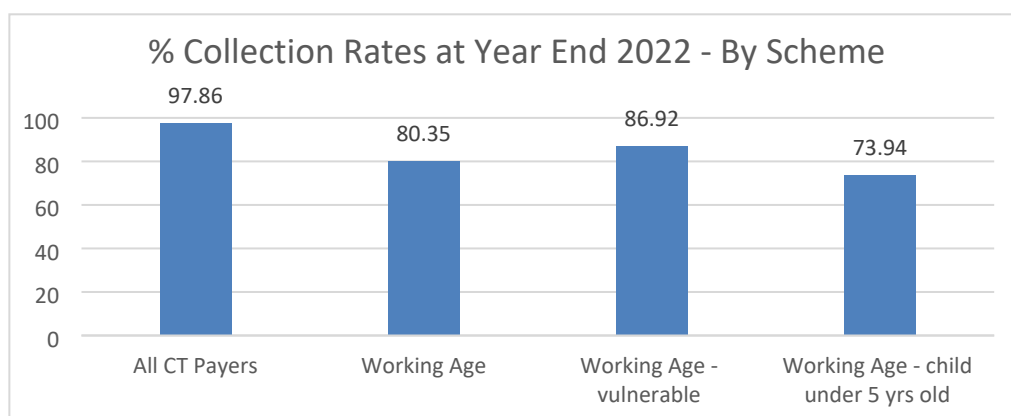
2.3 Pensioners can receive up to 100% support via the scheme prescribed by Central Government. The Council has no power to change this amount.

2.4 Since 2013 only minor changes have been made to the scheme and a more fundamental change is now required if the system is to continue to provide effective and efficient support to low-income households across Huntingdonshire.

3. RATIONALE FOR CHANGE

Levels of support

3.1 Whilst there is an expectation within the current scheme for residents to contribute towards Council Tax unless the household is considered vulnerable, the limit on the amount of support available has not always delivered the desired outcome. Indeed, collection rates at the end of March 2022 showed a lower collection rate for those in receipt of CTS than those that were not.



3.2 The value of Council Tax uncollected at the end of the financial year 2022/23 for CTS working age recipients was around £320k, although collection activity in respect of this continues into the next financial year.

3.3 This suggests that perhaps despite our requirement for contribution within the existing scheme, residents within these groups may not always have sufficient financial capacity to meet this requirement. For example, a single person aged 25 on Universal Credit will be awarded a standard UC element excluding any Housing Costs of £368.74 per calendar month / £85.09 per week. Residing in a band B property in St Neots, CTS would be calculated as follows:

Annual CTAX charge 2023	£ 1,737.64
Less Single Person Discount	£ 434.41
Net Liability	£ 1,303.23
CTS (80%)	£ 1,042.58
Net balance to pay	£ 260.65 (£5.01 pw)

- 3.4 After the contribution to Council Tax, the resident would have just £80.08 per week to cover all other living expenses, such as food, gas, electricity, water, insurance, travel expenses etc.
- 3.5 Whilst the principle of all working age households paying a contribution was initially thought to be an approach which would be central to the design of CTS schemes, the reality is that since its introduction ten years ago, low-income taxpayers and the poorest households have often struggled to pay the balance remaining, leading to additional costs, court hearings, enforcement action and, in some cases, the amounts demanded may have been written off as uncollectable.
- 3.6 Given the current economic climate there is a need to consider if the requirement for a contribution towards council tax in such circumstances really is proportionate or indeed feasible, given the administrative overheads of pursuing such a small debt from those with the least financial capability to pay.

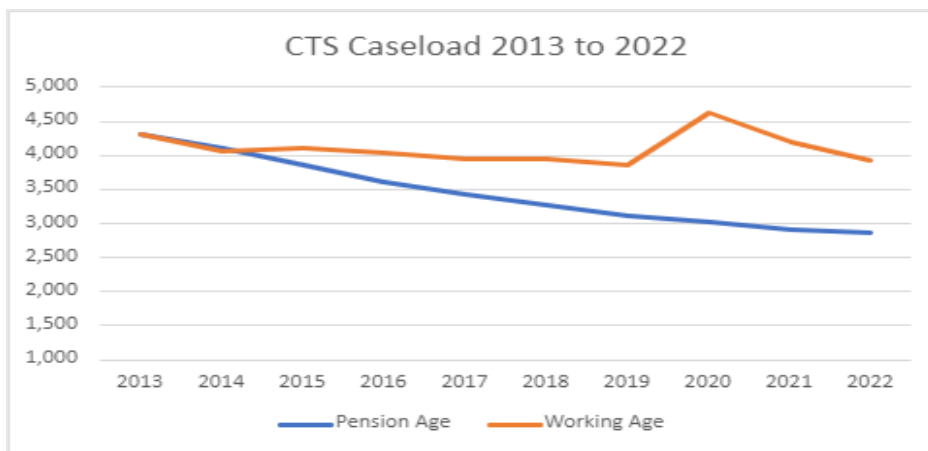
Universal Credit and its impact on Administration

- 3.7 Since the introduction of Universal Credit (UC), local authorities have seen a considerable increase in workload per claim, despite the reduction in caseload. The responsive nature of UC means on average, 40% of UC claimants have between 8 and 12 changes in the amount of UC awarded per annum. For HDC this equates to around 32,000 changes per annum currently, and this will continue to increase as more customers transition onto UC over the coming years.
- 3.8 Generally, each time the UC award changes so too does the amount of CTS, impacting on Council Tax bills, collection and cashflow as new bills are issued and instalments change. Multiple changes make it difficult for low-income households to budget effectively as the amount they are required to pay can fluctuate every month. As more residents' transition to UC from legacy benefits the impact of these changes will continue to grow, increasing resource requirements for Local Authorities to process the changes across both CTS and Council Tax collection, and impacting on the Council's ability to process new claims and other changes in a timely manner.
- 3.9 As a result of the national rollout of UC, around 30% of authorities have implemented CTS schemes with income bands to help reduce the impact of frequent changes. With income-banded schemes, small changes to income do not always result in a change to the amount of CTS awarded, reducing the requirement to issue updated Council Tax bills and providing more certainty regarding payment amounts for residents. Additional benefits include:

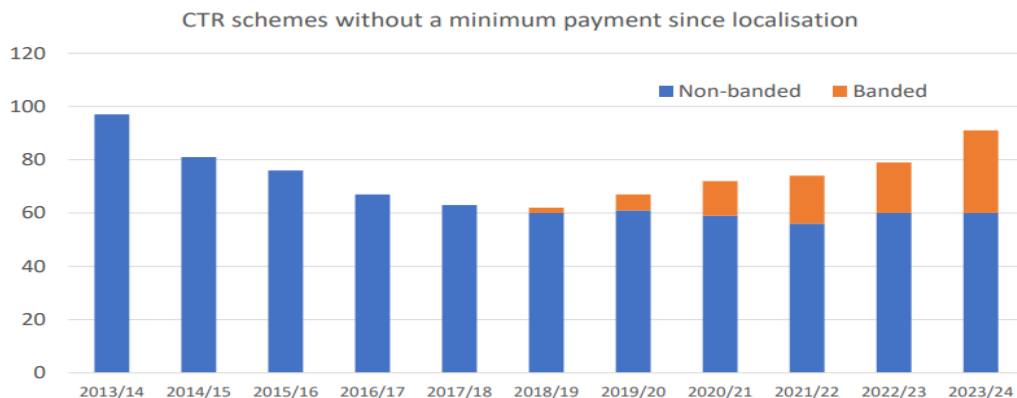
- (a) It is easier for residents to understand and access.
- (b) A reduction in Council Tax bills being sent because a change in circumstances will not always generate changes to entitlement.
- (c) Simplified administration and training requirements.
- (d) Opportunities for greater process automation.
- (e) Improvements in processing times to deliver support more quickly to those in need.

Caseloads

3.10 Since the introduction of CTS in 2013 caseloads have fallen consistently, largely driven by a reduction in pensioner claims as a result of pensioners receiving increases in state and occupational pensions higher than the allowances within the prescribed regulations.



3.11 This reduction in caseload provides an opportunity to consider increasing the level of support offered to those households on the lowest incomes, as the overall reduction to the taxbase in respect of CTS has declined over time and the proportion of Council Tax yield foregone in respect of CTS has reduced. Indeed, a report of CTS schemes in 2023/24 published by Entitled To shows a growing trend toward Councils moving towards increasing the maximum support.



Source: Entitled To - Review of Council Tax Reduction Schemes 2023/24, May 2023

4. SCHEME DESIGN

- 4.1 Local authorities have freedom around what their working age schemes should look like, and the sheer number of options available can make it difficult to identify what design might best support local residents in line with Council objectives. Therefore, two key principles have underpinned this design process:
- (a) The scheme needs to align with the HDC corporate plan, particularly around our commitment to prevent crisis and to support those in crisis;
 - (b) The administrative burden needs to be reduced to support our aim of delivering good quality, high value-for-money services.
- 4.2 Using these principles and the rationale for change already detailed, the proposed scheme has been designed to use income bands to provide a more straightforward indication of CTS award amounts and to reduce the impact of small changes to CTS amounts on Council Tax bills. The scheme also looks to remove the maximum liability limit of the existing scheme, providing increased support of up to 100% of Council Tax liability to low-income households across the district.
- 4.3 The new scheme design has been subject to a full consultation process with the public and the major precepting authorities, in line with legislative requirements. No consultation responses were received from the Major precepting authorities, and responses to the public consultation are shown in Appendix A.
- 4.4 It should be noted that the Council has received no adverse responses to the proposed approach from the major preceptors and in the case of the public consultation, all changes proposed have received a positive majority response. 75% of respondents were in favour of introducing the proposed scheme, with 16% against and 9% not indicating a preference.
- 4.5 The consultation asked respondents to indicate yes / no / don't know in relation to proposals in each of the change categories. Provision was also made for respondents to provide further comment in support of their responses if they wished. Some comments were received but these have not impacted on the overall positive outcome of each question.
- 4.6 The scheme has been designed to provide increased levels of support to the low-income households by increasing the maximum amount up to 100%, and by replacing the various "personal allowances" in the current scheme with an income-banded model as shown below, the scheme is easier to understand. The figures shown in the table below are based on 2023-24 income figures.

Band	Discount	Single Person (weekly net income)	Couple with no children (weekly net income)	Couple or Lone Parent with one child/young person (weekly net income)	Couple or Lone Parent with two children /young persons (weekly net income)	Couple or Lone Parent with three children /young persons (weekly net income)	Couple or Lone Parent with four or more children/young persons (weekly net income)
1*	100%	£0 to £86.00	£0 to £135.00	£0 to £196.00	£0 to £258.00	£0 to £321.00	£0 to £383.00
2	75%	£86.01 to £135.00	£135.01 to £185.00	£196.01 to £246.00	£258.01 to £308.00	£321.01 to £371.00	£383.01 to £433.00
3	50%	£135.01 to £185.00	£185.01 to £235.00	£246.01 to £296.00	£308.01 to £358.00	£371.01 to £421.00	£433.01 to £483.00
4	25%	£185.01 to £235.00	£235.01 to £285.00	£296.01 to £346.00	£358.01 to £408.00	£421.01 to £471.00	£483.01 to £533.00
5	0%	£235.01 +	£285.01+	£346.01+	£408.01+	£471.01+	£533.01+

4.7 The fixed discount amounts are set at 25% per band to be consistent with other Council Tax discounts, and the income bands are aligned with levels of personal allowances within UC as a starting point with a view to providing a consistent approach for residents. The current CTS scheme applies a 20% reduction in support for every £0.01p of income over personal allowance amounts, and so the rationale of having fixed bands not only reduces the impact of UC changes on Council Tax bills, but also provides a much clearer scheme which is easier to understand and therefore access. Further detail regarding the operation of the proposed scheme is included in Appendix B.

4.8 If the recommendations are accepted by the Council, the new scheme will take effect from 1 April 2024.

5. SCHEME BENEFITS

5.1 By simplifying the scheme to take an approach more in line with other Council Tax discounts, the issues identified with the current scheme can be addressed:

5.2 Levels of support.

The new scheme will look to deliver increased support of up to 100% to low-income households across Huntingdonshire, supporting those in need in line with the Council's Corporate Plan.

5.3 The scheme will deliver a simplified claiming process.

For Universal Credit applicants, Universal Credit data received from the Department for Work and Pensions (DWP) will be treated as a claim for Council Tax Reduction. Where sufficient information is received from DWP, the entitlement to CTS will be processed without the likely need to request further information from the resident, as the details would have already been subject to DWP verification processes. This streamlined

approach will also support quicker processing times, delivering much-needed support to residents in a timely manner.

- 5.4 The income bands are sufficiently wide to avoid constant changes in discount.

The current CTS scheme is very reactive and will alter even if the overall change to the person's liability is small. This is leading to constant changes in Council Tax liability, the need to recalculate monthly instalments and the requirement to issue a large number of Council Tax demands. The new scheme, with its simplified income banding approach will have the following advantages:

- (i) Only significant changes in income will affect the level of discount awarded;
- (ii) Council Taxpayers who receive CTS will not receive multiple Council Tax demands and adjustments to their instalments, providing more certainty regarding amounts to pay and enabling residents to budget more effectively, whilst also reducing costs associated with billing and postage; and
- (iii) The new scheme is designed to reflect a more modern approach, where any discount changes it will be effective from the day of the change rather than the Monday of the following week, in line with how Council Tax is calculated.

6. KEY IMPACTS

- 6.1 In deciding on any new scheme, the Council must be mindful that any changes may result in a change to the entitlement for some applicants. Whilst the scheme has been designed with a view to protect the most vulnerable by maintaining or increasing support levels for most, as with changes in any such scheme, there will be some that receive a greater level of support, and some that will receive less. From modelling based on current values, approximately 96% of applicants will receive either the same or more support and only 4% will receive a reduced level of assistance.
- 6.2 To mitigate the impact on those who face a reduction in support, the new scheme will contain additional provisions to protect those who experience exceptional hardship as a result of changes to the scheme. Where any applicant is likely to experience exceptional hardship, they will be encouraged to apply for an exceptional hardship payment. The Council will consider all applications for exceptional hardship on an individual basis, taking into account available income and essential outgoings. Where appropriate further support will be given to the applicant for a period of up to one year to assist with the transition to the new scheme.
- 6.3 This approach will enable individual applicants to be dealt with in a fair and equitable manner. The Exceptional Hardship Scheme will form part of the CTS Scheme and fall to be paid through the Collection Fund. Details of the Exceptional Hardship Scheme are provided in Appendix B.

6.4 Financial impacts are detailed in point 10 of this report.

7. CORPORATE OBJECTIVES

7.1 Our Corporate plan for 2023-2028 outlines our commitment to:

(i) Improve the happiness and wellbeing of residents by keeping people out of crisis and helping those in crisis; and

(ii) Deliver good quality, high value-for-money services

7.2 There are a range of Council Tax discounts and exemptions available to ensure residents contribute to the cost of local services proportionately to their circumstances. CTS further builds on this with the assessment of resident's financial capacity to contribute, supporting those most in need by reducing or eliminating the requirement for a contribution where it would be considered disproportionate to their financial circumstances.

7.3 The simplified scheme design recommended would be easier to understand and therefore access, whilst reduced administration requirements will improve the speed of decisions for residents and enable the high volume of UC changes to be managed within existing resources. A more generous scheme would directly improve the financial position for many eligible low-income households across the district and negate the need for HDC to pursue recovery action on such small debts.

7.4 The cost impact of CTS is calculated as a reduction to the taxbase, and as such there is a financial impact of any increase for the other precepting authorities, mainly Cambridgeshire County Council. It should be noted these proposals support CCC's ambition to help people out of poverty and income inequality, working with partners to ensure support for people is straightforward, equitable and does not stigmatise. Cambridgeshire County Council and other major preceptors have been consulted on the proposed new scheme, although no consultation responses were received.

7.5 It is also important to recognise the wider impact which poverty and debt have on health and wellbeing, and the potential for positive outcomes which could be realised more broadly by increasing the level of CTS support. A report by the Joseph Rountree Foundation, UK Poverty 2023, found that *".....among working-age adults, people living in poverty are more likely to suffer from poor health more broadly. There is evidence that suggests low incomes are associated with potential symptoms of anxiety, such as lack of sleep, lacking energy and feelings of depression. For children, even at a young age, there is a gap in young people's educational attainment by parental income level, and this continues throughout the different stages of a child's education"*. Increasing the maximum level of support available via the CTS scheme will directly impact on poverty within Huntingdonshire and will therefore contribute to the wider health and wellbeing of residents.

8. ALTERNATIVE OPTIONS

- 8.1 The alternative to introducing a new scheme for CTS from 2024/25 is to leave the existing scheme in place. This would likely be a short-term option, for it would lead to increasing administration costs as the continued rollout of Universal Credit over the coming years will result in increased volume of changes to process. In the longer term, the collection of Council Tax may also be affected as those low-income households continue to struggle to pay 20% of the Council Tax, which often results in recovery action and additional costs on small debts from those least able to pay.

9. LEGAL IMPLICATIONS

- 9.1 Schedule 1a of the Local Government Finance Act 1992 requires Local Authorities to review their CTS schemes annually and any revision or replacement must be made no later than 11th March in the financial year preceding the year for which the revision is made.
- 9.2 Before agreeing a new scheme, the Authority must:
- (a) Consult any major precepting authority which has power to issue a precept to it,
 - (b) Publish a draft scheme in such manner as it thinks fit; and
 - (c) Consult such other persons as it considers are likely to have an interest in the operation of the scheme.
- 9.3 The public consultation ran for seven weeks from 21st July 2023 to 10 September 2023 and the preceptor consultation for four weeks from 21st July. Responses from the public consultation are found in APPENDIX A. It should be noted that no consultation responses were received from Major Preceptors.

10. RESOURCE IMPLICATIONS

- 10.1 CTS is a Council Tax discount and as such the cost of any scheme is calculated as a reduction to the taxbase. That is, the number of dwellings in the area, after adjustments for discounts and exemptions, and a forecast for growth, on which a precept can be charged. This means that the overall cost of the CTS scheme, as with other discounts and exemptions, is shared proportionately across the preceptors. The approximate percentage split is as follows:

Cambridgeshire County Council	71%
Cambridgeshire Police & Crime Commissioner	12%
Huntingdonshire District Council	7%
Parish & Town Councils	6%
Cambridgeshire Fire Authority	3.5%
Cambridgeshire & Peterborough Combined Authority	0.5%

10.2 Initial modelling conducted in June 2023 estimated the additional cost of the CTS proposals to be in the region of £890k per annum. Further modelling carried out in early September estimated the additional cost to be around £990k per annum, or around 450 band D equivalent properties in the taxbase. The additional cost of the scheme would be split across the preceptors in the following proportions:

Additional cost	District	County	Police	Fire	CPCA	Parish	Total
cost @ £890k	63,285.46	626,467.59	110,654.14	32,450.75	4,872.49	52,269.58	890,000.00
cost @ £990k	70,396.19	696,857.20	123,087.18	36,096.90	5,419.96	58,142.57	990,000.00
difference	7,110.73	70,389.62	12,433.05	3,646.15	547.47	5,872.99	100,000.00

10.3 This change in estimated impact is mainly as a result of further work carried out over the summer to enhance the quality of data forecasting, coupled with general changes in caseload. It is important to note that scheme costs, caseload and indeed the overall taxbase are subject to regular movement. As such, the forecast of financial impact remains a “best guess”, and modelling will continue to be undertaken throughout the remainder of the current financial year to track the likely scheme costs.

10.4 The cost of supporting current CTS recipients transitioning to the new scheme via an Exceptional Hardship scheme has been forecast to cost an additional £44k if full support is provided for one year. This would be split across the precepting authorities as follows:

Additional Cost	District	County	Police	Fire	CPCA	Parish	Total
Exceptional Hardship Scheme	3,128.72	30,971.43	5,470.54	1,604.31	240.89	2,584.11	44,000.00

10.5 Although the cost of the CTS scheme for 2024/25 is anticipated to increase as a result of the proposed scheme design, the overall level of CTS as a proportion of the Council Tax Base has reduced year on year since 2013 as shown below, and this would still represent a significant reduction in the proportion of costs in real terms compared to the original CTS level in 2013:

	Average Band D Charge	Taxbase	Gross Yield (Taxbase x Average Band D)	CTS £	% of yield	Estimated CTS spend	Estimated % of yield
2023	2192	65,795	144,216,061	7,649,291	5.04	8,683,290.65	5.68
2022	2075	64,501	133,866,020	7,314,969	5.18		
2021	1986	63,355	125,810,993	7,360,375	5.53		
2020	1925	62,854	121,004,635	7,357,244	5.73		
2019	1855	61,749	114,567,860	6,777,367	5.59		
2018	1753	60,542	106,153,737	6,650,929	5.90		
2017	1675	60,111	100,694,341	6,509,060	6.07		
2016	1641	59,358	97,413,601	6,609,231	6.35		
2015	1609	58,329	93,868,276	6,740,617	6.70		
2014	1585	57,357	90,897,079	6,884,853	7.04		
2013	1558	56,358	87,805,764	7,170,721	7.55		

- 10.6 Coupled with the ongoing reduction in pensioner caseload as detailed in 3.10, the overall cost of the CTS scheme as a proportion of the taxbase is anticipated to reduce in future years.
- 10.7 Whilst the County Council would realise the greatest impact of increasing CTS support, this change would equate to around 0.19% of the overall CCC precept, which for 2023-24 was £371,811,613.
- 10.8 Increasing support via the CTS scheme directly aligns with the corporate priorities of both HDC and CCC as set out in part 7. It should also be noted that 100% schemes are already in place elsewhere in Cambridgeshire, with schemes for 2023 offering as follows:

Authority	Banded Yes / No	Maximum Award
Cambridge City	Yes – for UC	100%
East Cambridgeshire	No	91.5%
Fenland	No	80%
Huntingdonshire	No	80%, 85% & 100%
South Cambridgeshire	Yes	100%

11.0 Equality and Diversity/Equality Impact Assessment

- 11.1 The move to the new scheme will either have a neutral or positive affect to the majority of working age claimants. From initial modelling it is anticipated that around 3,958 (96%) applicants will receive the same or more support than under the previous scheme.
- 11.2 As with all changes however, latest modelling indicates there will be up to 163 applicants who may receive less support that previous. Where a reduction in CTS arises as a result of changed to the scheme, the applicant is able to make an application for further support via the Council’s Exceptional Hardship Fund which is shown in Appendix C.
- 11.3 A full EQIA is attached within Appendix D.

12.0 COMMENTS OF OVERVIEW AND SCRUTINY

- 12.1 The Panel discussed the Council Tax Support Scheme Report at its meeting on 2nd November 2023.
- 12.2 In response to a question from Councillor McAdam, the Panel heard that precepts as whole should not be affected Town and Parish Councils are still able to set the overall precept as required, however the amount charged per household may change. The Panel were advised that work is currently being undertaken to draft the Taxbase, but the Taxbase setting decision cannot be taken until after the decision on the Council Tax Support Scheme.
- 12.3 Councillor Cawley praised the sentiment of the report but questioned where the money would be found to make up the shortfall. The Panel were advised that the £1 million difference was made up across all

authorities who make up the beneficiaries of Council Tax and that the impact on the District Council was anticipated to be £70,000. The Panel were assured that Council Tax precepts for the district would not be affected and that an increase in revenue streams would help to cover the shortfall.

- 12.4 Councillor Hunt enquired whether it was possible to see how much is currently spent by the Council Tax recovery team on these types of accounts and how much could be saved by the introduction of the new policy. The Panel heard that this information was not readily available there was an impact of taking recovery action on those that could least afford to pay as every court summons issued for non-payment would incur costs of £70.
- 12.5 It was observed by Councillor Shaw that the lack of response from Cambridgeshire County Council was surprising given that they would be most affected by the new policy. The Panel heard that the County Council were in support of the principles of the project and that two other Councils within the County had already implemented Council Tax Support schemes that offered up to 100%.
- 12.6 In addition, Councillor Bywater stressed the importance of including Care Leavers within the group that the policy would benefit.
- 12.7 Following a question from Councillor Alban, the Panel heard that modelling suggested around 4% / 163 claims may be negatively impacted due to having income higher than the allowances, but that this number may reduce as claims migrate to Universal Credit. An exceptional hardship scheme would be in place to help support those negatively impacted to transition to the new scheme.
- 12.8 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

13.0 REASONS FOR THE RECOMMENDED DECISIONS

- 13.1 It is recommended that Council agrees to adopt an income- banded scheme as detailed within this report which offers a greater level of support to residents than the current CTS scheme. The reasons for the recommendation are set out below. The revised scheme:
 - (a) Aligns with the Council's commitments within the Corporate Plan. That is, to keep people out of crisis, help those in crisis, and deliver good quality, high value-for-money services
 - (b) Aligns with CCC's ambition to help people out of poverty and income inequality
 - (c) Increases the level of support for low-income households up to 100% of Council Tax Liability

- (d) Targets support in line with local family demographics
- (e) Distributes support across the whole caseload fairly, minimising the number of residents that are significantly impacted, positively or negatively
- (f) Aligns with UC personal allowance rates to ensure scheme keeps pace with national support levels
- (g) Supports reduced administrative requirements to allow improved service delivery, providing support to residents quicker whilst reducing the impact council tax billing and collection

14.0 LIST OF APPENDICES INCLUDED

APPENDIX A	Consultation Responses
APPENDIX B	CTS Scheme Further Information
APPENDIX C	Exceptional Hardship Scheme
APPENDIX D	Equalities Impact Assessment



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Huntingdonshire District Council - Council Tax Support Scheme 2024/25 Consultation - Responses

Background to the Council Tax Support Scheme consultation

1. I have read the background information about the Council Tax Support Scheme: This question must be answered before you can continue.				
Answer Choices			Response Percent	Response Total
1	Yes		99.53%	210
2	No		0.47%	1
			answered	211
			skipped	124


Introducing an income-banded scheme for all working age applicants which will provide up to 100% support



2. Do you agree with introducing an income-based banded discount scheme as shown above?				
Answer Choices			Response Percent	Response Total
1	Yes		75.00%	108
2	No		15.97%	23
3	Don't Know		9.03%	13
			answered	144
			skipped	191

Key themes from people that disagree

- Levels of support should not be increased
- Income bands are too broad and income levels too high

Removing Non Dependant Deductions




4 Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	Yes		64.96%	89

4 Do you agree with this proposal?			
2	No		19.71%
3	Don't Know		15.33%
			answered
			137
			skipped
			198

Key themes from people that disagree

- Whole household should contribute




Disregarding certain elements of Universal Credit

6. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	Yes		74.22%	95
2	No		18.75%	24
3	Don't Know		7.03%	9
			answered	128
			skipped	207

Key themes from people that disagree

- All income should be taken into account




Where applicants or their partner (if they have one) are working, a standard disregard of up to £50 per week will be applied.

8. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	Yes		74.80%	95
2	No		15.75%	20
3	Don't Know		9.45%	12
			answered	127
			skipped	208

Key themes from people that disagree

- £50 is too generous




Any new claim or change in circumstances will be applied on a daily basis

10. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	Yes		90.32%	112
2	No		4.03%	5
3	Don't Know		5.65%	7
			answered	124
			skipped	211

Key themes from people that disagree

- Misunderstanding that this means CTS will change daily




Backdating support (up to a maximum of 12 months from the date of claim) where circumstances show that the applicant would have been continuously eligible for the period in question had they applied at that time.

12. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	Yes		80.65%	100
2	No		13.71%	17
3	Don't Know		5.65%	7
			answered	124
			skipped	211

Key themes from people that disagree

- There should be good reason for not claiming sooner




Protecting people with a disability by disregarding PIP, ESA (Support Component) and DLA.

14. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	Yes		77.24%	95
2	No		17.07%	21
3	Don't Know		5.69%	7
			answered	123
			skipped	212

Key themes from people that disagree

- All income should be taken into account




Protecting families by disregarding Child Benefit and Child Maintenance

16. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	Yes		70.25%	85
2	No		21.49%	26
3	Don't Know		8.26%	10
			answered	121
			skipped	214

Key themes from people that disagree

- All income should be taken into account




Disregarding Carer's Allowance

18. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	Yes		81.82%	99
2	No		13.22%	16
3	Don't Know		4.96%	6
			answered	121
			skipped	214

Key themes from people that disagree

- All income should be taken into account




Protecting War Pensioners by continuing to disregard War Pensions or War Disablement pensions in full

20. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	Yes		88.14%	104
2	No		6.78%	8
3	Don't know		5.08%	6
			answered	118
			skipped	217

Key themes from people that disagree

- All income should be taken into account




Reducing the Capital Limit to £10,000 and removing the assumed income from capital (or 'tariff' income) from the calculation of Council Tax Support

22. Do you agree with this proposal?			
Answer Choices		Response Percent	Response Total
1	Yes		76.27% 90
2	No		14.41% 17
3	Don't know		9.32% 11
		answered	118
		skipped	217

Key themes from people that disagree

- Might be confusing as other benefits have different limits
- Capital level too high
- Capital level too low




Removing the Extended Payment provision.

24. Do you agree with this proposal?			
Answer Choices		Response Percent	Response Total
1	Yes		73.95% 88
2	No		13.45% 16
3	Don't know		12.61% 15
		answered	119
		skipped	216

Key themes from people that disagree

- This should be retained

Providing an Exceptional Hardship Scheme

26. Do you agree with this proposal?				
Answer Choices			Response Percent	Response Total
1	Yes		83.05%	98
2	No		9.32%	11
3	Don't know		7.63%	9
			answered	118
			skipped	217

Key themes from people that disagree



- Needs careful management

Any other comments and suggestions on the proposed Council Tax Support Scheme

Key themes

- General agreement with the proposals
- Concerns about cost of the proposals
- Some reluctance to increase support
- Support may be required to transition to the new scheme



Information about those responding to the consultation:



29. Are you completing this form on behalf of an organisation or group?				
Answer Choices			Response Percent	Response Total
1	Yes		2.61%	3
2	No		97.39%	112
			answered	115
			skipped	220

Key themes



- Debt Advice sector
- Parish Council

Questions for Individuals




30. Do you live in the Huntingdonshire area?				
Answer Choices			Response Percent	Response Total
1	Yes		93.75%	105
2	No		6.25%	7
			answered	112
			skipped	223

31. Do you pay Council Tax?				
Answer Choices			Response Percent	Response Total
1	Yes		96.43%	108
2	No		3.57%	4
			answered	112
			skipped	223








32. Are you currently receiving Council Tax Support?

Answer Choices		Response Percent	Response Total
1	Yes		17.86% 20
2	No		82.14% 92
		answered	112
		skipped	223










33. How would you describe your gender?

Answer Choices		Response Percent	Response Total
1	I prefer not to say		7.21% 8
2	Female		63.96% 71
3	Male		28.83% 32
4	I describe myself in another way		0.00% 0
		answered	111
		skipped	224




34. Which of the following age ranges do you fall into?

Answer Choices		Response Percent	Response Total
1	Prefer not to say		7.14% 8
2	16-24		0.00% 0
3	25-34		8.04% 9
4	35-44		19.64% 22
5	45-59		38.39% 43
6	60-74		17.86% 20
7	75 or over		4.46% 5
8	75-84		4.46% 5
9	85+		0.00% 0
		answered	112
		skipped	223




35. Which of the following best describes your ethnic group?

Answer Choices			Response Percent	Response Total
1	Prefer not to say		15.93%	18
2	Arab		0.00%	0
3	Asian or Asian British: Indian		1.77%	2
4	Asian or Asian British: Pakistani		0.00%	0
5	Asian or Asian British: Bangladeshi		0.88%	1
6	Asian or Asian British: Chinese		0.00%	0
7	Any other Asian Background		0.00%	0
8	Black or Black British: Caribbean		0.00%	0
9	Black or Black British: African		0.88%	1
10	Any other Black Background		0.00%	0
11	Mixed Heritage: White and Black Caribbean		0.88%	1
12	Mixed Heritage: White and Black African		2.65%	3
13	Mixed Heritage: White and Asian		0.00%	0
14	Any other Mixed Background		0.88%	1
15	White British		75.22%	85
16	White Irish		0.00%	0
17	Any other White Background		4.42%	5
			answered	113
			skipped	222






36. What is your religion/belief?

Answer Choices			Response Percent	Response Total
1	Prefer not to say		17.43%	19
2	Buddhist		0.92%	1
3	Christian (includes Church of England,		46.79%	51

36. What is your religion/belief?

	Catholic, Protestant and all other Christian Denominations)			
4	Sikh		0.00%	0
5	Jewish		0.00%	0
6	Muslim		0.92%	1
7	Hindu		0.00%	0
8	Other		1.83%	2
9	No religion		33.03%	36
			answered	109
			skipped	226

37. Which of the following best describes your sexual orientation?

Answer Choices		Response Percent	Response Total	
1	Prefer not to say		22.52% 25	
2	Bisexual		2.70% 3	
3	Gay or lesbian		0.90% 1	
4	Straight/Heterosexual		73.87% 82	
5	Other		0.90% 1	
			answered	111
			skipped	224

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APPENDIX B – CTS Scheme Design: Further Details

In addition to the details contained within the report, further details regarding the proposed scheme are as follows:

1) Income Bands

Band	Discount	Single Person (weekly net income)	Couple with no children (weekly net income)	Couple or Lone Parent with one child/young person (weekly net income)	Couple or Lone Parent with two children /young persons (weekly net income)	Couple or Lone Parent with three children /young persons (weekly net income)	Couple or Lone Parent with four or more children/young persons (weekly net income)
1*	100%	£0 to £86.00	£0 to £135.00	£0 to £196.00	£0 to £258.00	£0 to £321.00	£0 to £383.00
2	75%	£86.01 to £135.00	£135.01 to £185.00	£196.01 to £246.00	£258.01 to £308.00	£321.01 to £371.00	£383.01 to £433.00
3	50%	£135.01 to £185.00	£185.01 to £235.00	£246.01 to £296.00	£308.01 to £358.00	£371.01 to £421.00	£433.01 to £483.00
4	25%	£185.01 to £235.00	£235.01 to £285.00	£296.01 to £346.00	£358.01 to £408.00	£421.01 to £471.00	£483.01 to £533.00
5	0%	£235.01 +	£285.01+	£346.01+	£408.01+	£471.01+	£533.01+

- 2) The highest level of discount will be at a maximum Council Tax liability (100%), Band 1, and all current applicants that are in receipt of a ‘*passport benefit’ such as Income Support, Jobseeker’s Allowance (Income Based) and Employment and Support Allowance (Income Related) will receive maximum discount;
- 3) All other discount levels are based on the applicant’s and partner’s, (where they have one) net weekly income, and the scheme allows for variation in household size with the levels of income per band increasing where an applicant has a partner, and / or dependants.
- 4) The scheme is designed so that Band 1 figures align with Universal Credit allowances. The figures shown align with 2023/24 rates followed by bands of £50. These will be updated annually from April 2024 in line with UC allowances.
- 5) Any changes will be applied on a daily basis rather than weekly, in line with Council Tax liability. The scheme will include provision to backdate claims up to a maximum of 12 months from the date of claim where circumstances show

that the applicant would have been continuously eligible for the period in question had they applied at the time.

- 6) There will be no reductions in CTS award levels where an applicant has non-dependants living with them. The existing scheme currently applies a fixed deduction for most non-dependant members of the household at the rate of £5 per week for those not in work, or £7 per week for working people. This change means the administration of the scheme will be more straightforward whilst also protecting low-income families where adult sons and daughters, for example, remain at home.
- 7) To encourage work, a standard disregard of up to £50 per week will be provided against all earnings, replacing the current earnings disregards which are dependent on individual circumstances and working hours, and are complex to navigate.
- 8) Disability benefits such as Disability Living Allowance and Personal Independence Payment will continue to be disregarded as they are currently, and a further disregard of £50 per week will be applied to a customers' total income where one of those benefits are in payment.
- 9) Carer's Allowance and the Support Component of Employment and Support Allowance will be disregarded to protect carers and those with additional support needs;
- 10) The current childcare and child maintenance disregards will remain in place, and child benefit will be fully disregarded in order to better support families.
- 11) Universal Credit is made up of different components dependant on the household circumstances. The following elements will be disregarded within the new scheme: housing, limited capability for work, childcare, disabled child, and carer's element.
- 12) War pensions and war disablement pensions will continue to be disregarded;
- 13) Extended payments will be removed. Currently, in some cases when individuals in receipt of Income Support, Jobseekers Allowance or Employment and Support allowance move into work that ends their entitlement, CTS can be paid for an extended four weeks. Similar provisions do not exist for UC claimants, and so this change will ensure all applicants in receipt of DWP benefits are treated equally;
- 14) The Capital limit will be set at £10,000, and any applicant who has capital above that level will not qualify. Currently, for every £250 of savings over £6,000 and up to £16,000, additional income of £1 is added to an applicant's weekly assessed income
- 15) The full technical scheme document will be available on request

Huntingdonshire District Council

Council Tax Support Exceptional Hardship
Policy

2024-25

1.0 Background

- 1.1 An Exceptional Hardship Fund has been created by the Council to assist applicants for Council Tax Support (CTS) who are facing 'exceptional hardship' due to the implementation of a new CTS scheme for 2024-25.
- 1.2 The fund has been created to provide further assistance for the financial year 2024-25 only to support transition to the new scheme rules.
- 1.3 The Exceptional Hardship Fund will be available to any applicant who is of working age where:
- a) They had a live CTS claim in payment (ie with an entitlement to CTS) on 31st March 2024; and
 - b) On 1st April 2024, the amount of CTS entitlement is reduced, or they no longer qualify for CTS, as a result of changes to the scheme for 2024-25.
- 1.4 The Exceptional Hardship Fund will not be available to those that have a nil award within the revised CTS scheme as a result of capital exceeding the threshold of £10,000. Nor will it be available to those who are precluded from the scheme under the Prescribed Requirement Regulations (ie pension age cases).
- 1.5 The main features of the fund are as follows:
- The operation of the fund will be at the total discretion of the Council;
 - The fund will be operated by the Revenues and Benefits service on behalf of the Council;
 - There is no statutory right to payments from the fund although the Council will consider all applications received;
 - Exceptional Hardship Fund payments are not payments of Council Tax Support (as defined within S13a of the Local Government Finance Act 1992);
 - Exceptional Hardship Fund payments will not be available for any other debt other than outstanding Council Tax;
 - Where an Exceptional Hardship Payment is requested for a previous period, Exceptional Hardship must have been proven to have existed throughout the whole of the period requested;
 - Exceptional Hardship Payments are designed to support those negatively impacted as a result of changes to the CTS scheme design, and will be offered for a period of up to 1 year only; and
 - All applicants will be expected to engage with the Council and undertake the full application process. Failure to do so will inevitably mean that no payment will be made.

2.0 Exceptional Hardship Fund and Equalities

- 2.1 The creation of an Exceptional Hardship Fund facility meets the Council's obligations under the Equality Act 2010.
- 2.2 This policy has been created to ensure a level of protection and support is available to those applicants most in need due to the transition to the new scheme rules. It should be noted the Exceptional Hardship Fund is intended to help in cases of extreme financial hardship and not support a lifestyle or lifestyle choice. Any payment made will be at the total discretion of the Council. Exceptional Hardship should be considered as 'hardship beyond that which would normally be suffered'.

3.0 Purpose of this policy

- 3.1 The purpose of this policy is to specify how the Council will:
- operate the scheme,
 - to detail the application process, and
 - indicate the factors that will be considered when deciding if an Exceptional Hardship Fund payment can be made.
- 3.2 Each case will be treated on its own merits and all applicants will be treated fairly and equally in terms of access to the fund and the decisions made.

4.0 The Exceptional Hardship Fund Process

- 4.1 As part of the process of applying for additional support from the Exceptional Hardship Fund, all applicants must be willing to undertake all of the following:
- (a) Make a separate application for assistance;
 - (b) Provide full details of the household income and expenditure;
 - (c) Accept assistance from either the Council or third parties such as debt advice agencies to enable them to manage their finances more effectively, including the termination of non-essential expenditure;
 - (d) Maximise their income through the application of other Council Tax discounts or reductions, welfare benefits, cancellation of non-essential contracts and outgoings and identifying the most economical tariffs for the supply of utilities and services generally.
- 4.2 It cannot be awarded for the following circumstances:
- Where full Council Tax liability is already being met by Council Tax Support;
 - For any other reason, other than to reduce Council Tax liability;
 - Where the Council considers there are unnecessary expenses/debts etc. and that the applicant has not taken reasonable steps to reduce these; or
 - To pay for any additional Council Tax caused through the failure of the applicant to notify changes in circumstances in a timely manner or where the applicant has failed to act correctly or honestly.
 - To cover previous years' Council Tax arrears.

5.0 Awarding an Exceptional Hardship Fund Payment

5.1 The Council will decide whether or not to make an Exceptional Hardship Fund award, and how much any award might be.

5.2 When reaching a decision the Council will consider:

- The shortfall between Council Tax Support and Council Tax liability;
- Whether the applicant has engaged with the Exceptional Hardship Payment process;
- The personal circumstances, age, and medical circumstances (including ill health and disabilities) of the applicant, their partner, any dependants and any other occupants of the applicant's home;
- The difficulty experienced by the applicant, which prohibits them from being able to meet their Council Tax liability, and the length of time this difficulty will exist;
- All income received by the applicant, their partner, and any member of their household irrespective of whether the income may fall to be disregarded under the Council Tax Support scheme;
- The expenditure of the applicant, their partner and any dependants or other occupants of the applicant's home;
- How reasonable expenditure exceeds income;
- Any savings or capital that might be held by the applicant, their partner, and any member of their household irrespective of whether the capital may fall to be disregarded under the Council Tax Support scheme;
- Other debts outstanding for the applicant and their partner;
- The exceptional nature of the applicant and/or their family's circumstances that impact on finances;

5.3 The above list is not exhaustive and other relevant factors and special circumstances will be considered.

5.4 An award from the Exceptional Hardship Fund does not guarantee that a further award will be made at a later date, even if the applicant's circumstances have not changed.

5.5 An Exceptional Hardship Fund payment may be less than the difference between the Council Tax liability and the amount of Council Tax Support paid. The level of payment may be nil if the authority feels that, in its opinion, the applicant is not suffering 'exceptional hardship' or where the applicant has failed to comply with the Exceptional Hardship process.

6.0 Claiming an Exceptional Hardship Fund payment.

6.1 An applicant must make a claim for an Exceptional Hardship Fund award by submitting an application to the Council. The application form can be obtained via the telephone, in person, at one of the Council offices and/or via the Council's website.

- 6.2 Applicants can request assistance with the completion of the form from the Revenues and Benefits Service or Customer Services at the Council.
- 6.3 The application form must be fully completed and supporting information or evidence provided, as reasonably requested by the Council.
- 6.4 In most cases the person who claims the Exceptional Hardship Fund award will be the person entitled to Council Tax Support. However, a claim can be accepted from someone acting on another's behalf, such as an appointee, if it is considered reasonable.
- 6.5 A person claiming an Exceptional Hardship Fund payment is required to:
- Provide the Council with such information as it may require making a decision;
 - Tell the Council of any changes in circumstances that may be relevant to their ongoing claim within 21 days; and
 - Provide the Council with such other information as it may require in connection with their claim.

7.0 The award and duration of an Exceptional Hardship Payment

- 7.1 Both the amount and the duration of the award are determined at the discretion of the Council and will be done so on the basis of the evidence supplied and the circumstances of the claim.
- 7.2 The start date of such a payment and the duration of any payment will be determined by the Council. In any event, the maximum length of the award will not exceed the end of the financial year in which the award is given.
- 7.3 Any Exceptional Hardship Fund payment will be made direct onto the applicant's Council Tax account, thereby reducing the amount of Council Tax payable.
- 7.4 The Council will notify the outcome of each application for Exceptional Hardship Fund payments in writing. The notification will include the reason for the decision and advise the applicant of their appeal rights.

8.0 Appeals

- 8.1 Exceptional Hardship Fund payments are subject to the statutory appeal process as they are made as part of the Council's Council Tax Support scheme under Section 13A 1A of the Local Government Finance Act 1992.
- 8.2 If the applicant is not satisfied with the decision in respect of an application for an Exceptional Hardship Fund payment, a decision to reduce the amount of Exceptional Hardship Fund payment, a decision not to backdate an Exceptional Hardship Fund payment or a decision that there has been an overpayment of an Exceptional Hardship Fund payment, the Council will look at the decision again.

- 8.3 An officer, other than the original decision maker, will consider the appeal by reviewing the original application and any other additional information and/or representation made, and will make a decision within 21 days of referral or as soon as practicable.
- 8.4 The outcome of the appeal will be set out in writing, detailing the reasons for the decision, or upholding the original decision.
- 8.5 Where the applicant remains aggrieved with the decision, further appeals can be made as per Council Tax Support to an independent Valuation Tribunal.

8.0 Changes in circumstances

- 8.1 The Council may revise an award from the Exceptional Hardship Fund where the applicant's circumstances have changed which either increases or reduces their Council Tax Support entitlement.
- 8.2 Overpaid Exceptional Hardship Fund payments will generally be recovered directly from the applicant's council tax account, thus increasing the amount of council tax due and payable.

9.0 Fraud

- 9.1 The Council is committed to protect public funds and ensure funds are awarded to the people who are rightfully eligible to them.
- 9.2 An applicant who tries to fraudulently claim an Exceptional Hardship Fund payment by falsely declaring their circumstances, providing a false statement or evidence in support of their application, may have committed an offence under The Fraud Act 2006.
- 9.3 Where the Council suspects that such a fraud may have been committed, this matter will be investigated as appropriate and may lead to criminal proceedings being instigated.

10.0 Complaints

- 10.1 The Council's 'Compliments and Complaints Procedure' (available on the Council's website) will be applied in the event of any complaint received about this policy.

11.0 Policy Review

- 11.1 This policy will be in place for the financial year 2024-25 only and will be updated as appropriate to ensure it remains fit for purpose. However, a review may take place should there be any significant changes in legislation.



Service area	Revenues and Benefits
Date of assessment	20/09/2023
Name of policy/service to be assessed	Council Tax Support Scheme (CTS) 2024-25
Is this a new or existing policy/service?	Redesign of existing scheme
Name of manager responsible for new or amended policy/service	Katie Kelly
Names of people conducting the assessment	Katie Kelly
Step 1 – Description of new or amended policy/service	
Describe the aims; objectives and purpose of the new or amended policy/service (include how it fits in to wider aims or strategic objectives).	<p>Our Corporate plan for 2023-2028 outlines our commitment to:</p> <ul style="list-style-type: none"> • Improve the happiness and wellbeing of residents by keeping people out of crisis and helping those in crisis; and • Deliver good quality, high value-for-money services <p>A review of the CTS scheme was listed as an action within the corporate plan in furtherance of these aims.</p> <p>The Council is required to review its scheme for working age each year. There are issues with the current scheme that need to be addressed if the system is to continue to provide effective support to low-income taxpayers and to support the Council to provide the service in an efficient manner. The main issues are as follows:</p> <ul style="list-style-type: none"> • The need to assist low-income households and assist in the collection



	<p>of Council Tax;</p> <ul style="list-style-type: none"> • The introduction of Universal Credit for working age applicants; and • The need for a simplification of the scheme <p>In view of the problems being experienced with the current scheme, it is proposed that an alternative approach be taken from 2024/25. The approach has been to fundamentally redesign the scheme to address all of the issues with the current scheme and in particular;</p> <p>(a) The level of support available to the poorest households; (b) The problems with the introduction of full-service Universal Credit; and (c) The significant increase in administration costs due to the high level of changes received in respect of Universal Credit.</p> <p>Pension age applicants for CTS will not be affected by this change</p>
<p>The Equality Act 2010 requires the Council to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations, the Council also needs to demonstrate its compliance with the Equality Duty. The Council therefore needs to understand how its decisions and activities impact on different people. An Equality Impact Assessment is the current method by which the Council can assess and keep a record of the impact of new or amended strategies, policies, functions or services. The council retains these duties even when outsourcing services or providing shared services.</p> <p><i>Definition of Adverse Impact - occurs when a decision, practice, or Policy has a disproportionately negative effect on a protected group. Adverse Impact may be unintentional.</i></p>	
<p>Are there any (existing) equality objectives of the new/amended policy/service</p>	<p>Improved support for working age applicants</p>



<p>Who is intended to benefit from the new/amended policy/service and in what way?</p>	<p>Low income working age households who apply and qualify for Council Tax Reduction. The revised scheme will:</p> <ul style="list-style-type: none"> (a) Provide more support to those on the lowest income (up to 100% of the Council Tax payable); (b) Be easier to understand and claim; and (c) Address the administration issues caused by the introduction of Universal Credit. 														
<p>What are the intended outcomes of this new/amended policy/service?</p>	<p>Improved support for low-income households</p>														
<p>Step 2 – Data</p>															
<p>What baseline quantitative data (statistics) do you have about the function relating to equalities groups (e.g. monitoring data on proportions of service users compared to proportions in the population), relevant to this new/amended policy/service? Huntingdonshire Statistics</p>	<p>Financial modelling has been conducted across the current working age caseload in order to assess any potential impacts. The current working age caseload is as follows:</p> <table data-bbox="1084 957 1657 1197"> <tr> <td>Total caseload:</td> <td>4,121</td> </tr> <tr> <td>Female:</td> <td>67.8%, Male 32.2% split</td> </tr> <tr> <td>Age Range:</td> <td>18-24 4.6%</td> </tr> <tr> <td></td> <td>25-34 20.5%</td> </tr> <tr> <td></td> <td>35-44 23.4%</td> </tr> <tr> <td></td> <td>45-59 36.4%</td> </tr> <tr> <td></td> <td>60+ 15.1</td> </tr> </table> <p>Proportion of cases with a disability premium: 43.4%</p> <p>Financial modelling has shown that 96% of caseload will be better off or will have no change to the levels of support awarded as a result of changes to the scheme. Around 4% may receive a reduced amount or nil</p>	Total caseload:	4,121	Female:	67.8%, Male 32.2% split	Age Range:	18-24 4.6%		25-34 20.5%		35-44 23.4%		45-59 36.4%		60+ 15.1
Total caseload:	4,121														
Female:	67.8%, Male 32.2% split														
Age Range:	18-24 4.6%														
	25-34 20.5%														
	35-44 23.4%														
	45-59 36.4%														
	60+ 15.1														



	<p>award. Where this occurs, the applicant may apply for additional support under the Council's Exceptional Hardship scheme.</p>
<p>What qualitative data (opinions etc) do you have on different groups (e.g. comments from previous consumer satisfaction surveys/consultation, feedback exercises, or evidence from other authorities undertaking similar work), relevant to this new/amended policy/service?</p>	<p>The proposals have been subject to a statutory consultation process. A public consultation ran for 7 weeks from 21st July 2023. A consultation for major preceptors ran for 4 weeks from the same date. The responses received are contained within Appendix C of the report.</p>
<p>Age – this refers to the protected characteristic of age. A person belonging to a particular age (for example 32-year olds) or range of ages (for example 18 to 30-year olds).</p> <p>Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic?</p> <p>Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic?</p> <p>For some services this should include consideration of impact in terms of safeguarding young people.</p> <p>What evidence do you have for your answer?</p>	<p>The proposed changes will affect working age applicants only. Pension age applicants will not be affected as their scheme is prescribed by Government. The majority of working age applicants will see an increase in support or maintain the same level of support. Inevitably with any change in scheme there may be some that received a reduced amount or nil award under the new scheme.</p> <p>Where this occurs, the applicant may apply for additional support under the Council's Exceptional Hardship scheme.</p>
<p>Disability – this refers the protected characteristic of disability. A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.</p>	<p>The proposed change to the scheme will have no differential impact due to disability, the proposed scheme is designed to continue to protect the disabled by disregarding disability benefits such as Disability Living Allowance and Personal Independence Payments.</p>



<p>Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic.</p> <p>Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic?</p> <p>What evidence do you have for your answer?</p>	<p>The scheme will also further protect disabled applicants as it will provide a further income disregard per week which will reduce the level of income taken into account when calculating any support.</p> <p>If a reduction in support occurs as a result of changes to the scheme, the applicant may apply for additional support under the Council's Exceptional Hardship scheme.</p>
<p>Gender reassignment – gender reassignment discrimination occurs when a person is treated differently because they are trans*.</p> <p>Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic.</p> <p>Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic?</p> <p>What evidence do you have for your answer?</p> <p>*although the term gender reassignment and transsexual is in the Equality Act 2010, it is accepted that the preferred term is trans.</p>	<p>The proposed change to the scheme will have no differential impact due to gender or gender reassignment.</p>
<p>Marriage and civil partnership in the workplace; this refers the protected characteristic of marriage and civil partnership which is a union between a man and a woman or between a same-sex couple. Civil partnership is between partners of the same sex. Discrimination is when a person is treated differently at work because a person is married or in a civil partnership.</p> <p>Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic.</p>	<p>The proposed change to the scheme will have no differential impact due to marriage or civil partnership</p>



<p>Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic?</p> <p>What evidence do you have for your answer?</p>	
<p>Are there concerns that the function could have a differential impact in terms of pregnancy and maternity in the workplace (e.g. pregnant or breast-feeding women). Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.</p> <p>Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic.</p> <p>Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic?</p> <p>What evidence do you have for your answer?</p>	<p>The proposed change to the scheme will have no differential impact due to pregnancy or maternity</p>
<p>Race – this refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. Gypsy/Travellers are distinct group within this category</p> <p>Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic.</p>	<p>The proposed change to the scheme will have no differential impact due to race</p>



<p>Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic?</p> <p>What evidence do you have for your answer?</p>	
<p>Religion and Belief in the workplace - refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief.</p> <p>Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic.</p> <p>Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic?</p> <p>What evidence do you have for your answer?</p>	<p>The proposed change to the scheme will have no differential impact due to religion or belief</p>
<p>Sex - this refers to the protected characteristic of sex which can mean either male or female, or a group of people like men or boys, or women or girls.</p> <p>Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic.</p> <p>Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic?</p> <p>What evidence do you have for your answer?</p>	<p>The proposed change to the scheme will have no differential impact due to sex.</p>



<p>Sexual orientation – this relates to whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.</p> <p>Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic.</p> <p>Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic?</p> <p>What evidence do you have for your answer?</p>	<p>The proposed change to the scheme will have no differential impact due to sexual orientation</p>
<p>Are there concerns that the function could have a differential impact on part time/full time employees?</p> <p>What evidence do you have for your answer?</p>	<p>The proposed change to the scheme will have no differential impact due to part-time or full-time employees. The scheme treats earnings in the same way irrespective of hours worked.</p>
<p>Are there concerns that the function could have a differential impact in terms of specific characteristics of Huntingdonshire e.g. Rural isolation</p>	<p>The proposed change to the scheme will have no differential impact for any other reasons and in summary is more generous to working age applicants.</p>

Findings

Pension age applicants will not be affected as their scheme is prescribed by Central Government. Other measures undertaken to mitigate any potential negative impact on other protected groups include consulting the public about the proposed changes and asking for their views on the proposals, the disregard of disability benefits and implementation of the Council's CTS Exceptional Hardship scheme.

Council Tax Support is widely publicised on the Council's website, through information with Council Tax bills, and via signposting by officers. The Council has good links with independent debt advice agencies across the district, some of which fed into the consultation, to where customers that may be struggling financially would be signposted for support.

Recommendations

It is recommended that the EIA is approved

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Review of the Council's Risk Management Strategy

Meeting/Date: Cabinet – 14th November 2023
Council - 13th December 2023

Executive Portfolio: Executive Councillor for Finance and Resources

Report by: Director of Finance & Corporate Resources

Ward(s) affected: All

Executive Summary:

As part of its Governance Strategy, the Council requires a Risk Management Strategy that details how it manages risks associated with the organisation. The attached document details the proposed Risk Strategy and how it fits with the Council's governance and risk reporting.

Recommendation(s):

The Council is

RECOMMENDED TO

Approve the Risk Management Strategy.

1. PURPOSE OF THE REPORT

- 1.1 To present the Council's proposed Risk Management Strategy for consideration and comment by Committee.

2. WHY IS THIS REPORT NECESSARY

- 2.1 Good governance requires the Council to identify and mitigate risks that are likely to impact its effective operation and delivery of duties. The Risk Management Strategy details how the Council will do this.

3. OVERVIEW AND SCRUTINY

- 3.1 The Panel discussed the Review of the Council's Risk Management Strategy at its meeting on 1st November 2023.
- 3.2 Following a question from Councillor Jennings, the Panel heard that there is a clearly defined risk appetite across all risks facing the Council, clarifying and simplifying the approach in the previous strategy which broke this down by cross cutting function, and falling in line with partners. The Panel were also advised that the original strategy would be shared via email to help highlight the adjustments in the updated strategy.
- 3.3 The names of the key officers who make up the Assurance Board were advised to the Panel, in response to a question from Councillor Harvey, with further details of the Board to be circulated following the meeting.
- 3.4 Councillor Martin observed that the risks highlighted within the Risk Management report did not appear to marry with the risks mentioned within reports which are presented to the Panel. The Panel were advised that all reports brought to the Panel should highlight the risks, however there may have been discrepancies whilst the strategy was being updated, this would be rectified moving forward.
- 3.5 Councillor Gleadow praised an excellent report but expressed concern over the seniority of the ownership of risks. The Panel were assured that whilst some risks are more appropriately managed at a strategic level, there is also accountability across all risk by senior managers.
- 3.6 Following a further concern raised by Councillor Martin on the difficulty to recruit into the 3C Shared Services Legal Team, the Panel heard that this was a national issue, however would be managed through the use of locums as necessary.
- 3.7 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for Cabinet to make a decision on the recommendations.

4. LEGAL IMPLICATIONS

- a. There are no direct legal implications arising from this report.

5. RESOURCE IMPLICATIONS

- a. There are no specific resource implications.

6. REASONS FOR THE RECOMMENDED DECISIONS

The Council needs a Risk Management Strategy to inform its assessment of risk and behaviours to mitigate adverse exposures.

APPENDICES

APPENDIX A – Risk Management Strategy 2023

APPENDIX B – Risk Register

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Risk Management Strategy

Version17 – June 2023

Name of Policy	The Risk Management Strategy
Policy Owner/s	Assurance Board
Date Reviewed	September 2023

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Executive Summary

The purpose of the Risk Management Strategy is to communicate why and how risk management should be applied throughout the organisation to support the achievement of Huntingdonshire District Council's (HDC) corporate objectives. The corporate objectives can be found in the Corporate Plan 2023-2028 via the Intranet. Is it essential for all staff to be familiar with risk management and their responsibilities.

This strategy builds on the principles within HM Government's [Orange book¹](#) which lays out the Management of Risk – principles and concepts, but does so pragmatically accepting the guidance of this document that.

“Attempting to define a one-size-fits-all approach to managing risks, or to standardise risk management practices, would be misguided because public sector organisations are different sizes, are structured differently and have different needs.”²

In order for HDC to have a successful risk management framework it is essential that all staff are aware of the following points that are detailed in this strategy...

- Understand what risk management is.
- Understand why risk management is highly important and aides the achievement of the corporate objectives.
- Be aware of HDC's Risk Management Statement.
- Know how to apply the risk management process model.
- Know how to complete a risk assessment.
- Be aware of your relevant departments risk appetite.
- Understand when to use the Option Appraisal and Risk Treatment forms.
- Understand your risk management responsibilities.

Introduction

An effective risk management strategy will ensure the Council maximises its opportunities and manages those threats that may hinder the delivery of its priorities so that the opportunities for continuous improvement are maximised.

Risk therefore needs to be considered at all stages of the management process, from the setting of corporate priorities through to the delivery of the service to the customer. Risk management therefore becomes an integral element of the Council's corporate governance arrangements.

This risk management strategy aims to integrate risk management into the Council's culture and processes and raise awareness amongst all employees

¹ Orange book link: This links you to an online PDF version of The Orange Book Management of Risk – principles and concepts, Crown Copyright, 2020

² The Orange Book Management of Risk – principles and concepts, Crown Copyright, 2020. P.3

and members of the benefits and opportunities that successful management of risk can bring.

Definitions

Risk is the chance or possibility of something happening that will have an adverse impact on the achievement of the Council's objectives.

Risk management is the identification, evaluation, control, monitoring and reporting of existing and emerging risks. It applies equally to the opportunities for taking risks as it does to avoiding risks or reducing losses. It is a key part of good management and not simply a compliance exercise.

Note: For further definitions please see the glossary.

Why is Risk Management important?

The Council provides a large range of services within an ever-changing environment, so there is great potential for risks to arise. Effective risk management will enable the Council to:

- Minimise disruption to service provision
- Maximise performance
- Minimise the need to divert funds from priority services
- Encourage creativity
- Minimise losses
- Ensure the Council's reputation is preserved and enhanced
- Reduce insurance premiums

The aim is to manage risk, rather than eliminate it. Too little attention to the control of risk will lead to unnecessary losses and poor performance, while an over devoted approach may suppress creativity and increase the cost of and/or impede service delivery. Successful risk management means getting the balance right.

Risk Policy Statement

HDC is committed to the effective management of risk. The Council's ability to deliver services and achieve its business objectives are constantly affected by risk, which the Council recognises as being both positive and negative.

The Council also recognises its legal, moral and fiduciary duties in taking informed decisions about how best to control and minimise the downside of risk, whilst still maximising opportunity and benefiting from positive risks.

The Council will ensure that Members and staff understand their responsibility to identify risks and mitigate the possible consequences.

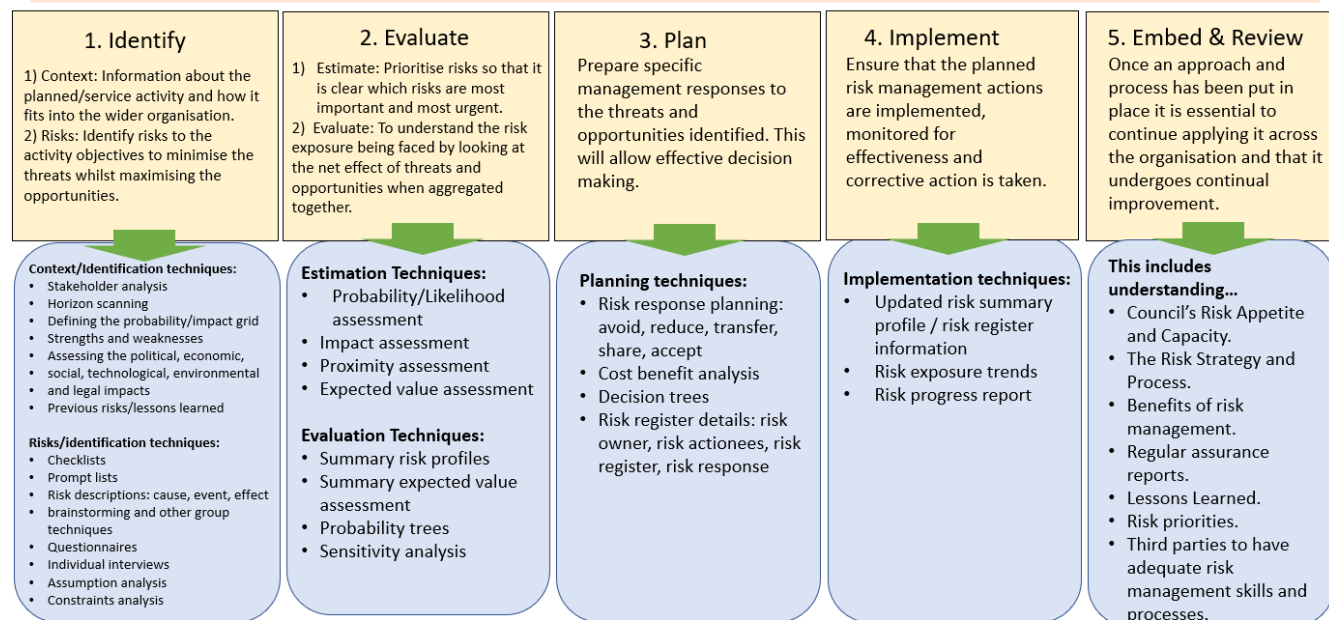
The Risk Management Process

The purpose of the risk management process guide is to describe the key steps required to ensure risks are successfully identified, assessed, and controlled.

Risk management is a continuous process that has **five key elements/stages**:

1. **Identification:** of risks to which the Council is exposed to.
2. **Evaluation:** of those risks in terms of likelihood and severity.
3. **Planning:** the control or mitigation of the risks, either by reducing the likelihood or severity of adverse events.
4. **Implementation:** of the arrangements the Council needs to put into place to deal with the consequences of the threats manifesting themselves, e.g., insurance, levels of policy excesses, self-insurance, service recovery planning
5. **Embedding and Reviewing:** the on-going monitoring and reporting of risk, to allow for intended actions to be achieved and losses minimised.

A standard risk management process will be used throughout the Council, including project, partnership, corporate or operational level...



Communication should be carried out throughout the process to continue to identify new threats, opportunities and changes to existing risks.

A standard risk management process will be used throughout the Council. This will ensure that risks are considered in the same fashion whether at a project, partnership, corporate or operational level.

1. Identification

There are many ways of identifying risk, including making use of:

- Staff experience and knowledge
- Review of objectives in Corporate and Service Plans
- Performance indicators, financial/budgetary and management information

- Service reviews by internal/external audit and other inspection bodies
- Risk assessments
- Directorate / Service meetings / workshops
- Amendments to legislation
- Insurance claims / loss information

When identifying risks, it is recommended to firstly, consider the context behind the risk (why does the risk exist, what is the root cause) before identifying the risks within it. This ensures the information about the planned activity/the scope of it is gathered and it is clear how it fits into the wider organisation.

Context identification techniques include:

- **Stakeholder analysis** – who else is involved?

What do they think? This technique helps capture who the stakeholders are, what their roles are and their level of participation. A stakeholder analyses can be done for the entire organisation or departments/divisions.

- **Horizon scanning** – What changes can we expect in the future?

By identifying and monitoring emerging risks and trends you are able to proactively manage risks and take advantage of opportunities.

- **Defining the probability/impact grid**

As it is important to note specific details about the objectives before any risks are identified. The probability impact grid technique defines the impact scales for each relevant objective. These scales can then be used to articulate risk tolerance thresholds for a particular organisational activity.

- **Strengths and weaknesses of the service/idea**

This technique focuses on the analyses of the strengths (current fact), weaknesses (current fact), opportunities (potential future fact) and threats (potential future fact) of an individual, department, group or area.

- **Assessing the political, economic, social, technological, legal and environmental impacts (PESTLE).**

This technique enables a wide scan of the context, and any potential or actual factors that would affect any objectives if they were left unmanaged. When doing a Pestle analysis ensure the assessment is tailored to the specific organisation/area.

- **Previous risks/lessons learned**

Depending on the activity being worked on, it may be appropriate to consider/examine previous lesson logs if available. These may include details on events or activities which should or should not be repeated as well as any relevant notes which may help with the current project/area.

Risk identification techniques include:

- **Checklists:** Reviewing risks and opportunities and possible actions.

By preparing a list of potential risks and opportunities you can systematically identify and assess risks to ensure no risks are overlooked.

- **Prompt lists:** Lists triggering you to consider a range of factors
This technique involves asking open-ended questions which stimulates discussion and helps identify potential risks that may not have been considered.
- **Risk descriptions:** cause, event, effect
When writing a risk description ensure the cause, event and effect are all written clearly which facilitates the development and understanding of effective risk identification and responses, e.g., Cause: Inadequate cyber security measures. Event: Cyber attack. Effect: Data breach, loss of information, financial loss, reputational damage.
- **Brainstorming and other group techniques:** perhaps in team meetings
Gathering a group of people to generate ideas and/or identify potential risks and opportunities in a collaborative and structured manner facilitates communication, collaboration and provide a comprehensive assessment and analyses technique.
- **Questionnaires**
This technique involves sending surveys to the relevant stakeholders which results in a gathering of information about potential risks and their likelihood/impact.
- **Individual interviews**
A one-to-one conversation/interview with a stakeholder gathers details information about potential risks. This helps identify their impact and potentially identify risks that were not apparent.
- **Assumption analysis:** Reviewing the assumptions that you have made
Identify and challenge assumptions concerning a project or situation. This aids the surfacing of hidden or overlooked risks and develop an appropriate risk response.
- **Constraint's analysis:** Reviewing the limiting factors on your service
This involves identifying the restrictions or limitations that may impact a project or situation. This helps identify potential risks associated with those constraints and develop an informed risk response.

When describing a risk it is important that it can be easily understood. The risk description should consist of the cause, event and effect. This information should be logged onto the council's risk register (4Risk).

Risk Cause:

- What would cause the risk to happen, e.g., a fire, loss of key personnel. This is where we consider what we could have done to prevent it.

Risk Event:

- What could go wrong. This is an uncertain event which may or may not

materialise, that if it does would most likely have an impact.

Risk Effect:

- This is the potential outcome of the event, the consequence.

The risk description/statement could then be written as ...

- “Because of (Risk Cause), (Risk Event) may occur, which would lead to (Risk Effect).

As mentioned above the HDC holds its own risk register on 4Risk, which can be found on the intranet. Staff should use 4Risk to track, update, add and review risks.

HDC holds a single risk register which maintains risks across all levels of the organisation including Corporate and Operational level risks. Corporate risks are likely to affect the medium to longer term priorities and objectives of the Council and require longer term planning to be addressed. Operational risks tend to be related to ongoing service activities and have a more immediate impact and generally need to be treated on a shorter time frame. By having a single risk register, risks are collectively reviewed and mitigating actions applied consistently. There is also less likelihood of duplication of risks e.g., budget affordability can be included as a risk across all areas of the Council, rather than each service registering this as a risk.

In addition to risk descriptions, it is important to capture the risk under the relevant risk category (See step 2, Evaluate). This is because risks are unlikely to remain static and they are required to be reviewed regularly to reflect changing internal and external circumstances. Such reviews may lead to risks moving between registers, new risks being identified, risk being closed when appropriate and control measures being updated leading to changing residual risk scores.

2. Evaluate

Once a risk has been identified, we need to assess how big a risk it is; how much of an impact would it have, and how likely is to happen? Once we have prioritised the risks, we must look in more detail at the risk to understand the balance of threats and opportunities presented.

Estimation Techniques:

- **Probability/Likelihood assessment:** How likely is the risk to happen?
This technique involves assigning a value to the likelihood of a risk occurring, which aids the prioritisation of risks.
- **Impact assessment:** What impact would it have were it to happen?
This technique involves assigning a value to the impact a risk will have on the organisation and/or relevant department, which aids the prioritisation of risks.
- **Proximity assessment:** How close (time) is it to happening?

Assessing the potential timing of a risk (when it is likely to occur and how long it may last) helps to make informed risk responses and create any possible mitigation strategies.

- **Expected value assessment**

Calculating the expected value of a risk using its potential likelihood and impact provides a quantitative measure of the potential cost of a risk and helps to prioritise risk responses.

Evaluation Techniques:

- **Summary risk profiles**

By summarising the risks associated with a project/programme in a concise and accessible format, you can see a high level overview of the most critical risks which aids decision making.

- **Summary expected value assessment**

By calculating the expected value of multiple risks and summarising them in a clear and concise way decision making and the understanding of the overall risk profile of a project or situation is made easier.

- **Probability trees**

This technique uses graphical representation of risks and their potential outcome, allowing a better understanding of complex risks and their impacts.

- **Sensitivity analysis**

This involves assessing the impact of changes in assumptions or inputs on the potential outcomes of a project/programme/situation. This helps decision makers understand the potential risks associated with different scenarios and adjust risk responses accordingly.

Risk Categories

Risk categories are classifications of which business activity the risk relates to and aids discussion on linked risks and mitigation. The categories below strike the balance between completeness, focus on HDC's risk profile, and usability by end users. The risk category needs to be input into the risk register when the risk is added.

Risk Categories	Definition	Trigger Questions <small>(Please note: This is not an exhaustive list and should be used to help think of other risks across all levels)</small>
People	Risks arising from staff related matters, including culture, capacity, knowledge and capability, and non-compliance with relevant employment legislation/HR policies resulting in negative impact on performance.	<ul style="list-style-type: none"> • Do you have a robust staffing structure? • Are you able to recruit when need to? • Do you have a risk or staff retiring or leaving? • Are your team appropriately trained? • Do you have key responsibilities that rely on a single individual? • Are staff aware of their point of contact and the order of communication for when decisions needs to be made? • Do our operating processes carry any risks to staff or the public? • How will changes in legislation impact upon our people? • Are any changes to service delivery planned, what will this affect? • What dependencies do you have on other teams, how would disruption there impact your service?
Financial and Resources	Risks relating to financial planning, financial control, and insurance arrangements.	<ul style="list-style-type: none"> • Do you have a savings or income target for the coming year? • Do you have plans in place? • Are you expecting any changes in terms of demand, or fluctuation in your costs that you need to plan for? • Do you have adequate insurance cover? • Are you aware of all opportunities for income, funding and grants? • Does a planned capital investment require an ongoing revenue budget to support it? • Are external factors likely to impact upon your service affordability, e.g., inflation? • Will new activities require increased support costs, e.g., reporting and monitoring associated with external funding? • Will future funding changes impact your service?

Operating Environment	Risks relating matters which affect or impact the daily, operating environment. Such as Economic and Commercial, Social, Physical and Environmental risks.	<ul style="list-style-type: none"> • What changes are happening, or are there possible signs of happening which may affect the demand for, or the way in which your service operates? <p>Think in terms of...</p> <ul style="list-style-type: none"> • Competition from other organisations • Social changes in terms of behaviours, need and demand or the profile of your customers? Are there economic changes which could change services people need, or change your ability to buy or sell things. How could environmental changes such as hotter summers, or wetter winters affect your services. What impact would inflation or increases in borrowing costs have on your service? • Who are your third party suppliers, what happens if one of these fail? • What happens if one of your dependencies changes? • Will future legislation require changes to the Operating Environment?
Policy and Process	Risks relating to the management, organisation and understanding of all policies, regulations, and strategies and the relevant processes for the services you are responsible for. Including at national, local and where relevant international levels.	<ul style="list-style-type: none"> • Do you have an understanding of the policy environment in which you are operating? • Are there any forthcoming policy changes or emerging political priorities? • Is the prioritisation of this activity appropriate in your service plan and/or approved with your manager and portfolio holder? • Are you anticipating legislative or other political changes either locally or nationally to affect your service.
Legal and Contractual	Risks stemming from legal and contractual obligations, challenges and the management of contracts and legal documents.	<ul style="list-style-type: none"> • Do you have contracts expiring in the next 2 years? • Do you have plans in place? • Are you actively managing contracts, and escalating any issues? • Income generation, are you able to deliver all the services detailed in the Service Level Agreement? • Supplier agreements - Do you have an up to date register of change controls and impacts, have they been implemented? • Have you factored in contract dependencies, e.g., agreed price increases and know what the impact to your budget is? • Are you aware of contract break clauses and the impact of these? • Will a service transfer have TUPE implications
Customer and Reputational	Risks which are associated with the failure to meet the current and changing needs and	<ul style="list-style-type: none"> • Do you have clear cost-effective processes that enable you to deliver services to your customers?

	<p>expectations of the customer and residents (Reputational risk). These risks may be associated with the processes you use to manage the work you deliver to your customers.</p>	<ul style="list-style-type: none"> • Do you have documented processes? • Do you know the cost of your processes, and are you able to identify opportunities for improvement? • Do you have clear performance metrics, and do you understand how effectively your services are meeting customer needs? • Do you understand your Service Level Agreement? • Are your customers financially stable? • Are these services we are permitted to deliver/charge for?
Information and Technology	<p>Risks relating to the systems and technology you use to deliver your services – software, appliances, phones, etc. As well as matters relating to the way in which you manage information, particularly relating to sensitive and personal information.</p>	<ul style="list-style-type: none"> • Do you understand and have developed plans for all the technology that you use in your service? • Do you have a list of all the systems, technology and software that your team uses? • Do you have system owners, champions, to maximise the benefits of the systems? • Do you have an information governance lead? • Do you have information management plans for all of the data you hold, and data sharing arrangements you have in place? • Will a process change require additional software licences? • Are you a data processor or controller, how does this impact your data storage and use? • How will software updates impact your service, risk of unforeseen downtime? • Do you know how long you should keep data for? Can you achieve this?

3. Planning

Following the evaluation step, it is time to prepare specific management responses to the threats and opportunities identified (technically known as risk treatments). This allows for effective decision making and enables effective communication of risks and what you are doing to manage these.

This involves balancing the potential benefits of mitigating the risk – in terms of improved delivery, with the cost of doing so. The cost is not just an economic one, and needs to be reviewed against the objectives of the organisation as whole, e.g., broader economic, social, and environmental impacts. The delivery of some activity is so important, that even expensive mitigation activity may be welcome.

As part of the selection and development of risk treatments, we need to specify how the chosen option(s) will be implemented, so that arrangements are understood by those involved and effectiveness can be monitored. This should include:

- the rationale for selection of the option(s) (why it was chosen), including the expected benefits to be gained or downsides to be avoided;
- the proposed actions (what we are going to do);
- those accountable and responsible for approving and implementing the option(s) (who is going to do it);
- the resources required, including contingencies (the cost of doing it);
- the key performance measures and control indicators, including early warning indicators (how we will know if it is working);
- the constraints (what will limit or stop us managing the risk);
- when action(s) are expected to be undertaken and completed; and• the basis for routine reporting and monitoring (when will it happen).

Planning techniques:

- **Risk response planning:** what can we do?: avoid, reduce, transfer/share, accept
 - Avoiding the risk, if feasible, by deciding not to start or continue with the activity that gives rise to the risk;
 - Reducing the risk or changing the likelihood, where possible or changing the consequences, including planning contingency activities;
 - Sharing the risk (e.g. through commercial contracts[12]).
 - Retaining (accepting) the risk by informed decision or taking or increasing the risk in order to pursue an opportunity;
- **Cost benefit analysis:** what is the cost vs the benefit, is the risk avoidance work worth doing?
 - This technique involves weighing the potential costs of risk responses against their potential benefits. This aids the identification of the most effective risk response and ensures risk management efforts are cost effective.
- **Decision trees**
 - This involves a graphical representation of decisions and their potential outcomes to aid decision making with understanding the potential risks associated with different options.
- **Risk register details:** risk owner, risk actionees, risk register, risk response
 - By maintaining a detailed record of identified risks and their details (such as associated risk responses, descriptions etc) a central information point for risk is there to inform decision making and track risk management efforts over time.

4. Implementation

Once the risk management plan has been made it must be implemented, monitored for effectiveness and corrective action taken when and where needed. These implementation steps should generally feature in your service plan, or within your project plan, so they can be reviewed and monitored.

Implementation techniques:

- **Updated risk summary profile / risk register information**

This technique involves regularly reviewing and updating the summary risk profile to ensure changes are reflected, which ensures that the risk management plan remains relevant and effective.

- **Risk exposure trends**

This involves tracking and analysing trends in risk exposure over time. This helps to identify emerging risks and opportunities and inform adjustments to risk responses and risk management strategies, if needed.

- **Risk progress report**

By regularly reporting on the progress of risk management efforts, including the status of risk responses and any changes to the risk landscape, this ensures risk management efforts remain on track and effective.

5. Embedding and Reviewing

Once an approach and process has been put in place it is essential to continue applying it across the organisation and that it undergoes continual improvement.

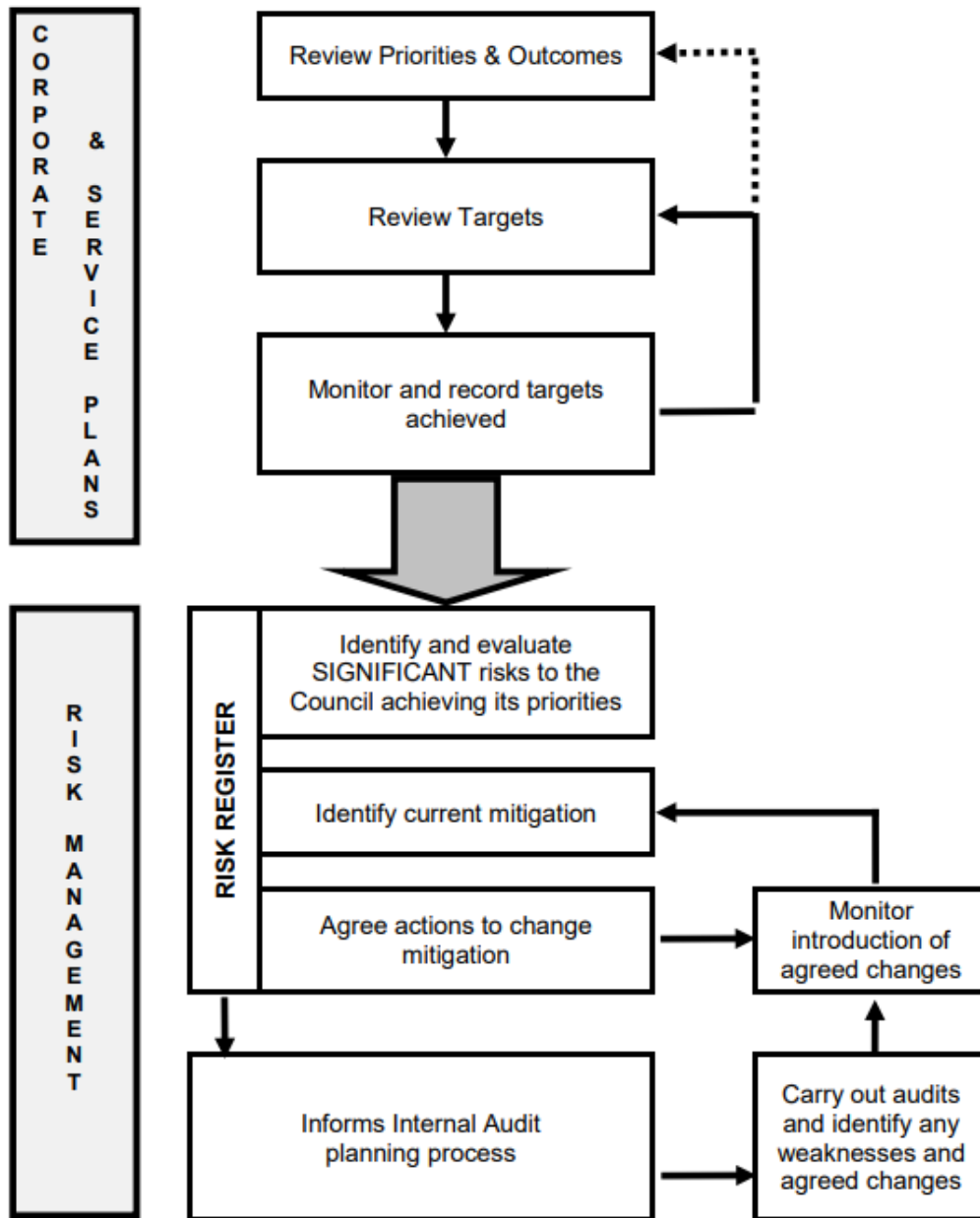
This includes understanding:

- Council's Risk Appetite and Capacity.
- The Risk Strategy and Process.
- Benefits of risk management.
- Regular assurance reports.
- Lessons Learned.
- Risk priorities.
- Third parties to have adequate risk management skills and processes.

Developing and Integrating Risk Management

It is worth noting that the process of identification and management of risks needs to be undertaken at all stages of the process at both corporate and at service planning level. This ensures that the risk register contains all the relevant details, changes and significant risks that would affect the achievement of the Council's objectives and priorities. This is achieved by describing the impact of what is being considered on the Council's priorities and targets and be supported by the explicit consideration of the risks that are both inherent and mitigated to the impact being achieved.

The table below explains how risk management processes link into the Council's planning process.



Risk Assessment

The risk assessment model is detailed in [Appendix A³](#). The model requires potential risks to be evaluated against a set of pre-determined criteria for likelihood/frequency and impact at both the inherent (without controls) and residual (with controls) risk levels. Individual risk levels are determined by plotting the risks onto a risk matrix. Health and Safety risks will be plotted against the smaller inset matrix.

U	ke	Almost Certain	5	Medium	High	Very High	Very High	Very High
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³ Appendix A Link: Takes you to the section in the document which shows HDC's Risk Assessment Model.

Likely	4	Medium	High	High	Very High	Very High
Occasional	3	Low	Medium	High	High	Very High
Unlikely	2	Low	Low	Medium	High	High
Improbable	1	Low	Low	Medium	High	High
		1	2	3	4	5
		Trivial	Minor	Significant	Major	Critical
Impact						

Risk Appetite

The Cabinet shall determine the Council's risk appetite; that is the amount of risk it is prepared to accept, tolerate, or be exposed to at any point in time before taking any action.

The Council's appetite for risk will be considered as 'exceeded' when the residual risk score (the likelihood and impact of threats after mitigations put in place) have a score of 15 or above in accordance with the Council's risk scoring matrix, as seen above.)

Where the risk appetite is exceeded in a particular service, services will be asked to review the risk and identify any actions to treat the risk. Where the risk tolerance is exceeded services will be asked to produce a risk treatment plan on a template and to report this back to Assurance Board, to show the quantification of the current risk and the proposed actions in response. If the Assurance Board is satisfied the action plan will reduce the risk to be within risk tolerance levels, the action is accepted and the risk will be returned to the service for monitoring in the usual way.

If the risk remains outside of tolerance, or the Assurance Board does not believe the proposed action plan sufficiently mitigates the risk, it will escalate the risk to the Senior Leadership Team, and the respective manager who owns the risk will be asked to follow the Options Appraisal and Risk Treatment process.

(Appendix B for options Appraisal and Appendix C for risk appetite exceeded diagram).

Option Appraisals & Risk Treatment

For all individual residual risks that exceed their risk area targets as described above, consideration shall be given as to what further cost-effective mitigation could be introduced to reduce the residual risk score so that it falls within its risk appetite.

Before a decision is made on the way the risk is to be treated, the respective risk manager, who owns the risk, shall carry out an option appraisal (Appendix B). The appraisal shall consider how to deal with the risk on the following basis:

- **Reduce** or treat the risk by controlling the likelihood of the risk occurring or controlling the impact of the consequences if the risk does occur.
- **Avoid** or eliminate the risk by not undertaking the activity that may trigger the risk.
- **Transfer** the risk either totally or in part to others e.g. through insurance.
- **Accept** or tolerate the risk. This option will only be accepted when the ability to take effective action against a risk is limited or the cost of taking action is disproportionate to the potential benefits gained.

The appraisal will consider cost, resources, time and the potential financial and non-financial benefits of each treatment option. Advice from specialist staff such as the Risk and Controls team members shall be taken where appropriate.

Ideally risk treatments should be self-funding. Where this is not the case there will need to be a prioritisation process to ensure that any funding is concentrated first on those items that will be most beneficial to the achievement of the Council's priorities.

- **Action Plans**

The results of the option appraisal shall be recorded by the risk owner on a risk treatment option form (Appendix B) within four weeks of the risk having been recorded in the risk register. The form shall identify the risk, the current control environment, control actions to be introduced, the Officer responsible and the timescales for implementation.

The risk owner shall send the option appraisal form to the Senior Leadership Team Member for the service within six weeks of the risk being recorded in the risk register. They will review and challenge the form. The form shall be updated if required and then considered by the Senior Leadership Team who will determine if the mitigation outlined is to be introduced. If the additional mitigation cannot be met from the current Service budget the matter shall be reported to the Cabinet for a decision. If further mitigation is agreed, the risk owner shall update the risk register and put in place procedures to introduce the agreed mitigation.

Roles and Responsibilities

Everyone in the Council is involved in risk management and should be aware of their responsibilities in identifying and managing risk.

Council, Cabinet, Committees & Panels

- To ensure they consider risk management implications when making decisions.

Cabinet

- To be responsible for ensuring effective risk management procedures are in place across the Council and approving the risk management strategy.
- To determine the Council's risk appetite annually and review the risk assessment model to ensure it continues to reflect the requirements of the Council.
- To decide upon the action to be taken for all mitigated risks that exceed the Council's risk appetite or have the potential to harm its reputation or the continuity of services and require additional budget expenditure that cannot be funded from existing Service budgets.

Corporate Governance Committee

- To receive regular updates on risk management and consider any governance issues arising.

Corporate Leadership Team

- To ensure effective risk management throughout the Council in accordance with the risk management strategy.
- To make recommendations at least once a year to the Cabinet on the Council's risk appetite.
- To ensure that Members are advised of the risk management implications of decisions.
- To review and challenge Corporate risk register entries at least once every three months.
- To prioritise risk treatments and requests for additional funding.

Senior Leadership Team

- To develop a culture of risk management throughout the Council.
- Balancing an acceptable level of risk (as described by the risk appetites) against the achievement of corporate and/or service plans, project objectives and business opportunities.
- To identify and resolve any risks associated with compliance with the Council's agreed rules, procedures and processes.
- Ensure that risks relating to significant partnerships are identified and effectively managed, within the partnership and at service level.
- To review and challenge Operational risk register entries at least once every three months.
- To review and challenge risk treatment option forms submitted by the Management Team and passing them onto the Corporate Management Team if additional control measures cannot be funded from Service budgets.

Management Team

- Ensuring that effective control procedures are in place to manage the risks affecting their services.
- Review (as risk owner) their Corporate and Operational risk register entries at least once every three months, reporting all new risks or

significant changes to risk entries to their Head of Service and/or Director.

- Maintain all risk register entries fully, updating them promptly with any perceived new risks or opportunities, failures of existing control measures and closing them when appropriate.
- Update at least once every six months risk register assurance statements that describe the effectiveness of the risk mitigating controls.
- Prepare (as risk owner) for risks that exceed risk appetite levels, risk treatment option forms for consideration by the Senior Management Team.

Risk Officer, in collaboration with Assurance Board

- To assist managers in identifying and analysing the risks that they encounter and the formation of action plans to address outstanding issues.
- To provide assurance on the operation of the Risk Management process and framework.
- To provide advice and guidance on systems to mitigate risk.

Assurance Board

- To report as necessary to the Cabinet, Corporate Governance Committee or Corporate Leadership Team on risk management issues.
- To identify best practice and consider its introduction within the Council.
- To provide advice and guidance on systems to mitigate risk.
- Ensure risk strategy is reviewed and updated annually/as needed.

Health and Safety

- All Elected Members and employees are responsible for taking care of their own and their colleagues/visitors health and safety at all times. They are responsible for the identification and treatment of hazards as described in the Health and Safety Policy – Organisation & Responsibilities.
- To work proactively with services across the Council, providing advice on safe working practices to mitigate incidents, and monitoring compliance with existing Health and Safety controls.

Internal Audit:

- Internal Audit will seek assurance from the risk register that the organisation is assessing its risks on a regular basis and acting in a responsible manner to mitigate them.
- It will use the risk register as a basis for informing the annual Internal Audit plan, assessing if risks are correctly recorded and the mitigating actions appropriately deployed and reported.
- It will escalate risks to Assurance Board where mitigating controls are not deployed and the risk should be noted as unmitigated.

Employees

- To co-operate with management and colleagues in matters relating to the mitigation of risk.
- To promptly inform the appropriate manager of any risks they become aware of.

Risk Assessment Model

Likelihood / Frequency

Alternatively this could be expressed as likely to happen within the next:

5 = Almost Certain	Will definitely occur, possibly frequently.	Month
4 = Likely	Is likely to occur, but not persistently.	Year
3 = Occasional	May occur only occasionally.	3 years
2 = Unlikely	Do not expect it to happen but it is possible.	10 years
1 = Improbable	Can't believe that this will ever happen, but it may occur in exceptional circumstances.	20 years

When considering Health & Safety related risks, the likelihood should be expressed as being likely to happen within the next:

4 = Likely	Monthly	Further advice on assessing Health & Safety risks can be obtained from the Health & Safety Manager
3 = Occasional	Yearly	
2 = Unlikely	5 years	

Impact

Risks will be evaluated against the following scale. If a risk meets conditions for more than one category, a judgement will need to be made as to which level is the most appropriate. For example, if a particular health and safety risk was significant, could result in minor short-term adverse publicity in the local media but had only a trivial financial impact, it might still be categorised as significant.

1 = Trivial event or loss, which is likely to:

- cause minor disruption to service delivery on one or two consecutive days, not noticeable to customers
- increase the Council's net cost over the 5 year medium term financial strategy (MTFS) period by £50,000 or less.
- be managed with no reporting in the local media
- cause localised (one or two streets) environmental or social impact

2 = Minor event or loss, which is likely to:

- cause minor, noticeable disruption to service delivery on one or two consecutive days
- increase the Council's net cost over the 5 year MTFS period by more than £50,000 but less than £100,000.
- result in minor short-term (up to a fortnight) adverse publicity in the local media

Risk Assessment Model

- * be a Health and Safety (H&S) concern that results in an injury but 7 days or less off work
- have a short term effect on the environment i.e. noise, fumes, odour, dust emissions etc., but with no lasting detrimental impact

3 = Significant event or loss, which is likely to:

- cause disruption for between one and four weeks to the delivery of a specific service which can be managed under normal circumstances
- affect service delivery in the longer term
- increase the Council's net cost over the 5 year MTFS period by more than £100,000 but less than £250,000.
- result in significant adverse publicity in the national or local media
- * be a Health and Safety concern that results in more than 7 days off work or is a specified injury, dangerous occurrence or disease that is required to be reported to the H&S Executive in accordance with 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013' (RIDDOR)
- has a short term local effect on the environment, or a social impact, that requires remedial action.

4 = Major event or loss, which is likely to:

- have an immediate impact on the majority of services provided or a specific service within one area, so that it requires Managing Director involvement.
- increase the Council's net cost over the 5 year MTFS period by more than £250,000 but less than £500,000.
- raise concerns about the corporate governance of the authority and / or the achievement of the Corporate Plan
- cause sustained adverse publicity in the national media
- significantly affect the local reputation of the Council both in the long and short term
- * results in the fatality of an employee or any other person
- have a long term detrimental environmental or social impact e.g. chronic and / or significant discharge of pollutant

5 = Critical event or loss, which is likely to:

- have an immediate impact on the Council's established routines and its ability to provide any services, and cause a total shutdown of operations.
- increase the Council's net cost over the 5 year MTFS period by more than £500,000.
- have an adverse impact on the national reputation of the Council both in the long and short term
- have a detrimental impact on the environment and the community in the long term e.g. catastrophic and / or extensive discharge of persistent hazardous pollutant

Risk Treatment Option Form

Risk Treatment – Action Plan				
Description of risk from register:	Risk ID No:	Current residual risk score: Likelihood x Impact		
Controls already in place as listed on the risk register:				
Are these controls operating effectively? Yes / No				
Risk Action Plan (All actions listed in priority order)				
Proposed actions to reduce risk using existing resources	New residual risk score ⁴			Extra resources required ⁵
	L	I		
a.				
b.				
c.				
Actions requiring additional resources				
1.				
2.				
3.				
4.				
Decision				
Agreed Option:	Implementation Date	Risk Owner		
Decision taken by: _____ on: _____				

Note: Health & Safety risks that exceed their risk appetite shall be treated with counter-measures or be stopped immediately until the residual risk has been sufficiently reduced. The action that must be taken is set-out below and mirrors the approach set-out in the Council's approved Health & Safety risk assessment form.

⁴ New Residual Risk Score: after the action has been introduced

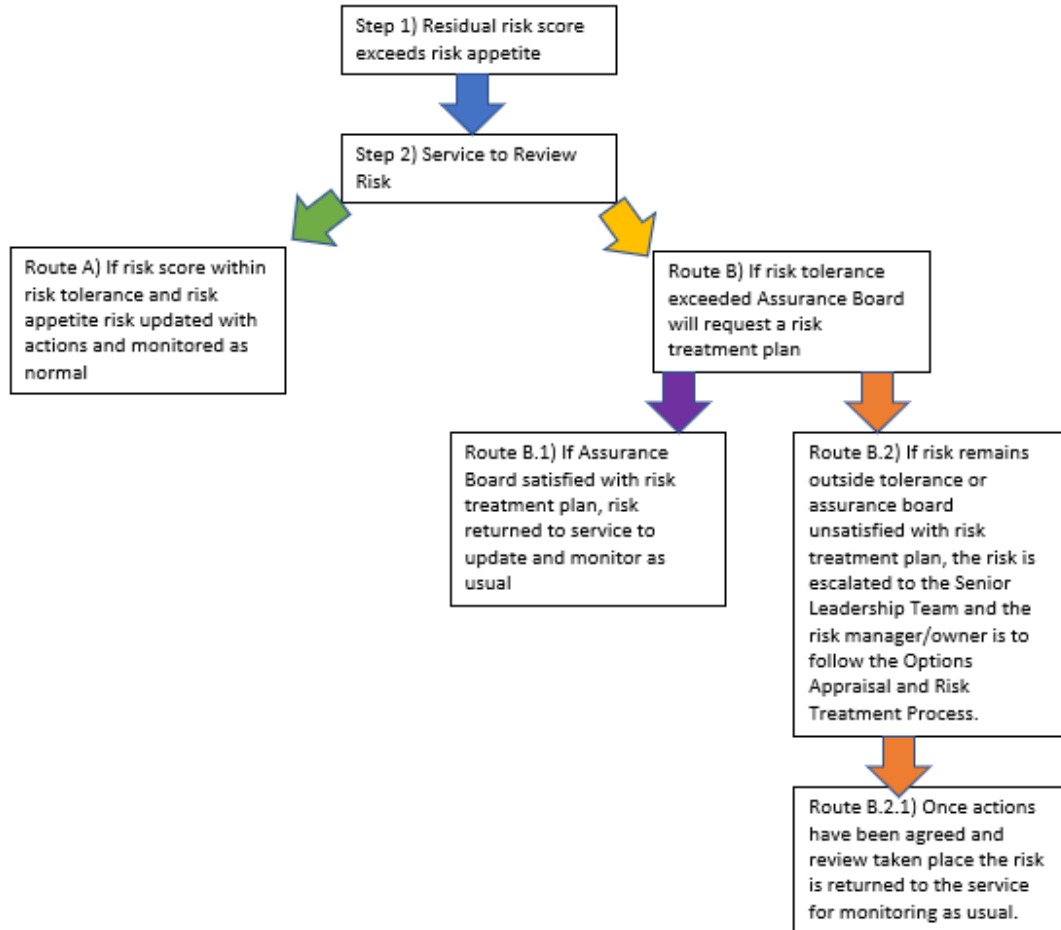
⁵ Extra Resources: only complete if extra resources will be required to allow the proposed action to be introduced e.g. financial costs and staff time

Remember, when considering treatment options that the Council's aim is to manage risk rather than eliminate it completely – successful risk management is about improving risk taking activities whilst minimising the frequency of the event occurring.

Issues that should be considered when making the risk treatment decision are listed below.

Administration	<p>Is the option easy to implement? Will the option be neglected because it is difficult to implement? Do staff have sufficient expertise to introduce the option?</p>
Continuity of effects	<p>Will the effects of the risk treatment option be long term/continuous or short term? If short term, when will further risk treatments be needed? Does the risk need to be treated at all as it will 'disappear' in the short term (e.g. a project it refers to will be completed or in the next three months)</p>
Cost effectiveness	<p><i>Costs need to be estimated accurately as it's the base against which cost effectiveness is measured.</i></p> <p>Can the cost of implementing further control be justified compared to the risk reduction benefits expected? What financial loss is to be expected if no action is taken? Could the same results be achieved at lower cost by other means?</p> <p>Will running costs go up or down? What capital investment will be needed? What other costs will there be?</p>
Benefits	<p>What will happen to service levels? What will happen to service quality? What additional benefits or risk reductions will occur in other areas? Can other controls in place be amended to deal with this risk? How will you evaluate this option to see if it is reducing the identified risk?</p>
Objectives	<p>Will reducing risk advance the Council's overall objectives? What will be the economic and social impacts? What will be the impact on the environment of leaving the risk as it is?</p>
Regulatory	<p>Complying with laws and regulations is not an option.</p> <p>Does the lack of treating the risk (or the current method of control) breach any laws or regulatory requirement? Is the treatment option proposed, including its cost, totally disproportionate to the risk?</p>
Risk creation	<p>What new risks will be created from introducing the option?</p>

Risk Appetite Exceeded Diagram



1. Residual risk score (the likelihood and impact of threats after mitigations are put in place, score calculated using the risk matrix) exceeds the risk appetite (the maximum residual risk an organisation will accept after controls are put in place in order to achieve its objectives).
2. Service to review the risk and identify any actions to treat the risk.
3. If risk tolerance (the maximum risk the organisation is willing to take regarding a specific initiative) is exceeded, the service will be asked to produce a risk treatment plan on a template and to report back to the Assurance Board to show the quantification of the current risk and the proposed actions in response to it.
4. If the Assurance Board is satisfied the action plan will reduce the risk to be within risk tolerance levels, the action is accepted and the risk will be returned to the service for monitoring in the usual way.
5. If the risk remains outside of the risk tolerance, or the Assurance Board does not believe the proposed action plan sufficiently mitigates the risk, it will escalate the risk to the Senior Leadership Team, and the respective manager who owns the risk will be asked to follow the Options Appraisal and Risk Treatment process.

Glossary

Risk appetite: The amount of risk the organization, or subset of it, is willing to accept.

Risk capacity: The maximum amount of risk that an organization, or subset of it, can bear, linked to factors such as its reputation, capital, assets, and ability to raise additional funds.

Risk tolerance: The threshold levels of risk exposure that, with appropriate approvals, can be exceeded, but which when exceeded will trigger some form of response (e.g. reporting the situation to senior management for action).

Standard Risk Register

Report Date	20 Sep 2023
Risk Area	**CORPORATE RISK REGISTER**, AGS and External , Delivery and Costs , Funding , Income, People, Process, Technology, Assistant Director - Recovery, Assistant Director - Transformation, Chief Operating Officer, Civil Contingencies, Corporate Director - People, Head of 3C ICT, Head of Operations, Corporate Director - Place, Head of Leisure and Health, Housing Strategy, Programme Delivery , Strategic Growth, Corporate Issues, Director of Finance and Corporate Services , Audit , Commercial Estates, Elections and Democratic Services, Finance, Human Resources, Property, Risk and Controls
Risk Category	Competitive , Contractual , Customer , Economic , Environmental , Financial , Human Resources , Information, Legal , Physical , Political , Professional , Social , Technology

Standard Risk Register

CORPORATE RISK REGISTER / AGS and External						
Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
303	National government places additional burdens on council services which lead to reprioritisation of the planned business of the council to meet local needs	<p>Cause: National and international actions with local consequences, e.g. war, recession, pandemic etc</p> <p>Effect: Immediate re-assessment of local priorities and resource levels to manage delivery in a..</p>	L = 4 I = 3 High (12)	<p>Robust service planning, performance management and project management will ensure that any change in priorities can be accommodated with known consequences.</p>	L = 3 I = 2 Medium (6)	Prioritisation of actions from emerging service plans
304	Fundamental changes in Government Policy could undermine Council's ability to enable new affordable homes to be built.	<p>Cause: Levelling up agenda could see money heading to other parts of the country</p> <p>Effect: Lack of means by which viability issues are addressed on strategic sites, broken model of publicly funded..</p>	L = 3 I = 4 High (12)	<p>Options to explore use of Council resources to provide local housing to meet local need.</p> <p>Use CPCA opportunities.</p>	L = 3 I = 3 High (9)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
305	That a factor outside our control places a significant civil contingencies duty on the Council, and creates significant local need.	Cause: With the experience over the past few years of an increase in Cyber Security threat, the impact of global pandemic in the shape of Covid, and the increase in the number of weather events..	L = 3 I = 4 High (12)	<p>good visibility of risk register across organisation.</p> <p>Effective Business Continuity and Emergency Plan. Planning and training for a range of eventualities should hopefully provide us with options for response even if the exact risk is not entirely forecast.</p> <p>Gold, silver duty rotas, training for SLT on duty rota, lessons learnt form bronze response etc To continually reflect and improve emergency planning arrangements. Horizon scanning and planning work via quarterly formal attendance at CPLRF forum at Exec level, allied to monthly attendance at Bronze level for tactical Emergency Planners and direct financial contribution to the CPFRL partnership..</p> <p>Horizon scanning to ensure early sight of any obvious changes</p> <p>Local Resilience Forum training and development, including use of lessons learned</p> <p>Regular review of risk register.</p>	L = 3 I = 3 High (9)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
306	Economic Uncertainty	Cause: The Council's financial robustness is closely linked with the success of the overall local economy, hence one of our key Corporate Plan strategic priorities – delivering sustainable growth..	L = 4 I = 3 High (12)	Engagement with the Local Government Association (LGA), District Council's Network (DCN) Department for Levelling Up, Housing & Communities (DLHUC), Department of Innovation and Skills, and other relevant bodies to ensure that current funding is protected.	L = 4 I = 3 High (12)	
				Influencing Government through responding to consultations		
				Keeping abreast of official publications and economic intelligence from local and central government and partners.		
				Monitor emerging policy changes		
				Review of Business Continuity Plans.		
				Targeted lobbying by Members on specific issues		
307	Environmental pressures and sustainability challenges - Challenges to the long-term sustainability and attraction of our area.	Cause: There is growing recognition of the significant consequences of a failure to properly account for human actions, and wider climactic events which are becoming increasingly common. The national..	L = 3 I = 3 High (9)	Directly tackle climate by changing what the Council has direct control of (its estate, operating model etc) and influencing others to take action.	L = 3 I = 3 High (9)	* New approach to 22/23 Service Plans established by end March 22. *Expanding pool of colleagues involved in emergency planning, with training and buddying approach in place by end June 22.

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
308	That pressures, additional partnership duties or reorganisation in the local public sector system place additional financial burdens on the Council or impact our ability to deliver our corporate objectives	Cause: The continued impacts of reduction in central government funding combined with demand pressures driven by demographic and other factors leaves the sector at risk, of decisions by one partner..	L = 3 I = 5 Very High (15)	Using evidence base to identify areas of greatest need (e.g. Covid impact assessment/ Joint Strategic Needs Assessment).	L = 3 I = 4 High (12)	Huntingdonshire Place Strategy adopted end 22/23.
				Additional burdens funding sought and chased, pursue closer alignment with partners to understand early these pressures and impacts, strategic alignment with partners to share costs (across neighbouring councils or other public sector organisations), regular review/ analysis of 'state of the district' data and demand on HDC service to be able to track and respond quickly		
				Develop a multi agency approach, working closer with partners, communities and other stakeholders to deliver shared Huntingdonshire priorities.		
				Development of a new Huntingdonshire Place Strategy used to provide shared aims, priorities, outcomes and actions.		
				Identification of partners priorities and their delivery across partnerships e.g. Joint Health and Well Being Strategy.		
				Investing senior officer time in strategic and partnership forums to support delivery of better outcomes & system wide improvements.		
				Investing senior officer time in understanding partner issues, and looking to support partners with these issues (e.g. supporting strategy development, senior recruitment, address budget issues).		
..						
309	Morbidity/Growing number of years of ill health - Impacting on people' ability to be self-reliant and generating additional cost through support needs	Cause: The increasing number of years of ill health experienced by the population, combined with Huntingdonshire's aging population make these factors areas of continued focus for HDC. Underlying..	L = 4 I = 4 Very High (16)	Active engagement with both health and public health agencies to develop shared priorities and interventions	L = 4 I = 3 High (12)	Adopt new Health Strategy
				Development of Health strategy.		
				Pursuit of proactive preventative measures		
				The areas Community Strategy and the adoption of a focus on a preventative approach to community outcomes in the corporate plan.		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
310	Local skill levels and educational attainment - As a means by which residents are able to attract profitable work and in attracting employers to the area.	Cause: Local cultural and employment practices, combined with alignment between training and local economic needs. Effect: A high skill workforce will contribute to the area's reputation helping..	L = 3 I = 3 High (9)	Skilled and flexible workforces who possess digital skills will allow the Council to transform its current delivery models and offer new methods of service delivery.	L = 3 I = 3 High (9)	
				Skills strategy and a refresh of our local growth strategy will help create focus to support local industrial strategies.		
				The workforce within the area needs to be supported to continue to gain meaningful employment and meet the demands for new skills in the labour market. This is particularly true to ensure we are able to support our residents to continue to respond to the impacts and opportunities arising from Covid, and to ensure the growth we see in Huntingdonshire being in high value adding sectors. In turn..		
311	Housing Affordability - Leading to homelessness and constraining growth.	Cause: Wider economic environment. Driving demand for housing locally, and impacting the pace and price of developments which come forward. Effect: This issue is one which impacts on the..	L = 3 I = 4 High (12)	Continue to bring forward delivery of affordable housing.	L = 3 I = 3 High (9)	
317	Potential Power Outages	National threat of power outages caused by National Grid demand exceeding supply. Disruption to the delivery of some Council services due to planned national power cuts. Some services will either..	L = 4 I = 4 Very High (16)	Services to assess if they will be impacted by a power outage, how they can continue to deliver services or alternative measures that need to be put in place.	L = 4 I = 3 High (12)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
342	Breakdown of relations between the 3C Shared Service partners	<p>Cause: A breakdown in relations between the council and 3C shared service partners.</p> <p>Event: A significant deterioration in the working relationship and cooperation between the council and 3C..</p>	L = 2 I = 4 High (8)	<p>Re-baselining of all ICT costs currently underway. Strategic conversations about the future direction of ICT scheduled for 2023, to clarify requirements and service expectations going forward. Active review of partnership working between three councils also being proposed.</p> <p>Regular board meetings between all parties to discuss/resolve issues and ensure services being delivered are still relevant..</p>	L = 2 I = 3 Medium (6)	
348	National policy changes place insufficiently funded duties on the Council or impact our ability to deliver our corporate objectives	<p>Cause: New national policies are introduced without enough funding or if they disrupt the council's plans.</p> <p>Event: The implementation of the new national policies, which could affect various..</p>	L = 3 I = 5 Very High (15)	<p>"Actively monitoring government circulars, and being active members in Green paper consultations (either separately as a district or wider collaboration with CC and/or CPCA), participation in webinars, guidance updates, discussion groups on emerging policy. Working with politicians to lobby for agendas that have the greatest impact on us and take an active role to ensuring policy changes have the..</p>	L = 3 I = 4 High (12)	

CORPORATE RISK REGISTER / Delivery and Costs

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
289	Council faces significant additional demand driven by demographic, economic, environmental or other external factors causing financial challenges	<p>Cause: The most likely causes would be related to the growing population, as we deliver on housing growth agenda, combined with the impacts of an aging population and the economic (inflationary and..</p>	L = 3 I = 5 Very High (15)	<p>Service planning, monitoring of development activity, active management of demand and the prompt escalation of deviations from the predicted norm.</p> <p>To actively track key risk and high cost services through our refreshed performance management process enabling prompt action to be taken. To actively seek to redesign this via resourcing and leading a key change programme which reviews the way we support residents in need across a range of local providers - Financial vulnerability project. This will see us work with partners to review and define..</p>	L = 3 I = 4 High (12)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
290	Failure to effectively plan for and deliver sustainable development resulting in unplanned growth.	Cause: Failure to undertake a review of the adopted Local Plan in a timely fashion and ensuring the protection of the 5 year housing land supply. Effect: Infrastructure, housing and employment..	L = 4 I = 3 High (12)	* Review of Local Plan identified as a 22/23 corporate priority. *Project plan in place, regular member engagement, early Cabinet decisions on project plan. *Annual monitoring report produced on five year land supply, with any subsequent action plan developed as required. ..	L = 4 I = 2 High (8)	
291	Failure to deliver the Market Town Programme due to inflationary pressures and/ or challenging spend deadlines resulting in no delivery of the programme or delivery of a smaller number of projects and/ or a loss of secured external funding.	Cause: External inflationary factors Poor programme/ project management & governance ..	L = 4 I = 3 High (12)	* MTP Health Check completed 22/23 Q1 * Quarterly monitoring of programme funding profile and anticipated spend against budgets to Cabinet. *Updated cost estimates ..	L = 4 I = 2 High (8)	*Complete MTP health check by end March 22.
292	That the Council has insufficient focus or capacity to deliver the Corporate Plan alongside other competing activities	Cause: Inability to unify and manage a diverse range of programmes and change projects to deliver MTFS financial targets and improved outcomes for our residents. Causes also include *..	L = 4 I = 4 Very High (16)	* Strengthen linkage between strategic and corporate priorities and programmes and projects delivered. *Ongoing review of Corporate priority programmes, projects & activities, including use of internal audit and external consultants. *Ongoing review of the Council's approach to programme and project management ensuring a significant focus on delivery across the whole Council. *All SLT members.. New corporate plan developed and endorsed by Full Council in line with the clear objectives of the Council and clarity of actions being developed to deliver this, and alignment of MTFS against this. With clear and transparent quarterly reporting regime against this. Refreshed project oversight to monitor and deliver outcomes.	L = 3 I = 3 High (9)	*Spring 22 SLT restructure * New approach to 22/23 Service Plans established by end March 22. *Q1 22/23 implementation of SLT re-structure. *By end Q322/23 review of internal officer governance completed.

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
293	"Performance Management failures leading to poor service delivery and failure to meet targets and customer expectations	<p>Cause: Lack of consistent and accurate service performance data across the organisation.</p> <p>Effect: Lack of accurate and performance benchmarking data prevent focus on services improvements...</p>	L = 3 I = 3 High (9)	<p>*Baseline performance date for all services.</p> <p>*Benchmarking data with comparable services/ organisations (where applicable).</p> <p>*Monthly management team reporting.</p> <p>*Quarterly reporting through committee structures. . .</p>	L = 3 I = 2 Medium (6)	*22/23 Establish baseline and comparable data for relevant services
318	Old Falcon Inn St Neots	The building is in private ownership and linked to the MTP. The building is in a dilapidated condition, if an Urgent Works Notice is served the Council could become liable to pay for the works due..	L = 3 I = 5 Very High (15)	We are working with the owner to bring the building back into use, it is expected that if the owner achieves a successful planning permission that he would either sell the property or build out the approved scheme.	L = 3 I = 4 High (12)	We will continue to work with the owner to bring about our preferred outcome for the building which will not require the serving of an Urgent Works Notice.
323	Spatial Plotting in Uniform	Incorrect spatial plotting from Planning in Uniform leading to incorrect or missing information being displayed in a land Charges search. Old planning applications before a specific date (TBC) have..	L = 3 I = 3 High (9)			
341	The Council faces a period of industrial action that impacts our ability to deliver services and our corporate plan objectives	<p>Cause: Potential dissatisfaction or disagreement among workforce regarding various employment related issue, such as wages or working conditions.</p> <p>Event: Initiation or industrial action by the..</p>	L = 4 I = 3 High (12)	<p>Open and transparent conversations about pay with staff and their representatives, being clear on the cost and implications of demands.</p> <p>The development and maintenance of business continuity plans in the event of industrial action, to seek to mitigate the impacts.</p> <p>Proactive communication with residents and communities who could be impacted in the event of the threat of industrial action...</p>	L = 3 I = 3 High (9)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
345	That HDC has insufficient resource to deliver its housing ambitions	<p>Cause: Council lacks enough resources to fulfill its housing goals.</p> <p>Event: The Council's available resources fall short of what is needed to achieve its housing plans.</p> <p>Effect: Council may..</p>	L = 3 I = 4 High (12)	To seek opportunities for external funding, to support housing initiatives. To maintain the delivery of affordable properties as part of new developments. To bring forward an updated housing strategy.	L = 3 I = 3 High (9)	
347	That Development Management performance reduces our ability to meet housing, economic growth and environmental commitments.	<p>Cause: Council lacks the skills and/or resources to develop economic growth in the District.</p> <p>Event: housing, economic growth & environmental commitments are not achieved.</p> <p>Effect: NNDR funding..</p>	L = 4 I = 4 Very High (16)	Undertake the Development Management Improvement programme to improve the performance of the planning service To continue enhanced performance management activity and focus on maintaining capacity in the team. "	L = 3 I = 3 High (9)	

CORPORATE RISK REGISTER / Funding

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
286	Funding reduction - wider economic factors, including inflation, Brexit and Covid impacts, generate a reduction in NNDR and Council Tax collection rates impacting on the Councils funding to deliver services. (cont. under cause and effect)	<p>Risk Title cont. : Recognising our greater reliance on locally derived sources of income than has historically been the case.</p> <p>Cause: Broader impacts linked to Macro Economic factors, and the..</p>	L = 3 I = 4 High (12)	Close monitoring of funding streams and escalation of shifts, and development of proposals to address any shifts, and if appropriate timely reductions in spending commitments.	L = 3 I = 3 High (9)	Regular monitoring of funding and reporting to SLT.

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
287	Significant reduction in or redirection of central government funding/lack of certainty beyond single year settlement, & the growth of finite funding pots to achieve delivery which require greater effort at bidding & reporting stage, & risk abortive effort	<p>Cause: Government policy, parliamentary time and economic challenges.</p> <p>Effect: Continuing financial pressures due to Central Government funding reductions, or loss of grant or other funding (e.g...</p>	L = 4 I = 4 Very High (16)	Robust quarterly review of budgets including the proposed efficiencies. £0.5M additional investment in transformation activity to support delivery of MTFS efficiencies. Ensure that compensatory savings are found where savings are not delivered through the above. Increase in Council Tax. Robust MTFP, forecasting, and increasing focus on long term horizon. Establish good partnership working with..	L = 3 I = 3 High (9)	

CORPORATE RISK REGISTER / Income

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
288	That financial pressures or uncertainty leave us with insufficient resources to deliver or to make necessary decision to appropriately plan for the delivery of services and our corporate objectives	Cause: Covid impacts, combined with Brexit represent impacts without a precedent. It is therefore hard to accurately forecast how these could impact on consumer and business behaviour, and our income..	L = 4 I = 4 Very High (16)	<p>Strategic focus on value for money, cost control and income maximisation. Strategic priority to carefully consider expenditure for non-statutory services and maximise income for commercial interests. - Move from net budget reporting to a focus on income and expenditure separately.</p> <p>Regular budget monitoring and escalation is a key control measure.</p> <p>In year this focus includes an in principal..</p> <p>Timely monitoring and escalation of variances against income forecasts, for corrective action to budget holders, with appropriate oversight by SLT. That we recognise and respond to the risk of Covid changing behaviours, as well as broader macro economic threats of people having less ability to pay. Better marketing and understanding of consumer priorities to protect and grow income streams.</p>	L = 2 I = 4 High (8)	Regular reporting to SLT, and timely forecasting to service managers.

CORPORATE RISK REGISTER / People

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
300	People - lack of people capacity or limited supply of key capabilities caused by the challenging recruitment environment. The departure of key staff exacerbated by the impacts of Covid, and increased and unanticipated turnover.	Cause: Covid related turnover which is unprecedented. The increasingly challenging recruitment market and competition for talent generally, but very specifically in some job areas. Staff issues not..	L = 3 I = 4 High (12)	Effective service planning. Succession planning, particularly for mission critical roles and in difficult to recruit sectors. Use of interim market where necessary. Creation of strategic partnerships with local colleges and universities.	L = 3 I = 2 Medium (6)	Embed people planning in service planning. Bring forward development and workforce development plans.
346	Inability to recruit and retain sufficient appropriately trained staff.	Cause: The council struggles to attract/keep enough well trained staff. Event: Difficulty in recruiting and retaining staff with the right skills and training. Effect: Council may have gaps..	L = 4 I = 4 Very High (16)	To deliver a renewed Workforce Strategy to prepare the Council for the changing skills needed in our future workforce, and to ensure that we can continue to attract, retain and nurture talent. To bring forward a new communications strategy which includes consideration of how to market HDC to potential employees. To reinvigorate the Employee Reps group, so that employees have a greater sense..	L = 4 I = 3 High (12)	

****CORPORATE RISK REGISTER** / Process**

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
294	That our contract and account management arrangements are insufficiently robust and lead to financial inefficiency or not appropriately meeting business need.	Cause: Lack of documented processes and consequences of non compliance with code/ policy. - staff not trained or skilled - poor planning resulting in time pressures and "cutting corners" Effect:..	L = 3 I = 3 High (9)	Clearly defined processes.	L = 2 I = 3 Medium (6)	Review procurement training and processes.
				Refresh of our procurement framework. Refresh of our Social value policy. Additional resource placed in procurement. Lunch and learn sessions for staff. Promotion of Code of Procurement, use of TechOne for raising and approving purchase orders and reporting on non compliance around these areas. Promoting the completion of a contracts' register.		
				Routine evaluation of procurement practice through audit activity.		
				Training of all budget holders in procurement practices		
295	Corporate Business Continuity plans are inadequate resulting, over both the short and medium term, in the Council's inability to provide an appropriate service.	Cause: Lack of up to date or adequate BCPs and a lack of recognition of their role or purpose. Lack of training/ ownership amongst management tiers. Poor planning staff not trained plans out of date..	L = 3 I = 3 High (9)	An active project to review and update BCP arrangements across the Council, which has been briefed out to all managers. Staff aware of Regular review and update Periodic testing of the plan - either entire or elements, to ensure it will work and can be relied on liaison with other local authorities / bodies to ascertain common issues / concerns and options for risk sharing	L = 2 I = 3 Medium (6)	Review BCPs and provide training on this to managers.
296	LPA can not demonstrate a 5 year housing land supply	Out of date Local Plan, too many consents being granted (at appeal)???	L = 3 I = 4 High (12)	Review and update local plan in accordance with government policy	L = 2 I = 4 High (8)	Review local plan timetable and resource requirement
		Presumption for all planning applications for new homes will be in favour of approval, so called tilted balance				

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
297	Poor delivery of projects and management of benefit realisation	Lack of skills. Lack of resource. Lack of alignment, coordination and effective risk management across processes. Poorly initiated projects. a focus on urgent over important tasks. Projects..	L = 4 I = 4 Very High (16)	A set of proportionate processes and governance mechanics that provide clear accountability.	L = 3 I = 4 High (12)	Refresh of service planning, to assign ownership, provide holistic oversight and change activity, and to proportionately assign resource to scope projects, and align ongoing funding to budget process.
				Oversight and proportional responses to the variety of work undertaken and the different delivery models used.		
298	Council reliance on out of date or unsupported software systems	Lack of clear understanding of who is responsible and accountable for contracts and commercials around core line of business systems. Lack of skills within the business to understand what it means..	L = 3 I = 3 High (9)	Assign clear ownership. Combined with the new idea process, it will provide greater visibility of the cost benefit impacts of inaction.	L = 3 I = 3 High (9)	Review service planning process
				Service planning process, which places review of expiring contracts as a key action for service managers to respond to.		
				Updated contract register regularly circulated to accountable managers and reviewed strategically.		
299	Inadequate risk management exists within the organisation at a project, service and corporate level leading to effort being spent dealing with the wrong things and issues developing that could have been avoided.	Cause: Lack of training on risk management. Lack of clear processes on risk management, and consequent lack of oversight. Lack of clarity on risk management vs compliance. Lack of commitment and buy..	L = 4 I = 3 High (12)	All service managers will review refreshed corporate risk register as part of service planning, New idea capture and development process will encourage services to identify risk, and provide support services the opportunity to escalate these at inception. The pending adoption of a refreshed risk strategy for the Council. Reducing silo based working. Formal oversight by assurance board. Compliance..	L = 3 I = 3 High (9)	Embed new idea and service planning process.
312	Arrangements and procedures are insufficiently robust or managed and result in harm to a vulnerable person including children.	Cause: Lack of awareness of safeguarding obligations, lack of training, monitoring and lack of understanding of escalation routes. Effect: "Vulnerable people are put at risk. Reputational damage..	L = 3 I = 4 High (12)	clear and well documented safeguarding policies with well trained staff who understand their obligations. DBS (or equivalent) checks on key risk posts programme of review / update of checks, with a focus on capturing training commitments now being built in to our systems, particularly during probation periods	L = 2 I = 3 Medium (6)	Review training needs and sign off proposals via local Safeguarding Governance Board at its meeting Sept 2022.

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
313	Arrangements and procedures are insufficiently robust or managed and result in harm to a vulnerable person including children.	Lack of awareness of safeguarding obligations, and lack of understanding of escalation routes. Vulnerable people are put at risk. Reputational damage. Legal action.	L = 4 I = 4 Very High (16)	Safeguarding Governance Board exists to provide oversight of the Council's duties. Included within that are periodic reviews of our training packages for the various levels of training and signing off those to be trained.	L = 3 I = 3 High (9)	Next meeting of the Board (Sept 2022) to review training packages and target audience, along with tracking system to ensure compliance
343	That inadequate resource allocation, planning, governance or internal processes impact the Council's ability to deliver its objectives or statutory duties	Cause: Insufficient allocation, planning, governance or internal processes within the council. Event: Inadequacies lead to difficulties in carrying out the council's objectives or legal..	L = 2 I = 4 High (8)	Review of organisational governance and framework of assurance in place across organisational governance & risk, performance, project and programme delivery, strategic opportunities. ToR and membership reviewed and updated, to ensure Boards have appropriate data to review monthly, are empowered to make mitigation decisions and actively look to review and amend processes in line with emerging..	L = 2 I = 3 Medium (6)	
344	That our internal reporting is insufficiently timely or integrated to enable corrective action to be taken in response to falls in resource or increases in demand	Cause: Council's internal reporting is not fast or coordinated enough. Event: Resources may fall short or demand increases, and the council's reporting systems cannot catch issues quick enough...	L = 3 I = 3 High (9)	Complete refresh of performance management approach which will focus on more strategic measures and active management of cases that step outside agreed risk parameters. To embed greater focus on income and cost and not just net impact at financial reporting. To fully embed Risk Management thinking so that potential issues are monitored proactively.	L = 3 I = 3 High (9)	

****CORPORATE RISK REGISTER** / Technology**

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
301	Cyber security breach / cyber attack.	Cause: There is significant growth in the volume and profile of attempted cyber attacks. This is combined with a number of high profile vulnerabilities having been identified within our supply chain..	L = 4 I = 5 Very High (20)	1. services to each develop and evidence (via review by ICT/HR and emergency planning) a sound Business Continuity Plan for continued operations in the event of a cyber event that results in	L = 3 I = 5 Very High (15)	More training and familiarity activity for staff. More BCP planning for services and organisationally.
				a) total loss of all ICT for a period of 2-3 weeks. No laptops, no network, no local applications, no cloud applications, no printing, no mobile CA (just SMS and calls)		All service areas have been asked to review and update their BC plans (e.g. in the event of an incident that impacts the availability and security of ICT services). This is being monitored through the current set of service plans which are in the process of being peer reviewed)
				b) minimal ICT (internet access, some..		Investment in to SIEM implementation and adoption - Time, funding and resource is needed for FY 22/23 and beyond.
				Expansion of ICT procurement advice to enforce mandatory minimum cyber requirement for new software. (Not just buy the incumbent providers option if they don't meet cyber requirements)		Recruitment and embedding of the dedicated Cyber Security resource + agreeing a programme of work fr the first 12 months.
				Investment in dedicated cyber security team.		NCSC 10 steps risk management process to be implemented and embedded as part of standard working practices. Reporting to be refined to provide regular information ad updates to Shared Services board and the IG boards.
				Investment in SIEM monitoring software.		ICT and Procurement teams are working together to ensure ICT requirements - such as cyber security, continuity and availability, etc are covered appropriately as part of procurement processes going forward. This should be a standard ICT requirement / part of the system specification.
				See ICT service plan - Work is being undertaken with DLUHC and the Cyber (security) Assessment Framework has progressed well and the new security monitoring solution has completed the installation phase has now moved to the configuration and implementation phases. Continued benchmarking against NCSC ten step approach, and monitoring by dedicated cyber security lead. At an operational level ..		
				Undertaking of cyber breach exercise to test preparedness.		
Use and monitoring of the NCSC ten step cyber security process. Investment in dedicated cyber security team.						

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
302	Missed opportunities through poor use / understanding / appetite for IT / Technology	Cause: Job description and recruitment processes don't consider the needed technology/ digital skills. Organisation learning and development don't understand or have an offer to help services improve..	L = 4 I = 3 High (12)	Delivery of staff development included in the digital strategy, which will inform the workforce strategy and training and development activity.	L = 4 I = 3 High (12)	Adoption and implementation of the Technology Strategy.
320	CCTV -hikvision cam tech	installation of CCTV cameras and tech which could have an effect of intrusion by the CHINA GOV.	L = 2 I = 2 Low (4)	the situation on the hikvision will be monitored as the government and the ICO still have to put out more statements in regards to this matter	L = 2 I = 2 Low (4)	
339	Council has a major ICT Failure	Cause: A significant failure in the council's information technology (ICT) systems. Event: A major breakdown or malfunction in the council's ICT infrastructure or services occur. Effect:..	L = 3 I = 4 High (12)	To reduce the risk of failure have existing steps & resources in place (dedicated network roles, security systems, UPS and generator power back-up etc). Delivery of new peices of work that reduce the level of risk (e.g migration to new version of NSX in Q2 23/24 to improve service failover performance). Exisiting mitigations include, data centre split over 2 separate sites, immutable back-ups in..	L = 3 I = 3 High (9)	
340	Council suffers a significant information breach	Cause: A potential weakness in the council's data security measures. Event: Council suffers a significant breach of the council's information, such as unauthorised access or data theft...	L = 3 I = 4 High (12)	Refresh of Information Governance arrangements - with focus on in service arrangements. Continued operation of compliance checklist and new assurance board to ensure more focus and accountability on compliance actions. To continue a focus on training, education and support for all staff (perm, FTC, contractors, agency etc) is paramount for mitigating this risk. To refresh IG management plans..	L = 3 I = 3 High (9)	

Assistant Director - Recovery

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
282	Capacity to deliver projects in recovery programme	Staff delivering the projects have additional BAU responsibilities and activities meaning they cannot dedicate all their time and focus on the project resulting in projects not being successfully..	L = 3 I = 3 High (9)	Ensure scope and activity for new projects include a resource profile and appropriate level of funding	L = 2 I = 2 Low (4)	
283	Evaluation of improved outcomes in recovery programme	There is a risk that the programme is unable to demonstrate a positive impact for the work it delivers resulting in further funding for the programme and projects being withdrawn/unavailable/	L = 3 I = 3 High (9)	Establishing a new dashboard report aligning the indicators for outcomes under the 4 headings of Good start, Good health, Good work, Good place. Regular reporting will allow focus for projects to gather and submit high quality data along with establishing target thresholds for indicators	L = 2 I = 2 Low (4)	
284	Communications across the HDC portfolio	There is a risk that external communication messages from other HDC programme areas are promoted at the same time resulting in audiences being overwhelmed and messages being less impactful and..	L = 2 I = 3 Medium (6)			
338	3C Legal Capacity & Resource to Progress Charge Notices	3C Legal do not have the staff in place with the skills to progress parking charges through magistrates court. Without resolution, cases that remain outstanding will need to be written off (loss of..	L = 5 I = 3 Very High (15)	3C Legal in place. 3C Legal currently do not have internal resource/skill so looking to bring in external support	L = 5 I = 3 Very High (15)	

Chief Operating Officer

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
86	Orphaned contaminated sites may fall to HDC to manage long-term high revenue costs	Sites if orphaned may fall to HDC to manage long-term high revenue costs.	L = 3 I = 3 High (9)	<p>Report to LICENSING & PROTECTION PANEL 26 October 2010 UPDATE ON BUCKDEN SOUTH LANDFILL SITE & LEACHATE TREATMENT PLANT (Report by Head of Environmental and Community Health Services)</p> <p>Report to LICENSING & PROTECTION PANEL 19 March 2009 BUCKDEN SOUTH LANDFILL SITE & LEACHATE TREATMENT PLANT (Report by Head of Environmental and Community Health Services)</p> <p>County Council considering their planning enforcement options, planning action may negate the need for Contaminated Land declaration and mitigate risk of non-treatment of effluent by operator</p>	L = 2 I = 3 Medium (6)	
144	Fraud goes undetected leading to loss of funds from public purse	Fraud is perpetrated and goes undetected - this can lead to an increase in fraud due to a perception that the council is an easy target. Reputational problems can occur.	L = 4 I = 3 High (12)	<p>Fraud Policy and Workplan approved by Cabinet in Dec15, This sets out the plans for the team and also the level of resource Cllrs wish to put into this area.</p> <p>Fraud team undertake regular training and carry out risk assessment on every referral. Investigations result in sanctions. Prosecutions published in newspaper.</p> <p>Information provided to public to enable them to tell us about a suspected fraud in the Huntingdonshire area : Telephone the Fraud Hotline on 01480 388188 (24 hour line) Complete on-line Report Benefit Fraud form or email visit or write to Pathfinder House</p>	L = 3 I = 2 Medium (6)	

Civil Contingencies

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
9	Inadequate civil contingency arrangements result in failure to respond appropriately to a major incident.	Cause: unpredicted event Effect: Different demands on priority services Displacement of staff to manage and meet demands impact on routine service delivery Staff are not prepared for adjusted..	L = 1 = 2 Low (2)	Emergency plan	L = 1 = 1 Low (1)	Training commissioned. Due early Autumn. Attendance compulsory.
				Rolling programme of staff training and exercises delivered across the partnership.		

Corporate Director - People

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
58	Information Security Policy is not followed leading to an inability to provide an appropriate service, litigation against the Council and a failure to respond to requests for information	Effect: Unauthorised access to records and information Breaches in confidentiality Leak of confidential information Loss of information and data Reputation damage Data / software not removed..	L = 4 = 5 Very High (20)	Information Security Policy covers all aspects of IT and information security. Policy agreed by COMT and HoS advised that their staff must follow the training. Guidance and Training provided by IMD and ongoing training is in place for all staff. Additional resource has been brought into the 3C ICT service to ensure appropriate resource is available to support services to meet both requests and..	L = 2 = 4 High (8)	

Corporate Director - People / Head of 3C ICT

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
15	ICT Security is breached causing both the loss of data and a loss of confidence in the integrity of the data being held.	Cause: Incursion - External Exfiltration - Internal/External Sabotage - Internal/External Core switch and internal router is a single point of failure (SPoF) because there is only one of..	L = 5 I = 5 Very High (25)	Access controls - Logical	L = 3 I = 3 High (9)	To assess what security measures are in place for portable IT devices and to implement software to control the access of portable IT devices to the Council's IT network.
				All ICT staff with administrative access are BPSS checked.		
				Anti-virus, Anti-Malware/Spam Filtering and Firewalls preventing unauthorised access by viruses.		
				Back up tapes - off site storage of tapes		
				Booking procedures for use of laptops away from the office		
				Email filtering reduces reducing viruses, trojan software & spam		
				Fire / security protection		
				Follow the NCSC 10 steps to cyber security for mitigating and remediation of identified cyber security risks and threats.		
				Interception of attachments and re-writing messaging URLs within messages.		
				Locks on notebook computers. Routine floor walk of laptops and mobile kit to check if secure.		
				Security marking of assets		
				Some of the less valuable pieces of equipment are kept on site or are readily available to purchase locally.		
Web screening products reduce ingress of malware and malicious programs from infected sources						

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
25	The Council becomes over reliant upon a limited number of key Information Technology & Systems specialists leading to the loss of information or IT related services when these staff are unavailable or should they leave the Council	Effect: Backlogs; errors & omissions; stress; inability to recruit; quality deficit; deadlines missed; inability to plan & schedule; lack of IT training; project operational visibility; additional..	L = 4 I = 3 High (12)	Formation of 3C shared service creates a bigger team with more resilience	L = 3 I = 3 High (9)	
				Project management in the form of PRINCE2		
				Purchase of outside consultancy		
				Resilience has been improved with the development of network procedures which are created and shared by the staff within the Network Team. Knowledge sharing is an ongoing tasks.		
				Training is supplied with system implementation;		
Training needs assessed through the appraisal process. Staff development takes into account succession planning & multi-skilling of staff.						
60	Corporate Systems are not managed or developed correctly leading to errors in service delivery or poor local reputation.	Embarrassing errors in customer-related data e.g.. Sending bills to deceased people Increased data manipulation & chance of error More staff required than needed Service planning is unable to take..	L = 3 I = 3 High (9)	Contracts with suppliers	L = 2 I = 3 Medium (6)	
				Test systems in place for development of new existing systems		
				Training given to highlight issues with data consistency between non linked databases		
72	Insufficient consideration given to contract terms & conditions or system users' needs prior to IT solutions being sought, leading to delays in procurement process and soft/hardware being purchased that isn't appropriate for service needs	Too long is taken over the legal side during drafting of the contract; companies go out of business or are taken over - company sustainability; wrong IT system chosen; IT system becomes obsolete or..	L = 3 I = 4 High (12)	Adequate timely consultation with Procurement Manager	L = 2 I = 3 Medium (6)	
				Consultation with appropriate user groups		
				Ensure ICT Systems Projects adopt Proof of Concept approach to implementation delivery.		
				Implementation approach procedures		
				Use of appropriate elements of Prince 2 to manage procurement process		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
177	Power loss to main server rooms causes significant failure or loss of IT systems including telephony, data systems, software and hardware.	Disruption to the Council's IT systems and general ability to function Reduced levels of service provision - 80% of services unable to function after half a day without IT Dissatisfied customers	L = 4 I = 4 Very High (16)	24 hour monitoring in the server room and in the racks for fire/flood/power and temperature	L = 3 I = 2 Medium (6)	
				Maintenance Contracts		
				Monitoring of performance levels/ calls to HelpDesk		
				UPs allows 10mins closing down time		
181	The Sharepoint Environment or HDC Website becomes unstable resulting in disruption to online services	Internal SharePoint Environment relies on Databases and SQL server and external Website is now hosted on Azure (the Cloud). Call Centre / Customer Service Centre and any online services could be..	L = 4 I = 2 High (8)	Maintenance Contract	L = 3 I = 2 Medium (6)	
				Restricted site access to sharepoint site. Only authorised staff able to make alterations to site.		
				Systems are backed up daily. Any changes/upgrades to system are made out of normal working hours - after 17:00 and before 08:00.		
183	Financial interfaces become unstable and business systems are not updated resulting in decisions based on poor or absent data.	Reconciliation problems; business systems not updated; customer accounts not updated and summons sent incorrectly sent out; reputational damage	L = 4 I = 2 High (8)	business owners have back up plan	L = 3 I = 2 Medium (6)	
				Documented procedures Restricted access		
				Known absences are planned in advance		
217	Personal data is not processed in accordance with the rights of data subjects and the Council's Notification of processing purposes to the Information Commissioner under the Data Protection Act, resulting in complaints or litigation against the Council	Breaches of the Data Protection law & in particular any of the 8 Data Protection Principles Effects: Complaints through the internal and external systems which may result in a complaint to the..	L = 5 I = 5 Very High (25)	Advisory notice on Council Website and forms to advise persons supplying personal data of the purposes for which it may be processed by the Council	L = 3 I = 2 Medium (6)	
				elearning course for all staff available on intranet + ad hoc training sessions		
				Governance Group meeting four times a year to deal with all issues relating to implementation, monitoring and review of DP, FOI and RIPA		
				records all purposes for which the Council may process personal data		
				sets out 8 Principles and the Council's policy to ensure compliance with the data protection law		

Standard Risk Register

Corporate Director - People / Head of Operations						
Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
11	The Council is unable to collect household and trade waste on a regular basis resulting in both environmental and health & safety concerns and a reduction in the quality of life of residents.	Effect: Withdraw parts of the service Reputation damage Targets not achieved Declining health of the population HDC's workforce are ill, inability to recruit additional staff to deliver the..	L = 2 I = 3 Medium (6)	Arrangements in place with agencies for trained temporary staff	L = 2 I = 3 Medium (6)	
				Business continuity plan in place		
				Fleet replacement cycle reviewed so average age of refuse vehicles reduced		
				Inclement weather procedure developed and adopted		
32	Ineffective site security arrangements at Eastfield House leads to the theft and/or loss of 'assets' and employees being concerned for their safety.	Effect: Fire Suspect packages and mail received at Reception Damage to property Reputation damage Injury to staff Adverse impact on service delivery if sites are not accessible Customer..	L = 3 I = 2 Medium (6)	All employees issued with proximity cards for access. Differing levels of access for differing employees / visitors with issue of cards strictly controlled, or escorted on premises.	L = 2 I = 2 Low (4)	Full review of all access cards undertaken September to December 2016 as part of the new shared service access card implementation. Monthly checks thereafter linked to starters and leavers. An annual check of all staff
				Doors have remote electronic locks. Access levels of employees not based at Eastfield House is 'managed' to ensure access is available to any area necessary, but not to areas where employees could be put at risk.		
				Ensuring security of external areas at all times.		
				Full review of all cards and access completed December 2016		
57	The Council's equipment and plant in Operational Services is not properly maintained, leading to its failure resulting in injury to staff or customers or reduction in service provision.	Effect: Failure of the refuse fleet Impacts on service delivery and achievement of targets Customer complaints Time and cost overruns Reputation damage Environmental impacts	L = 2 I = 3 Medium (6)	Ability to use contract vehicles at short notice	L = 2 I = 2 Low (4)	Completion of annual servicing regimes and replacement programmes by Fleet Services to ensure all plant and equipment provided for use by frontline services is fit for purpose and safe to use.
				Constant maintenance against servicing programme and service regimes.		
				Planned renewal programme being implement to set timescales		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
126	Damage is caused to third party property due to inadequate maintenance of trees damaging our reputation and increasing expenditure.	Adverse publicity following an incident resulting in damage to property. Increase in insurance premiums due to increased householder claims.	L = 3 I = 2 Medium (6)	Operations Division have a specialised Arboriculture Team working to revised maintenance schedules that include set timeframes for completion of work; and quality inspections by the Arboriculture Manager.	L = 3 I = 2 Medium (6)	Establish task and finish working group to assess feasibility of creating a unified section to deal with all arboricultural matters for the authority
				Programme of tree surveys completed with on-going maintenance of the tree stock in the District in place		
				Revised procedures adopted for inspection of tree issues reported through the Call Centre and for initiation of subsequent work requirements.		
				Tree Management Plan in place.		
186	Failure to maintain Council's assets , results in assets not fit for purpose and/or possible accidental injury to users/occupiers.	Financial & safety implications Non compliance with H&S legislation Dis-repair of parking areas and bus stations Dis-repair of footpaths non-maintenance of watercourses Dis-repair of street..	L = 4 I = 4 Very High (16)	Asset register updated on regular basis	L = 3 I = 2 Medium (6)	
				Repairs and maintenance schedule ensures assets are maintained		
192	Criteria for holding an "O" Licence are not met and the licence is revoked by the Traffic Commissioner resulting in an inability to deploy fleet and significant impact on services	"O" Licence could be revoked if vehicles are not regularly maintained and serviced; fees not paid on time; no CPC holder. Impacts on service delivery and achievement of targets. Reputation..	L = 2 I = 3 Medium (6)	CPC holder in post	L = 1 I = 3 Medium (3)	1. Servicing and maintenance of vehicles against manufacturers guidance and in accordance with the annual programme for servicing. 2. Management teams within services re-enforcing vehicle compliance requirements with drivers (Inc. daily vehicle checks). 3. Management teams in services ensuring periodic medicals for HGV drivers are completed and any driver failing a medical is stopped from..
				Drivers hours of work are monitored as required by vehicle inspectorate		
				Vehicles are maintained and serviced on a regular basis as required by the vehicle inspectorate		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
253	Costs of processing recyclate increases	Less income than estimated impacting on the Councils budget, increased contamination and more stringent quality control by contractor	L = 3 I = 3 High (9)	Through the Recyclates Processing Contract the market rates for recyclates are being monitored and compensatory savings are being made in the operational costs of delivering the Waste Service to compensate for shortfalls in income.	L = 3 I = 2 Medium (6)	<p>1. CMT to agree the revision of this risk to state that income from the sale of recyclates is not realised because of the rejection of materials at the MRF because of contamination. This is necessary because this is the factor that HDC control. The market conditions for the sale of the recyclates is outside of the control of HDC.</p> <p>2. Implementation and then consistent application of the new..</p> <p>Quarterly monitoring of recycling income has confirmed an increase in budgetary provision for recyclates due to increased volume of recycling by residents, supported by free second recycling bin and acceptance of side waste for recycling.</p>
319	Diesel Unavailable	Disruption to supply of fuel through theft, supply delays, pump failure. Will result in fleet unable to move, Waste will not be collected, Streets not cleaned, Grounds not maintained, Car parks..	L = 3 I = 4 High (12)	Fuel tank at EFH able to store minimum 12,000 up to 48,000 litres, mitigates any supply chain delays, or any national supply issues. RCV's are topped up at the end of the day giving 2 days in their tanks. Pump issues are fixed within 24 hours. Back up fuel cards in case of emergency. Priority list for services to reduce if fuel is in short supply. Access to the tank is limited, there is an..	L = 1 I = 2 Low (2)	
327	Vehicle Maintenance Staff retirement	Towards the end of 2024 two key Vehicle maintenance staff are due to retire. Without replacement and succession planning, the effect will be either massively inflated vehicle maintenance costs as we..	L = 3 I = 5 Very High (15)	<p>Optional - recruit a senior qualified and experienced LGV Technician to overlap with current staff for at least 3 months, this will give time to pass over knowledge.</p> <p>Optional - upskill current Technician to work on LGV, this will involve significant time away on training.</p> <p>Redefine "Yardperson" Role, into "Workshop Apprentice", to focus that role into the workshop as a support role to reduce the pressure on current staff and provide someone to impart vast amounts of knowledge.</p>	L = 3 I = 1 Low (3)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
17	A member of the public is seriously injured or killed whilst visiting or using Leisure Centre facilities because the Council has not provided a safe environment or its staff with sufficient and adequate training.	Effect: Adverse publicity following an incident resulting in death/injury to member of the public. Leisure Centre forced to close pending HSE investigations. Procedures for the management of..	L = 3 I = 4 High (12)	QMS Systems and Procedures adhered to.	L = 2 I = 3 Medium (6)	
				Regular monitoring of the facility prior to opening and throughout opening hours		
				Trained, qualified and experienced staff on duty.		
62	Capital projects are not delivered on time or within budget leading to delays in service improvements and unplanned increases in council tax or cuts in other services.	Cause: Security of tenure not formalised in a timely manner before project delivery commences Procurement of contractors / technical project management Effect: Expected benefits not..	L = 3 I = 3 High (9)	Project planning and management used to monitor progress with projects.	L = 3 I = 2 Medium (6)	
				Any slippage in project delivery is reported in timely manner		
				Project cost increases are reported, approved and authorisation agreed before proceeding		
				Regular update on budget at all stages		
147	Arrangements and procedures are insufficiently robust or managed and result in harm to a vulnerable person including children.	Accusation of inappropriate behaviour relating to both members of staff and members of the public and in particular young persons. Adverse publicity. Legal implications. Potential adverse impact on..	L = 3 I = 3 High (9)	DBS checks received prior to commencement of employment	L = 2 I = 3 Medium (6)	
				Procedures in place to allow managers to identify posts requiring DBS checks. A spreadsheet will be sent to all HoS to enable them to identify all posts within HDC that require DBS checks and appropriate Safeguarding training.		
				Safeguarding Governance Board established to oversee the delivery of actions identified in the Safeguarding Audit report		
				training for all managers delivered by end of 2017		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
194	Continuing achievement of promoting active lifestyles and reducing health inequalities is reduced because of the loss of funding.	Public health now part of CCC. Funding of HDC delivery through PH funding negotiated on an annual basis, with no certainty on a year on year basis. Local Commissioning Groups in place but still..	L = 4 I = 3 High (12)	<p>Maximise section 106 contributions and/or CIL where able / external funding/ grant aid and/or sponsorship contributions to enhance sports facilities in the district.</p> <p>Sport and Active Lifestyles team work closely with a number of partners to help provide activities such as young people's holiday programmes, disability sports clubs and health walks. Support is also offered to local sports clubs to help provide access to leisure.</p> <p>There are 300 health professionals on the register. Registered health professionals can refer individuals who may benefit from a personalised exercise programme to any of the District's Leisure Centre.</p>	L = 4 I = 2 High (8)	
269	closure of facilities due to security of tenure not being formalised	HDC would have to vacate the premises Loss of leisure facility within a geographical area of the district	L = 4 I = 3 High (12)	Individual leases being negotiated with Academies / Cambs CC	L = 2 I = 3 Medium (6)	
328	Mixing of pool chemicals resulting in serious injury or death to one or more people	Cross contamination of two swimming pool chemicals, one alkaline and one acid based substances used to control PH and disinfectant of the swimming pool water. Cross contamination will cause the..	L = 3 I = 4 High (12)	Chemicals are stored separately and in a secure location with restricted access. Only qualified staff are permitted to handle swimming pool chemicals. Chemical are used in the opposite forms - liquid and powder removing the chances of using & mixing the wrong chemicals.	L = 2 I = 4 High (8)	Ensure Chemicals are stored in secure separate areas of the plant room and are not of the same form i.e. liquid or power. Ensure only qualified & trained staff handle and use the pool chemicals.
329	Fire caused by arson, non-compliant inspections of fixed wiring, storage of combustible material or other means. Causing death or deaths, serious injury and significant damage to property	Fire caused by arson or neglecting legal responsibilities associated to fire risk management and prevention resulting is significant damage to property and possibility of serious injury or death to..	L = 2 I = 5 High (10)	Each Leisure Centre has a current and in date fire risk, all immediate actions identified from the fire risk assessment have been acted upon and implemented. Each Leisure Centre is fitted with an audible and working building fire alarm. Fire alarm call point are located and working throughout each Leisure Centre. In date and serviced fire extinguishers are available locations and numbers are..	L = 2 I = 4 High (8)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
330	A member or members of the public or staff are made ill or killed from food poisoning/contamination or allergies resulting in anaphylactic shock	A member of public or staff member is made seriously unwell or killed as a result of eating contaminated food or exposure to food Allegan's	L = 4 I = 3 High (12)	Food is purchased from approved suppliers. Food produce is stored appropriately and at the correct temperature. They is a system in place for control of food expiry. there are systems in place for recording and monitoring of fridge and freezer temperatures. The is a daily cleaning schedule in place to ensure food is prepared in a safe and clean environment. Staff are trained in basic food..	L = 2 I = 3 Medium (6)	
331	Loss or abduction of a child or vulnerable person using One Leisure resulting is harm or death	A child lost or abducted from a Leisure Centre resulting in serious harm or death either through an accident due to the absence of adult supervision or physically harmed intentionally by another..	L = 2 I = 4 High (8)	All children under the age of 8 and vulnerable adults must be accompanied by a responsible adult. There are physical barriers in each of the leisure centres that control access and egress. receptions are staffed and each admission must hold an activity booking prior to entry.	L = 1 I = 4 High (4)	
332	Death caused by drowning while using a One Leisure Swimming Pool	A weak or non swimmer is killed by drowning while using a swimming pool	L = 4 I = 4 Very High (16)	Swimming pools are supervised by qualified lifeguards. Access to the swimming pool is restricted by physical barriers when not in use. Weak or non swimmers must be accompanied by a competent swimming adult over the age of 16. Staff are trained monthly and records of their training and compliance are held on site. Weak or non swimmers are encouraged to use swimming floatation aids. Weak or non..	L = 2 I = 4 High (8)	
333	A member of public is seriously injured or killed resulting from crush injury while using free weight Olympic bars or smith machines	A customer is seriously injured or killed from a crush injury while using free weight Olympic bars or smith machines.	L = 3 I = 4 High (12)	Customers are made aware of the safe operating rules and must hold a valid membership before using the gym. The gym is supervised at all times within the opening hours of the centre. The gym/leisure centres have access control to mitigate non member use. smith machines have safety function with signage that must be engaged before use. Staff are trained and hold relevant gym instructor..	L = 2 I = 4 High (8)	
334	Physical assault to a member of staff or customer from another customer or non user of the leisure centre resulting in serious harm	Physical assault to a customer or member of staff by another customer or non users resulting in serious harm	L = 2 I = 3 Medium (6)	Leisure centre receptions are staffed at all times. Access control and physical barriers are in place to prohibit unauthorised access. CCTV is in operation at all leisure centres. Staff are trained and aware of escalation process and when to call the police. Staff are in radio contact with a manager on duty at all times.	L = 2 I = 3 Medium (6)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
335	Serious injury or death caused by electrocution	Staff or contractors are seriously injured or killed as a result of electrocution while using equipment or plant	L = 2 I = 4 High (8)	Equipment and plant is serviced and inspected regularly and in line with legal requirements. Only qualified electricians are permitted to carry work with electricity and or tasked affected by electricity. Fixed wire inspections are carried out at all leisure centres. defective equipment due to electrical faults are removed from public access and stored in a restricted area.	L = 1 I = 4 High (4)	
336	Structural failure causing serious injury or death to one or more people	Structural failure of roofs or high level fixed equipment resulting in serious injury or death to more or more people	L = 2 I = 4 High (8)	Condition survey's have exist for all leisure centres. No structural defects have been recorded at the time of the survey's being completed.	L = 1 I = 4 High (4)	
337	Theft of monies held on site	Theft of large sums of monies held at leisure centres resulting in significant financial loss to the authority	L = 2 I = 2 Low (4)	All cash held at leisure centres is audited, stored within key coded safes. CCTV is in place to monitor access in and out of the safes, only authorised staff are permitted to access safes. Regular cash collection are conducted to ensure large sums of monies are not held on site	L = 2 I = 2 Low (4)	

Corporate Director - Place / Housing Strategy

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
237	Fundamental changes in Government Policy could undermine Council's ability to enable new affordable homes to be built.	Fundamental changes in Government Policy could undermine Council's ability to enable new affordable homes to be built. This includes a increase in the threshold of sites on which affordable housing..	L = 4 I = 3 High (12)	Additional resource proposed as part of budget process to meet new statutory housing duties.	L = 4 I = 3 High (12)	
				Adopt a new Housing Strategy and Action Plan, and prepare a more permissive Local Plan policy		
				If a developer contends that their affordable housing requirement (Section 106) is not economically viable for them to fulfil we would scrutinise the inputs to the development to assess overall site viability. If proven, we would renegotiate a lower percentage of affordable housing, or we would revise the tenure split of the site to enable a viable development to proceed.		
				Maximise new affordable housing opportunities on s106, rural exception sites and others.		
				Review and increase provision of temporary accommodation as an alternative to B&B		
254	The DFG budget is not sufficient to meet statutory requirements to award qualifying DFGs.	The capital contribution we receive from Government towards the cost of Disabled Facilities Grants (DFGs) is c£1.1m. The HDC budgeted contribution of £300K is insufficient and is being reviewed for..	L = 5 I = 4 Very High (20)	Contributed to the development of the Better Care Fund strategy which sets out the vision and principles for what the BCF will be used to achieve in the County. DFG commitments, pipeline and budget reviewed. Paper prepared for and given to Portfolio Holder. Updates provided to Portfolio Holder on projected overspend to meet need.	L = 5 I = 4 Very High (20)	

Corporate Director - Place / Strategic Growth

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
40	Planning policy may be insufficient to meet government requirements and the Government intervenes to write the Plan	Effect Government intervenes to write the Local Plan (loss of local control) Local Plan found unsound High Court over turns Local Plan Inappropriate decisions made Disgruntled..	L = 4 I = 4 Very High (16)	A complete review of planning policies has being undertaken in order to produce a new Local Plan. The Submission of the new Local Plan is on track for submission by the Government's deadline of March 2018 or when revisions to the NPPF are published, whichever is the later. Outside consultants used and legal advice taken where appropriate	L = 2 I = 4 High (8)	
53	The Council is unable to deliver sustained economic growth for the District leading to (over a period of time) reducing employment prospects and declining prosperity.	Business Support Services pursue inappropriate projects and activities for the support of the local economy. Effect: Economic implications Increasing unemployment in the district Changing degrees..	L = 3 I = 4 High (12)	A local Growth Plan and an annual service plan are in place, which take into account changes in employment levels and prosperity in the district and at the macro level, the implications on equality and inclusion policies	L = 2 I = 3 Medium (6)	
59	The Council does not react to local transport issues, developments, and needs, leading to increased chance of adverse economic impact on the District.	Effect: Traffic gridlock / congestion in the District Resistance from the public Service provision may not meet needs Reputation damage Social responsibilities may not be delivered by the..	L = 3 I = 3 High (9)	Completion of the Infrastructure Delivery Plan alongside the Local Plan. Allocation of Community Infrastructure Levy. Supporting delivery of the new A14 and promotion of the A428 and A1 improvements, East-West Rail and new rail station at Alconbury Weald. Work with the Combined Authority.	L = 2 I = 3 Medium (6)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
208	Section 106 Agreements may not be adequately monitored resulting in non-compliance with the conditions of the agreement and financial contributions not collected and used in accordance with the agreement.	If Section 106 agreements are not closely monitored then benefits for the community - social housing/public open space play areas/ contributions to educational and transport facilities - may not be..	L = 5 I = 3 Very High (15)	A corporate system is in place (Exacom). Obligation owners have access to the system in order to update the clauses and activity.	L = 2 I = 3 Medium (6)	
				Annual reporting is undertaken through the IFS (Infrastructure Funding Statement) in accordance with regulations, which demonstrates delivery and accountability within the financial year.		
				Financial anomalies identified during the annual reporting process are reviewed and acted upon as appropriate.		
				The Implementation Team oversee the system and undertake monitoring of agreements as a whole, including liaison with services where relevant.		
236	Community Infrastructure Levy (CIL) liabilities may not be adequately monitored resulting in non-compliance with regulations and non collection of financial contributions payable to the Council	Legal obligations rest with the developer to notify the LPA prior to commencement of development in order to ensure invoice raised. If CIL liability notices are not issued early by the LPA then..	L = 4 I = 4 Very High (16)	1. Check of planning approvals for liable applications weekly.	L = 2 I = 3 Medium (6)	
				2. Area check on list of liable cases weekly.		
				3. Cases set up on Uniform and Enterprise.		
				4. Use Building Control records, NHBC returns, street naming and numbering, Annual Monitoring Report and use of Northgate when appropriate to identify those seeking to evade payment.		
				5. Guidance and forms on website and Use Guide..		
266	Building Foundations for Growth - Capital Grant Administration or Compliance issues	As accountable body for the administration of this grant of £5m, we are responsible for ensuring the appropriate expenditure of this funding and compliance with European State Aid..	L = 2 I = 4 High (8)	Legal advice has been taken and recommendations followed in order to ensure that the projects funded thus far are State Aid compliant.	L = 1 I = 4 High (4)	
				Legal agreement in place which provides indemnity for HDC from recipient of grant funding in the event that the grant has to be repaid.		
				Cabinet has resolved to loan to Urban & Civic to construct a new Incubator on the Enterprise Zone. Agreement nearing..		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
270	LPA can not demonstrate a 5 year housing land supply	Higher benchmark to justify refusal of planning applications. Appeal decisions that would not otherwise be granted are granted to increase housing supply i.e. loss of local control. Increase in..	L = 4 I = 3 High (12)	Annual monitoring report produced. Housing land supply is a material consideration in planning decisions. Action Plan agreed at October 2016 PDG meeting and implemented.	L = 3 I = 3 High (9)	

Corporate Issues

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
73	National government places additional burdens on council services which lead to reprioritisation of the planned business of the council to meet local need.	Cause changing national policies Effect: Staffing impacts Overspends Priority need remains unmet Changing targets Inability of the Council to achieve in all areas Priority setting may not be..	L = 4 I = 4 Very High (16)	Corporate Training Programme in place. Also, as part of being a member of most professions, employees would undertake a certain amount of CPD and so would cover new legislation affecting their own profession MTFS process in place to plan for future pressures and bid for additional resources Ongoing monitoring of impact of external and internal economic forces to allow prompt reactions / early intervention programmes transformation programme is in place to ensure that the council is both as efficient and productive as it can be, in order to build capacity and drive out waste	L = 2 I = 2 Low (4)	
262	Failure in the governance of shared services which results in non-delivery of vision of shared services leading to inability to deliver the required efficiency savings	Cause Destabilising of partnership as local priorities change Effect Lack of buy in from partners and staff - benefits of shared working not communicated Perception that efficiencies to be..	L = 3 I = 3 High (9)	forward plan of future phases to be built around review of phase one and business cases for next round Regular board meetings to oversee roll out of projects across the three work streams and three Councils. New enhanced governance arrangements are currently being discussed. robust risk management now embedded in the programme	L = 1 I = 3 Medium (3)	

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
277	Social Media accounts may not be robustly controlled, leading to potential security breaches.	Multiple users of accounts Incorrect use of the social media account Staff work independently of management review	L = 3 I = 2 Medium (6)	Business case prepared for all social media accounts and this requires staff to consider how the account will be managed, including access controls.	L = 2 I = 2 Low (4)	
				IT Security and Data Protection practices are in place to cover access, password management etc		
				Leaver form used to withdraw IT access and prompt management review of social media accounts.		
				Practices reviewed through the Social Media User Group (SMUG).		
				Social Media Guidelines in place and available to all users of social media accounts.		

Director of Finance and Corporate Services

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
6	Corporate Business Continuity plans are inadequate resulting, over both the short and medium term, in the Council's inability to provide an appropriate service.	Cause: Loss of utilities / power for substantial amount of time Loss of core systems Flu pandemic Staffing and resourcing Severe weather Major accident Effect: Inability to deliver core..	L = 3 I = 4 High (12)	BCP is reviewed and if necessary, revised annually. This is then considered by Senior Management Team (SMT) and Corporate Governance Committee (CGC). The BCP indicates plans and practices to facilitate the recovery and restoration of services and the management of BCP in any given situation.	L = 2 I = 3 Medium (6)	SMT have agreed new BCP (January 2017) and the process and mechanism for annual review of BCP. BCP reported to Corporate Governance Committee annually.

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
209	Lack of compliance with Data Quality Strategy leading to a potential for wrong decisions being made based on inaccurate information.	Poor data quality and timeliness of data impacts on the quality of decisions. Data received from Partners e.g Crime Stats, is inaccurate	L = 3 I = 3 High (9)	Performance Management and Data Quality Framework and Policy April 2017	L = 3 I = 2 Medium (6)	
		Reputational damage Decisions/recommendations based on..		Performance reports include a statement from the Head of Service verifying the accuracy of the data and has been collected in accordance with the data measure template and data quality spot check have been undertaken on a selection of PI's		

Director of Finance and Corporate Services / Audit

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
315	Inability to give an annual audit opinion	CAUSE non delivery of sufficient assurance activity deviation from Audit Plan to support other activities Services cannot accommodate/facilitate an audit lack of resource/staff	L = 3 I = 3 High (9)	Audit Plan in place, which is approved by CGC and progress reported.	L = 2 I = 3 Medium (6)	
		EFFECT..		Other assurance sources are identified, recorded and used to support an opinion		
316	Resource resilience	CAUSE small team, larger impact Sickness risk Pull to support other services recruitment difficulty / specialist area uncompetitive salary /package Do not hold skills/expertise necessary to be..	L = 4 I = 3 High (12)	Capacity resource levels reported to Corporate Governance Committee. To be made aware where insufficient resources to deliver. Existing IT audit contract also contains general audit provision for use if needed. Professional qualification of staff (only a partial control since HDC decided to remove essential requirement to be qualified). Existing staff all professionally qualified holding C/MIIA, one person training CIA with IIA.	L = 4 I = 2 High (8)	Audit staff to be skill/training assessed to identify areas of training needed

Standard Risk Register

Director of Finance and Corporate Services / Elections and Democratic Services

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
29	Deficiencies in the administration of election processes leads to results being challenged and the Council being unable to operate effectively.	Effect: Failure in the conduct of elections Adverse publicity / reputation damage / customer complaints Additional costs / resources for re-running elections Loss of face / trust Inappropriate..	L = 2 I = 4 High (8)	Clear guidance for candidates and staff; core team fully trained; consultancy details available in case of staff sickness	L = 1 I = 4 High (4)	
37	Governance of the Council is weak resulting in poor and ineffective decision making.	Effect: The effectiveness of Members is not maintained Failure to maintain high standards of conduct by District and Parish Councillors Reputation damage / loss of face Inappropriate behaviour by..	L = 3 I = 4 High (12)	A guide has been prepared which provides information for people who may wish to stand for public office - the guide is made widely available in the community Minimum of 2 training sessions p.a. offered to councillors Ongoing guidance provided to Members Register of disclosable pecuniary interests is maintained and kept up to date	L = 2 I = 3 Medium (6)	

Director of Finance and Corporate Services / Finance

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
24	Estimates made as part of the budget setting process are incorrect, requiring service budgets, and consequently some services, to be reduced in an unplanned way.	Effect: Withdrawal of all or part of a service.	L = 3 I = 4 High (12)	Members and Senior Management Team ensure that both income and expenditure budgets are sufficient to meet the requirements of the Corporate Plan.	L = 2 I = 3 Medium (6)	
				Once draft budget MTFS is produced it is disaggregated to service level to produce the final report which can highlight certain types of error.		
				The Council maintains sufficient general revenue reserves (15% of Net Expenditure) to allow flexibility for any unexpected service changes; as well as maintaining Earmarked Reserves to meet known future commitments.		
34	Sufficiently late or inaccurate provision of financial advice to managers or Members may lead to significantly incorrect decisions being made.	Effect: Deadlines are not met; insufficient reserves to meet budget; capped; overspend; incur extra costs through borrowing	L = 3 I = 3 High (9)	Heads of Service report to accountants emerging financial issue on a timely basis.	L = 2 I = 3 Medium (6)	
				Members and Senior Management Team adhere to the requirements of the Code of Financial Management and the Code of Procurement.		
				Monthly budgetary control reports produced for managers and for Cabinet		
				Paragraph 1.1 of the Code of Financial Management requires written reports to the body or person(s) responsible for making decisions to include financial implications by the officer accountable for the budget.		
42	Decisions that support the Council's budget are not scrutinised robustly enough leading to budgets being set that don't reflect the needs of the whole District.	Effect: Funding directed at favoured projects rather than agreed objectives Service delivery implications and targets not achieved Staff / Manager and Member disagreements Ineffective priority..	L = 3 I = 4 High (12)	Newly elected members are offered training in local government finance, with all members provided with training on an ongoing basis when there are significant changes in the local government financial environment.	L = 2 I = 3 Medium (6)	
				The S151 officer provides a "robustness" statement for the budget and MTFS that demonstrates sensitivity analysis to determine the adequacy of reserves.		

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
273	The Commercial Investment Strategy (CIS) is curtailed by the Govt. or doesn't achieve its aims of increased investment returns leading to reducing opportunities for the Council to become financially self-reliant.	Cause: Central Govt. amends legislation that reduces or curtails CIS. Council's appetite for pursuing a CIS changes. Increase in cost of borrowing and interest payments. Shortage of ..	L = 3 I = 4 High (12)	Active monitoring and engagement with professional bodies who are influencing government policy in this area is on-going.	L = 3 I = 4 High (12)	
				Cabinet approved CIS incl. defined governance arrangements and delegations.		
				Effective budget setting and financial monitoring processes, incl. frequent reports to Cabinet and O&S on CIS delivery.		
				Qualified and experienced Officers in post supported by external professional advisors.		

Director of Finance and Corporate Services / Human Resources

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
321	HR system project not being signed off	Supplier delays - final system update not made so project sign off being with held	L = 4 I = 2 High (8)	Routine project management processes	L = 4 I = 2 High (8)	
322	Resource issues	The are 2 roles within the team - Payroll Manager and HR System Analyst. Sickness risk recruitment difficulty / specialist area uncompetitive salary /package	L = 4 I = 2 High (8)	Process notes to allow transfer of knowledge. Establishing links with partner councils to agree support if issues arise	L = 3 I = 2 Medium (6)	

Director of Finance and Corporate Services / Property

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
145	Loss of access to or loss of physical structure of all or part of Pathfinder House following a significant event - fire, flood, act or omission by a third party.	Fire, flood, terrorist action, disruption to traffic on the ringroad or the A14 or other civil emergency prevents/restricts access to Pathfinder House resulting in disruption to Council services..	L = 2 I = 5 High (10)	Buildings and business interruption insurance maintained. Corporate Business Continuity Service Plan includes facilities requirements updated May 2017 Remotely monitored fire and intruder alarms .	L = 2 I = 3 Medium (6)	

Director of Finance and Corporate Services / Risk and Controls

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
75	Fraud, financial or other irregularities (including bribery) occur leading to additional financial costs, unforeseen investigation costs & reputation damage.	Effect: The Council provides many services that could be susceptible to bribery. Not only is the reputation of the Council at risk through publicity surrounding the identification of an employee (or..	L = 4 I = 3 High (12)	<p>Constitution contains detailed framework for decision making, including procurement, financial management and codes of conduct.</p> <p>Council's standard terms and conditions include the exclusion of 'prohibited acts' which explicitly list bribery, fraud and conspiracy.</p> <p>e-recruitment process in use. Original documentation is seen by recruiting manager at interview that confirms that a prospective employee has the right to work in the UK. The documentation is evidenced, scanned and retained electronically on HR e-file. BPSS checks required to be undertaken prior to commencement of employment. In exceptional circumstances a full risk assessment may be..</p> <p>Fraud and Corruption statements in the Code of Conduct make it clear that 'offers' (bribes) of various sorts should not be accepted.</p> <p>HoS review their services and consider the opportunities for bribery - both accepted from, and offered to customers. Awareness material produced.</p> <p>Internal control processes that require collusion before certain frauds can take place</p> <p>Publicity is issues or reminders issued via Intranet, email and posters (were are refreshed regularly).</p> <p>Staff are encouraged to report irregularities</p> <p>The Council's whistleblowing procedures are in place and staff are encouraged to report irregularities.</p>	L = 2 I = 3 Medium (6)	<p>Report to COMT on 05/08/13 that outlines a number of improvements to issues with Code arising from incidents identified from internal audit review.</p> <p>A further review is required to be completed by HoS on their services and the risk of staff being bribed.</p> <p>Update internet and intranet with new whistleblowing policy approved by CGC in June 2018.</p>

Standard Risk Register

Risk Ref	Risk Title	Cause & Effect	Inherent Risk Priority (IL x II)	Risk Control	Residual Risk Priority (RL x RI)	Action Required
168	Insurers will not accept liability for a loss, because the Council is unable to provide policy documentation, resulting in unexpected costs.	Policy documentation unavailable and HDC may have difficulty proving who insurers were in particular prior to 1974, (HDC was formed in 1974 from BC's, RDC's etc and is the successor authority)..	L = 3 I = 4 High (12)	At renewal - 1st July - policy numbers and insurer details are recorded on QLAS.	L = 3 I = 3 High (9)	
				Policy records after 1974 are stored in the Audit office. (Some) policy documents are also stored electronically.		
279	Non Adherence and failure to follow agreed procurement policies and processes	Cause -Breach of Procurement Regulations -Lack of accountability -Lack of awareness. -Lack of knowledge/expertise. -Resistance to change. -Unclear and undefined roles and..	L = 4 I = 3 High (12)	Advice from Procurement Manager and involvement in procurement procedures for tenders with a value in excess of £10,000	L = 3 I = 2 Medium (6)	Continual assessment and review of procurement procedures. Designated staff within each Directorate with procurement responsibilities. Documented Procedures issued to all staff. Instruction to officers that no commitments be made without approval
280	Failure to effectively manage contracts	Cause -Lack of active contract management plans -Lack of resources -Lack of knowledge/expertise Effect - Poor contract delivery and performance -Contract breach - Poor cost control. - No..	L = 3 I = 3 High (9)	Standard terms & conditions incorporated into Council contracts & tenders.	L = 2 I = 2 Low (4)	Robust contract management. Contract delivery and monitoring

Public

Key Decision - Yes

* Delete as applicable

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Sawtry Village Neighbourhood Plan 2022-2036

Meeting/Date: Council – 13 December 2023

Executive Portfolio: Executive Councillor for Planning

Report by: Chief Planning Officer

Ward(s) affected: Sawtry

Executive Summary:

The Referendum on Sawtry Village Neighbourhood Plan 2022-2036 was held on 9 November 2023 and resulted in an 88.4% 'Yes' vote in support of making the Neighbourhood Plan as part of the statutory development plan. As this exceeds the required threshold of 50% of the votes cast the Council is required to formally 'make' the Sawtry Village Neighbourhood Plan 2022-2036 unless the Council considers that it would be incompatible with any EU or human rights obligations. As part of the statutory development plan Sawtry Village Neighbourhood Plan 2022-2036 would be used to help decide planning applications within the neighbourhood area.

It is not considered that making the plan would be incompatible with an EU or human rights obligation and the Sawtry Village Neighbourhood Plan 2022-2036 must therefore be 'made'.

Recommendation(s):

The Council is

RECOMMENDED

To 'make' Sawtry Village Neighbourhood Plan 2022-2036 in the form attached as Appendix 1 such that it becomes part of the statutory development plan for Huntingdonshire with immediate effect.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to consider whether Sawtry Village Neighbourhood Plan 2022-2036 should be officially 'made' such that it becomes part of the statutory development plan for Huntingdonshire.

2. BACKGROUND

- 2.1 Sawtry Neighbourhood Area was formally designated on 23 October 2019. Following substantial local consultation to aid with preparation of the plan it was submitted for statutory consultation which took place between 12 April 2023 to 24 May 2023. The submission neighbourhood plan, its supporting evidence base and all responses to the statutory consultation were subject to an independent examination commencing on 31 May 2023 with the final report issued on 31 July 2023.
- 2.2 The examination confirmed that Sawtry Village Neighbourhood Plan 2022-2036 should move forward to referendum subject to modifications and confirmed that it complied with the specified basic conditions, was properly prepared by the qualifying body, covered the designated plan area, did not contain any excluded development and contained policies that related to the development and use of land. The examiner's report also confirmed that there was nothing the Sawtry Village Neighbourhood Plan 2022-2036 that led them to conclude there would be any breach of the European Convention on Human Rights. They also confirmed that the Sawtry Village Neighbourhood Plan 2022-2036 is compatible with EU obligations arising from the Habitats Regulations Assessments and other directives.
- 2.3 The outcome of the examination and proposed changes were reported to Overview and Scrutiny Committee (Performance and Growth) on 6 September 2023 and Cabinet on 19 September 2023. Arising from these it was agreed that the Sawtry Village Neighbourhood Plan 2022-2036 as proposed to be modified should progress to referendum.

3. ANALYSIS

- 3.1 The referendum was held on 9 November 2023 where the statutorily set question was posed asking residents of the designated neighbourhood area: 'Do you want Huntingdonshire District Council to use the Neighbourhood Plan for Sawtry to help it decide planning applications in the neighbourhood area?'
- 3.2 A total of 4,557 people were eligible to vote in the referendum; 518 ballot papers were issued representing a turnout of 11.37%. The number of votes cast in favour of 'Yes' was 458, the number of votes in favour of 'No' was 59 with 1 ballot paper rejected for being unmarked or wholly void for uncertainty. This indicated a majority of 88.4% voting in favour of using Sawtry Village Neighbourhood Plan 2022-2036 to help decide planning applications within the designated neighbourhood area.
- 3.3 As the Sawtry Village Neighbourhood Plan 2022-2036 was endorsed by more than the required threshold of 50% of those voting the Council must

now 'make' the Neighbourhood Plan such that it becomes part of the statutory development plan for Huntingdonshire unless the Council considers that it would be incompatible with any EU or human rights obligations. It is not considered that making the plan would be incompatible with an EU or human rights obligation and the Sawtry Village Neighbourhood Plan 2022-2036 must therefore be 'made'.

4. KEY IMPACTS / RISKS

- 4.1 The key impacts of this are the reiteration of the importance of the planned system with town and parish councils and residents of the neighbourhood plan area having the opportunity to positively influence how their community grows in the future.
- 4.2 Successful 'making' of a Neighbourhood Plan entitles Sawtry Parish Council to an increased proportion of CIL receipts from development within the neighbourhood area, up from 15% to 25%.

5. TIMETABLE FOR IMPLEMENTATION

- 5.1 The Sawtry Village Neighbourhood Plan 2022-2036 will become part of the statutory development plan with immediate effect.

6. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

- 6.1 Making the neighbourhood plan will help achieve the Corporate Plan 'Priority 2: Creating a better Huntingdonshire for future generations.'

7. LEGAL IMPLICATIONS

- 7.1 Section 38A(4)(a) of the Planning and Compulsory Purchase Act 2004 requires the Council to 'make' the Neighbourhood Plan if more than half of those voting in the referendum have voted in favour. The Council is content that the Sawtry Village Neighbourhood Plan 2022-2036 meets the specified basic conditions, does not breach the European Convention on Human Rights and is not incompatible with EU obligations arising from the Habitats Regulations Assessments and other directives.

8. RESOURCE IMPLICATIONS

- 8.1 An additional 10% of CIL receipts within the neighbourhood area will be passed over to Sawtry Parish Council. This may have implications on resource availability for infrastructure projects provided by this Council. Additional support, both financial and partnership working, may be sought to help deliver some of the projects identified in the Sawtry Village Neighbourhood Plan 2022-2036.

9. REASONS FOR THE RECOMMENDED DECISIONS

9.1 The Council has a statutory obligation to 'make' the Sawtry Village Neighbourhood Plan 2022-2036 now that it has successfully passed the referendum stage.

10. LIST OF APPENDICES INCLUDED

Appendix 1 – Sawtry Village Neighbourhood Plan 2022-2036

11. BACKGROUND PAPERS

[Overview and Scrutiny Committee \(Performance and Growth\) – 6 September 2023](#)

[Cabinet – 19 September 2023](#)

[The Neighbourhood Planning \(Referendums\) Regulations 2012 \(as amended\)](#)

[National Planning Practice Guidance \(Neighbourhood Planning\)](#)

[Neighbourhood Planning webpage](#)

CONTACT OFFICER

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Email: frances.schulz@huntingdonshire.gov.uk

APPENDIX 1

Sawtry Village Neighbourhood Plan 2022 to 2036



Made

December 2023



Sawtry Village Neighbourhood Plan 2022 to 2036

Referendum Version
August 2023

Submission of the Neighbourhood Plan in accordance with Regulation 18
of Neighbourhood Planning Regulations 2012



The Parish Council received professional planning support from NEIGHBOURHOOD-PLAN.CO.UK during the production of this Neighbourhood Plan.



NEIGHBOURHOOD-PLAN.CO.UK

For any query relating to the Neighbourhood Plan contact:

Clerk to Sawtry Parish Council

The Old School House

37 Green End Road

Sawtry

Huntingdon

PE28 5UY

Tel: 01487 831771

Office Open 09.30 – 13.00 (Monday – Friday)

E mail: clerk@sawtry-pc.gov.uk

www.sawtry-pc.gov.uk

Sawtry Village Neighbourhood Plan 2022 to 2036



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Sawtry Village Neighbourhood Plan 2022 to 2036



SAWTRY NEIGHBOURHOOD PLAN: SECTIONS

- 1. Foreword**
- 2. Neighbourhood Planning: purpose, benefits and legislative background**
- 3. The Village Scene and Contemporary Challenges**
- 4. Community Consultation**
- 5. Vision and Objectives**
- 6. Policies**
- 7. Cross Reference**
- 8. Non-planning Objectives**
- 9. Maps**
- 10. Statistical Tables**
- 11. Implementation and Delivery**
- 12. Monitoring and Review**
- 13. Glossary of Terms**

Appendix 1 - Local Green Spaces Detailed Maps and Schedule

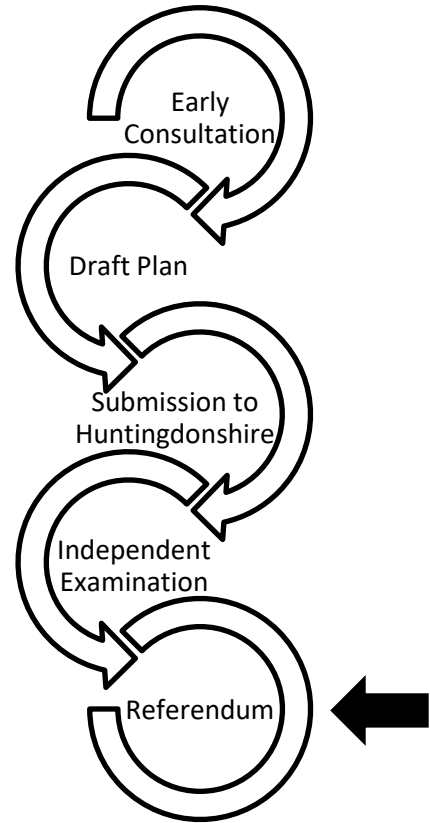
Appendix 2 - The Neighbourhood Planning Project

1. Foreword

1.1 This document contains Sawtry’s Neighbourhood Plan (referred to both as the ‘Plan’, the ‘Neighbourhood Plan’ and as the ‘Neighbourhood Development Plan’). It has been developed by the Parish Council supported by the Neighbourhood Planning Group and our Planning Consultant. It is now available on the websites of Huntingdonshire District Council and Sawtry Parish Council for public viewing.

1.2 The Neighbourhood Plan has been drawn up by Sawtry Parish Council which is the designated body for the plan area. The Neighbourhood Plan had to go through a number of stages including statutory public consultation and an Independent Examination to be followed by a local referendum requiring a majority ‘yes’ vote of all those voting in the referendum for it to be accepted. In the event of a ‘yes’ vote, Huntingdonshire District Council will proceed to ‘make’ the Neighbourhood Plan for the Parish of Sawtry.

1.3 Before submitting this Plan to the Local Planning Authority, the Parish Council publicised and consulted on a draft plan under Regulation 14 of the Neighbourhood Planning (General) Regulations 2012. After consideration of the comments made at that consultation stage, revisions were incorporated. The Parish Council forwarded the Submission Plan to Huntingdonshire District Council; they undertook a second round of statutory consultation under Regulation 16. Huntingdonshire District Council appointed an Independent Examiner who issued seventeen modifications and recommended that the Plan, once modified, proceeds to Referendum. His modifications have been incorporated into this version of the Plan which will be voted upon by the local electorate in a Referendum. As stated above, a simple majority in that election will determine whether the Plan is ‘made’ or rejected.



1.4 The key sections of this document are:

- Neighbourhood Planning – its purpose, benefits and the legislative background.
- The Village Scene and Contemporary Challenges.
- The Community Consultation.
- **The Vision, Objectives and Policies – the ‘core’ of the Plan.**
- Further sections covering referencing data; non-planning objectives; maps; tables; implementation and delivery; monitoring and review; and the Glossary.
- Two appendices provide details of the Local Green Spaces and describe the Neighbourhood Planning Project.

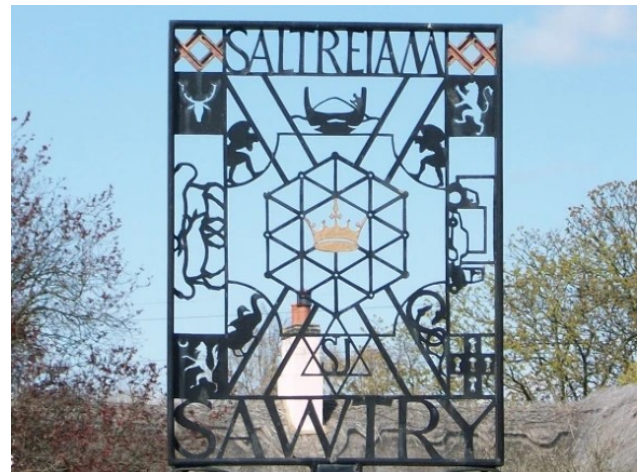
1.5 Please read and consider the Policies (coloured in blue) in particular. The Neighbourhood Plan sets down a series of planning policies which will form part of Huntingdonshire’s wider statutory development plan. The Neighbourhood Plan has to be in general conformity with the Huntingdonshire Local Plan. This Plan, if approved, will carry legal weight alongside the Huntingdonshire Local Plan and other material considerations such as the National Planning Policy Framework when planning applications are determined.

2. Neighbourhood Planning: purpose, benefits and legislative background

2.1 In broad terms, neighbourhood planning allows communities, residents, employees and business to come together through a local parish council or neighbourhood forum and have a say in where they think new

houses, businesses and shops should be located and how they should be designed. Our neighbourhood plan has been devised to influence developments and the use of land in the period from 2022 to 2036. In themselves, these are major benefits for the future of our community. Furthermore, there are financial advantages in having a neighbourhood plan: the proportion of the Community Infrastructure Levy (CIL) received by the Parish Council would be increased from 15% (and subject to an annual cap) to 25% (with no annual cap). For example, in a development project raising £500,000 in CIL, the contribution to the Parish Council would rise from £75,000 to £125,000. The main priorities for the Parish element of CIL contributions will be to go towards the delivery of the Greenfields extension and the extension to St Andrew's Cemetery.

- 2.2 The Sawtry Neighbourhood Plan forms part of the statutory Development Plan. This means that Huntingdonshire District Council will determine planning applications within the Parish in accordance with the development plan which includes this Neighbourhood Plan unless material planning considerations indicate otherwise (see [Section 38\(6\)](#)¹ of the Planning and Compulsory Purchase Act 2004).
- 2.3 Designation of Neighbourhood Planning Area. Sawtry Parish Council's application for the designation of a Neighbourhood Area relating to the whole of the parish was [approved](#)² on 23 October 2019. Sawtry Parish Council is the 'qualifying body' under Section 61G of the Town and Country Planning Act 1990 (as amended) for the designated neighbourhood area in order to develop a neighbourhood plan. The area of the Neighbourhood Plan is based upon the parish boundary, which was seen as appropriate as this area is recognised as the distinct community of Sawtry. This Neighbourhood Plan is a Community Led Plan. It has been prepared by the Parish Council with professional support. It has been informed by public participation and early consultation with the local community. The formal Neighbourhood Plan preparation process involved two statutory periods of public consultation as prescribed in [Regulations](#)³.
- 2.4 A Neighbourhood Plan is a planning document and is about the use and development of land. Neighbourhood planning gives communities more control over the future of their area by giving local people the chance to have their say in what happens where they live.
- 2.5 A neighbourhood plan can establish general planning policies for the development and use of land in a particular area. Plans can include local priorities, planning policies, proposals for improving an area or providing new facilities or infrastructure and allocation of key sites for development.
- 2.6 Neighbourhood planning is a tool to promote sustainable growth and will not be able to prevent development in an area. Neighbourhood plans can only include proposals for an equal (or greater) amount of growth than is set out in the [Local Plan](#)⁴. They must also accord with national planning policy
- 2.7 **The Localism Act 2011** ([LA 2011](#))⁵ introduced measures under four main headings: new freedoms and flexibilities for local government, new rights and powers for communities and individuals, reform to make the planning system more democratic and more effective, reform to ensure that decisions about housing are taken locally. With regard to neighbourhood plans, the Localism Act provided new powers for people to make such plans and to delegate decision-making from central government.



¹<http://www.legislation.gov.uk/ukpga/2004/5/section/38>

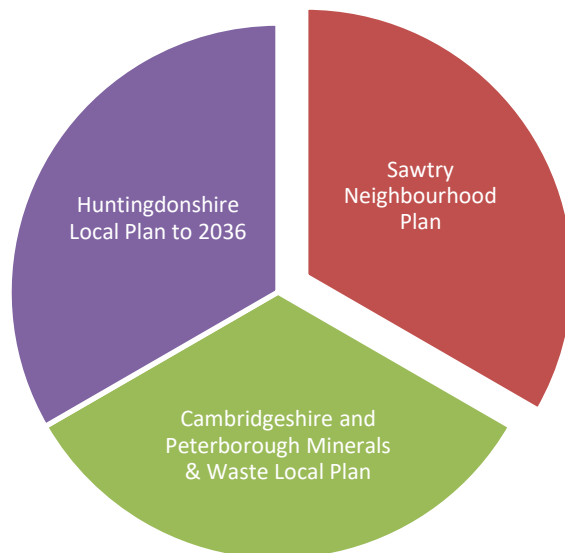
²<https://huntingdonshire.gov.uk/media/4040/sawtry-designation.pdf>

³<https://www.legislation.gov.uk/uksi/2012/637/contents/made>

⁴<http://www.huntingdonshire.gov.uk/media/3872/final-adopted-local-plan-to-2036.pdf>

⁵<https://www.legislation.gov.uk/ukpga/2011/20/contents>

- 2.8 **The Town & Country Planning Act 1990 (TCPA 1990⁶)** is the main planning legislation that includes the legal framework for local plans and neighbourhood plans. Schedule 4B paragraphs 8(1) and 8(2) define the criteria to be satisfied by a draft neighbourhood plan in order to meet the ‘Basic Conditions’.
- 2.9 **The Planning and Compulsory Purchase Act 2004 (PCPA 2004⁷)** Section 38A explains the meaning of ‘neighbourhood development plan’; and Section 38B describes its allowable provisions.
- 2.10 **Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA)**. Every Neighbourhood Plan needs to consider the requirement for a Sustainability Appraisal (incorporating a Strategic Environmental Assessment) for the Neighbourhood Plan. SA is a mechanism for considering and communicating the impacts of an emerging plan, and potential alternatives in terms of key sustainability issues.
- 2.11 The Parish Council considers that there will be no significant environmental effects arising from the Neighbourhood Plan. They have produced SEA and Habitats Regulation Assessment (HRA) Screening Assessments for the Neighbourhood Plan which has demonstrated that a SEA is not required. Consequently, no SA incorporating an SEA has been undertaken for the Neighbourhood Plan.
- 2.12 **The National Planning Policy Framework (NPPF⁸)** sets out the Government’s planning policies for England and how these should be applied. It provides a framework within which locally-prepared plans for housing and other developments can be produced. Applications for planning permission are required to be determined in accordance with the relevant development plan; they should also contribute to the achievement of sustainable development which is explained in NPPF paragraph 8 as meeting three objectives: economic, social and environmental. These objectives should be achieved through plans which apply the policies contained in the NPPF.
- 2.13 **Planning Practice Guidance** sets out the government’s [advice⁹](#) on how to undertake neighbourhood planning within England. This is set out in detail within Section 41 of Planning Practice Guidance.
- 2.14 The ‘**Development Plan**’ for Sawtry comprises 3 main components as follows:



⁶<https://www.legislation.gov.uk/ukpga/1990/8/contents>

⁷<https://www.legislation.gov.uk/ukpga/2004/5/contents>

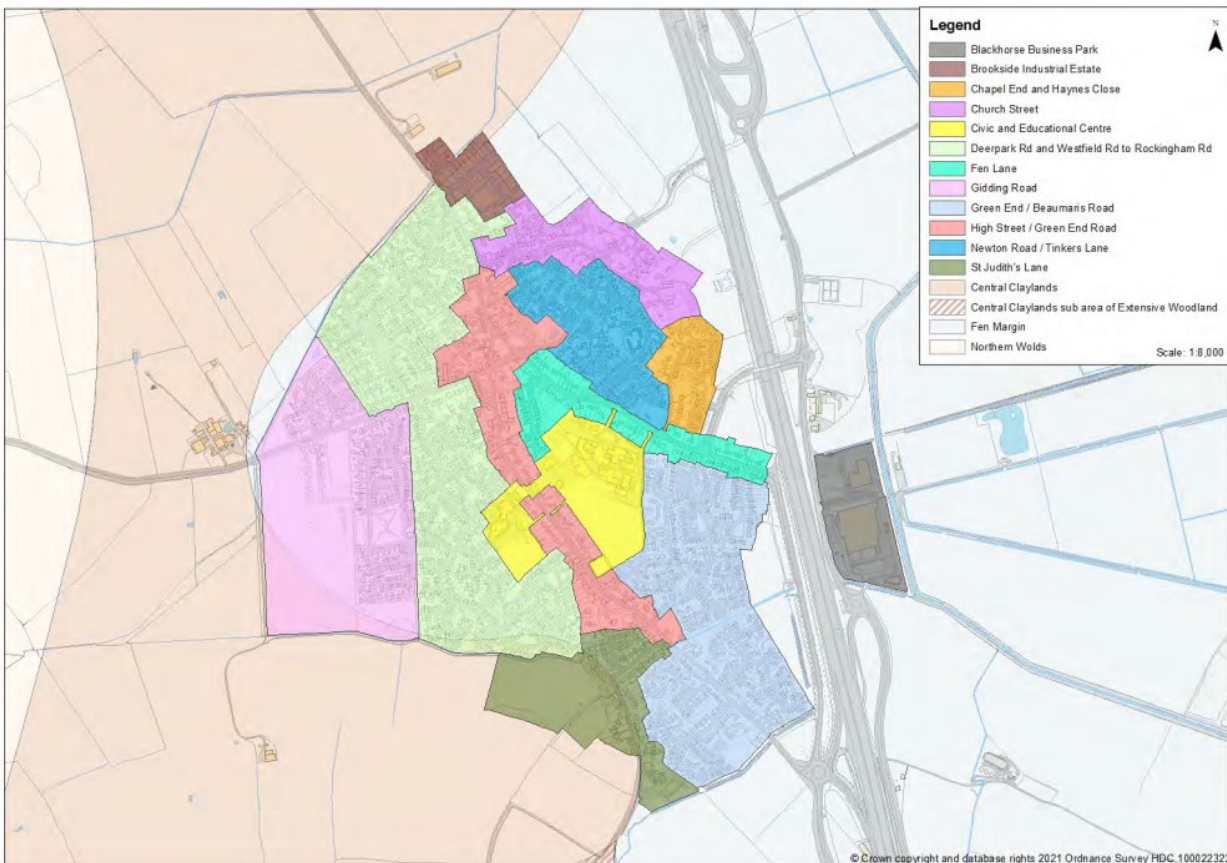
⁸<https://www.gov.uk/government/publications/national-planning-policy-framework--2>

⁹<https://www.gov.uk/government/collections/planning-practice-guidance>

2.21 Part of Sawtry is covered by the Sawtry Conservation Area. There is unfortunately no published Conservation Area Character Statement or appraisal for this Conservation Area. A character appraisal where published has a purpose to identify and record those special qualities that make up the architectural and historic character.

2.22 **The Huntingdonshire Landscape and Townscape SPD¹⁴** supports the delivery of the Huntingdonshire Local Plan to 2036 by guiding the preparation and consideration of planning applications to enhance the quality of new development within Huntingdonshire; and providing a methodology for neighbourhood planning groups to produce their own landscape and townscape assessments to support policies within neighbourhood plans.

2.23 The revised SPD is accompanied by an interactive map. The SPD forms a material planning consideration in determination of planning applications and appeals alongside the Local Plan and any ‘made’ neighbourhood plans. [Chapter 12¹⁵](#) of the SPD deals with Sawtry as a Key Service Centre and sets out the key features for twelve character areas situated within the village. Sawtry Parish Council responded to the consultation on the draft SPD in 2021 with a number of recommendations in four character areas primarily relating to the historic core of the village, the development of shopping facilities, and the location of new industrial sites.



Character Areas for Sawtry in the Huntingdonshire Landscape and Townscape SPD

2.24 The above documents, taken into consideration with the present-day character of Sawtry, and its history, strongly influence the content of this emerging neighbourhood plan.

¹⁴<https://huntingdonshire.gov.uk/planning/planning-policy-documents/landscape-and-townscape-spd-2022>

¹⁵<https://huntingdonshire.gov.uk/media/6104/15-chapter-12-sawtry.pdf>

3. The Village Scene and Contemporary Challenges

3.1 **Sawtry History.** The origins of ‘Saltrede’, an area for salt making, can be traced back several thousand years. Archaeological evidence points to a settlement around Sawtry from pre-Roman times, including an Iron Age farmstead. The site of a medieval village, now protected as a Scheduled Monument which includes a Civil War Gun Platform, lies to the north east of the village. It was listed in the Domesday Book in 1086 as having three churches: All Saints, St Andrew and Judith, the latter surviving until 1573.



Artefacts from Judith's Grange

3.2 For many centuries, the three separate parishes existed until their amalgamation. Sawtry Abbey was built in 1147 and destroyed in 1540 following the dissolution of the monasteries. In 1879, the churches of All Saints’ and St Andrews were demolished, and their materials used in 1880 to construct the present All Saints’ church on the site of its predecessor. In September 1979, a major archaeological dig near Archer’s Wood unearthed many artefacts in the site of Judith’s Grange, including buckles, coins, knives, rings and scissors.

3.3 Sawtry is situated midway between Peterborough and Huntingdon. The great majority of its built-up area is close to the A1M and on its west side. The eastern area of the Parish comprises flat Fenland and, in the southern extremity, the Monks Wood National Nature Reserve. The western area of the Parish includes the undulating Central Claylands Landscape, Aversley Wood and Archer’s Wood. Much of the Parish land surrounding the village is given over to agriculture.

3.4 **Local Shops Past and Present.** In the early 1900s Sawtry enjoyed the charm of an idyllic rural setting. Many local shops were based around the village green. On the corner of Church Street and High Street there was once a sweet shop (Dora Garrett’s) adjacent to the cobbler (Mr Gaunt’s). Further down toward the Green was Newton’s the Bakers and a newsagent (now Boots the chemists). In a cottage overlooking the Green resided Percy Slater the photographer. Opposite, on the west side of the Green were Burtons Drapers, Lamberts Grocers and the Post Office. Chequers, a popular public house of its time, is now a private residence.



Sawtry Mill 1864

3.5 On the south side of the Green is Greystones, one of the two public houses remaining in the village. The Cross Keys public house opposite was demolished and in the 1970s was replaced on the site by a parade of small shops and businesses known as Greenways. Further down Green End Road are more retail outlets including J R Green Newsagents, The Co-operative Funeralcare and The Bell Inn.

3.6 At the north end of Sawtry, on the Glatton Road, the Co-operative supermarket opened, having been transferred from its Green End Road premises.



Mr Gaunt the Cobbler (about 1920)



Local Drapers in the 1920s

3.7 **Heritage Assets.** In terms of designated heritage assets, Sawtry has some 17 listed buildings as shown in the table below. Apart from these formally listed buildings, there are many other local ‘assets’ (buildings, structures, archaeological sites, parks, gardens and public works of art) of importance to the character of our parish. These are termed ‘non-designated heritage assets’ and the recently created Cambridgeshire Local Heritage List [Project](#)¹⁶ has been formed to identify suitable candidates for local listing. Another useful website is the Cambridgeshire Historic Environment Record ([CHER](#)¹⁷). Searches via the [Heritage Gateway](#)¹⁸ which pulls together numerous heritage records, including the CHER, indicate that Sawtry has over 60 non-designated heritage assets which could be considered for inclusion in the Heritage List Project. War time history in Sawtry included a Prisoner of War camp on Woodwalton Lane.

Sawtry Listed Buildings		
Grade 2*	Grade 2:	
Manor House Farmhouse, St Judiths Lane	Barn about 20 Yards East of Manor House Farmhouse	Greystones, The Green
	Boundary Post, Old Great North Road	Lowcote House, Woodwalton Lane
	Thatched Cottage, Chapel End	The Manor, Tinkers Lane
	Church of All Saints, Church Causeway	The Manor House, High Street
	The Francis Pottery, Church Street	Mells, Cottage, Tinkers Lane
	Grange Farm Cottage, Woodwalton Lane	Row of Five Headstones in Churchyard of former Parish Church of St Andrew
	Green End House, Scotney Way	St Bosworths House, St Judiths Lane
		Village Lockup, The Green
		White Cottage Green End Road

¹⁶<https://local-heritage-list.org.uk/cambridgeshire>

¹⁷<https://www.cambridgeshire.gov.uk/residents/libraries-leisure-culture/archaeology/cambridgeshire-historic-environment-record-cher>

¹⁸<https://www.heritagegateway.org.uk/gateway/>

3.8 As part of our work on the Neighbourhood Plan, we shall contribute to the list compiled by Huntingdonshire District Council. At the time of writing, the project has been publicised to households in and around Sawtry. Several candidates for local listing have already been identified such as the Fire Pump accommodation adjacent to the Green.



Fire Pump Accommodation



Plaque

3.9 The Parish also contains four scheduled monuments as follows:

- Site of Sawtry Judith village adjoining Archers Wood
- Sawtry moat and shrunken medieval village
- Sawtry Abbey: A Cistercian abbey on the southern edge of Sawtry Fen
- Monk's Hole barrow, 630m NNE of Monk's Wood Farm



Sawtry Abbey Earthworks

3.10 **Transport.** Sawtry is well-served by transport links. The A1M, formerly the Great North Road, runs north-south close to the village on its east flank. A few miles south of Sawtry, the newly extended A14 provides east-west access. Railway links are provided by the East Coast Main Line between London and Edinburgh. Cross-country services are available through Peterborough station. Local bus services provide access to Huntingdon, St Ives, Cambridge, Peterborough and outlying villages (except on Sundays). However, recent economy measures have reduced the frequency of services and resulted in cancellations – a source of major concern especially to the elderly and disabled.



The A1M from St Andrew's Flyover

3.11 In 2021, Census statistics (Table 10.7¹⁹) revealed that some 88.8% of Sawtry households owned 1 or more cars, significantly more than Cambridgeshire (83.1%) and England (76.5%); the difference may be due to the rural location of the village and the need for personal mobility: 53.2% of households owned two or more cars, significantly more than the county or country percentages.

3.12 **Population and Employment.** Census figures reveal the growth of Sawtry, especially in the past sixty years.

1911	1921	1931	1951	1961	1971	1981	1991	2001	2011	2018 (est)
994	909	915	1113	986	1749	3651	4865	5568	6540	6960

3.13 These figures are based on the **Ward** of Sawtry and are not strictly comparable year on year because of boundary changes; for example, 2018 boundary changes amended the parishes to be included in the Ward. More useful figures for the Neighbourhood Plan relate to the **Parish** of Sawtry. The 2011 Census figure reported 5250; Cambridgeshire County Council (CCC) estimates yield 5675 for mid-2018 and 5825 for mid-2020. The 2021 Census figure for the Parish of Sawtry was 5,900 (rounded to nearest 100).

3.14 In 2021, Census data (Table 10.1²⁰) showed that ethnicity in Sawtry was predominantly 'white' at 95.6%, compared with 88.6% (Cambridgeshire) and 81.0% (England). Table 10.2²¹ age distributions were broadly similar in Sawtry to Cambridgeshire and England.

3.15 Census data from 2021 revealed broadly similar occupational category levels in Sawtry, Cambridgeshire and England (Table 10.3²²). The professional level was noticeably lower in Sawtry to Cambridgeshire. Activity analysis (Table 10.4²³) indicated 62% of Sawtry were engaged in full-time or part-time employment, a percentage above the County and country figures. The Census 2021 figures show a higher rate of Economically Active in Employment in Sawtry to both Cambridgeshire and England.

3.16 **Dwelling Stock.** For the Parish of Sawtry, the dwelling stock figures are:

- 2011 Census 2,200
- 2018 Cambridgeshire County Council (CCC) estimate 2,425, and
- 2020 CCC estimate 2,530 (from Cambridgeshire Insight).

The 2021 Census figure for dwelling stock is not available. Current [projections](#)²⁴ (on a 2020 base) for 2026 suggest a population of 7,260 and a dwelling stock of 3,180 and by 2036 suggest a population of 7,450 and a dwelling stock of 3,315. However, these projections are based on just 440 dwellings being built from 2020 to 2036. Furthermore, the number of successful planning applications in recent years is already for some

¹⁹ See Table 10.7 on page 59 in section 10

²⁰ See Table 10.1 on page 57 in section 10

²¹ See Table 10.2 on page 57 in section 10

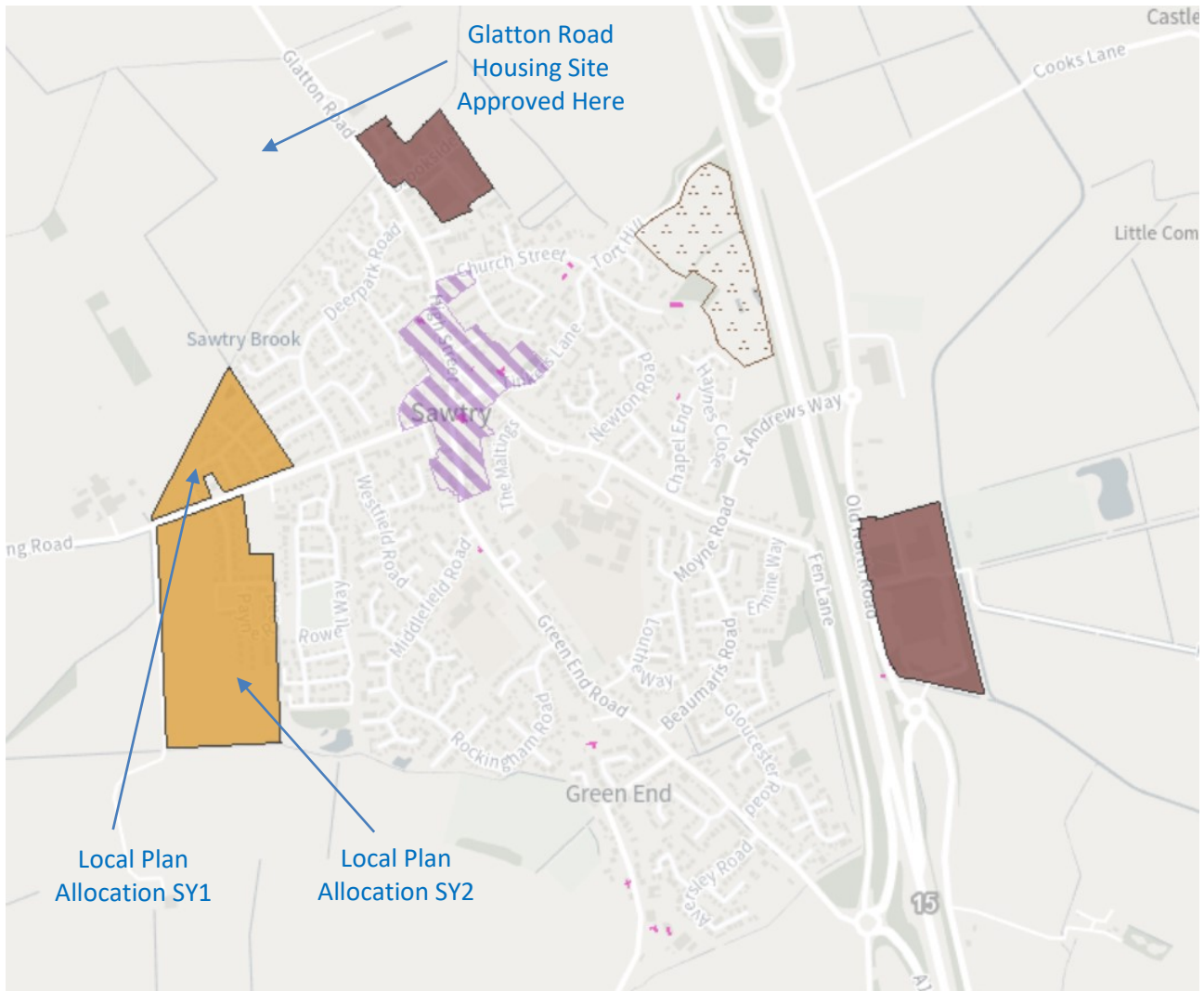
²² See Table 10.3 on page 57 in section 10

²³ See Table 10.4 on page 58 in section 10

²⁴<https://cambridgeshireinsight.org.uk/population/population-forecasts/>

963 estate homes plus several private developments. This implies a much larger population by 2036, possibly in the region of 8,000.

3.17 Residential Development. In general, the character of the village is dominated by rapid post-1950s development comprising a variety of architectural styles and materials, although some roads within the village have retained their distinctive rural character. Table 10.5²⁵ compares the types of dwelling and ownership in Sawtry compared with those of Cambridgeshire and England in 2011. Some 86% of Sawtry homes were detached, semi-detached, or bungalows – noticeably higher than county and country percentages. Strikingly, Sawtry had only 10% as terraced houses and very few flats or maisonettes (4%). This detailed data is not yet available from the 2021 Census, but headline figures continue to show very few flats, maisonettes or apartments in Sawtry. In Sawtry, over 75% of homes were owned either outright or with some form of loan; less than 11% were social and just under 14% were private rented (Table 10.6²⁶).



Extract from the Huntingdonshire Local Plan Policies Map © Huntingdonshire District Council

3.18 Under the Huntingdonshire Local Plan, adopted in May 2019, Sawtry was designated a Key Service Centre with allocations of 375 homes to the west of the village along the Gidding Road (80 dwellings on allocated site SY1 East of Glebe Farm; and 295 dwellings on allocated site SY2 South of Gidding Road). A further development of 340 homes has been approved recently to the north along the Glatton Road²⁷. These are

²⁵ See Table 10.5 on page 58 in section 10

²⁶ See Table 10.6 on page 58 in section 10

²⁷ Granted Outline Planning Permission under 20/01407/OUT, with Reserved Matters Consent under 22/01080/REM still under consideration

shown on the extract from the Local Plan Policies Map above. The planning applications for SY1, SY2 and for Glatton Road have caused concern amongst local residents for several reasons. The development on both sides of Gidding Road has already affected patterns of traffic flow, mainly in Green End Road, with consequent congestion and parking difficulties. Residents fear that traffic from the Glatton Road proposal will exacerbate matters to an unreasonable degree.

3.19 Pedestrians regularly complain of the hazards in traversing busy roads with insufficient crossing points. Other concerns refer to the lack of infrastructure development and the attendant risk of flooding witnessed in various parts of the village. Some palliative solutions have been proposed to improve the flow of traffic, such as additional double yellow lines and possible one-way routes through the village. However, infrastructure improvements appear to have been overlooked and certainly fail to match the growth of residential accommodation

3.20 **Education.** Meridian Trust (MT), formerly Cambridge Meridian Academies Trust (CMAT), exists to provide, support, and champion high-quality education at the heart of local communities. Sawtry Village Academy, part of the MT family, is a mixed secondary and sixth form college for students aged 11 to 18 years. In 2021 its roll was some 850 with a capacity of 1200. Ofsted rated the Academy as good in 2018.



3.21 Sawtry Junior Academy is also part of the MT family and caters for pupils aged 7 to 11 (Key Stage 2); in 2021 it had some 229 children on its rolls with a capacity for 260. The majority of its pupils come from the village of Sawtry; the remainder are from surrounding villages. In the 2019 Ofsted inspection it was rated good. Sawtry Infants School, for pupils aged 4 to 7, was also rated good in July 2019, and appears to be full to capacity, nominally 180.

3.22 Following the anticipated population growth, a further need has been identified for a single form entry mixed primary school in the new Glatton Road proposal and 2.3 hectares of land was secured in the Planning Obligation for the provision of a primary school. It was initially suggested to have a proposed entry date of September 2023 but is now more likely to be 2024, 2025 or even later. This is dependent upon the delivery of the housing development and associated infrastructure.

3.23 **Religious Observance.** As shown in Table 10.8²⁸, just over 47% of individuals in Sawtry identified as Christian with almost 45% as having no religion; the remaining percentage comprised six other faiths and 'faith not stated'. These figures are similar to those of Cambridgeshire and England, although Sawtry has a higher percentage of 'no religion'.

3.24 All Saints' Parish Church is located in Church Causeway. Services are conducted on Sunday mornings (both in person and live broadcast online) and Morning Prayer each Monday morning. There is also a monthly Messy Church and both weekly and monthly Connect groups active in both the church building and wider community. These include weekly Alpha+ held at Greystones public house each Monday, Weekly Little Saints (Carer and Toddler group) held in Methodist Hall, Monthly Causeway (Older persons group) held in All Saints' Church.

3.25 Sawtry Methodist Church is located in Green End Road. Sunday worship is offered weekly, either in the Church building, online or both. St Benedict's Catholic Community does not currently celebrate Mass in Sawtry Methodist Church although St Luke's, Orton Malborne, Peterborough is available

²⁸ See Table 10.8 on page 59 in section 10

3.26 **Medical and Dental Services.** Wellside Surgery provides medical care to approximately 8,200 patients living in Sawtry and the surrounding villages. Recently, Wellside Surgery closed its dispensary. Repeat prescriptions can now be obtained online and collected from a local pharmacy. The present partnership comprises four GPs supported by a comprehensive integrated team including a Practice Manager, Practice Nurses, Health Care Assistant, Receptionists, Dispensers, Administrators and a Medical Secretary. A surgery has existed on the current site in the High Street for over 30 years. The practice is housed in purpose-built premises which have been extended over time to support the needs of our practice population. Sawtry Dental is located in Gidding Road and has provided private services for more than 25 years.

3.27 **Community Services.** CARESCO is a registered charity which has served the local community in Sawtry and its satellite villages for some forty years. [CARESCO](http://www.caresco.org.uk/)²⁹ operates its many services from a purpose-built headquarters in the heart of the village. As notified in their annual report, these include an adult day care club called the Green End Day Club, the Cave workshop, a Friday drop-in cafe, a carers support group, a music-based social group, a Christmas Day party, and a Charity Shop which helps to fund these activities. In partnership with other organisations CARESCO also hosts the local foodbank and the village car scheme. CARESCO publishes the popular Sawtry Eye [magazine](#)³⁰ every two months. In June 2022, CARESCO was awarded the Queen’s Award for Voluntary Services which is the highest award that a local voluntary group can receive. At present, its main challenge involves planning for a new permanent building to replace the ageing modular headquarters.

3.28 **Sawtry Library** operates from the centre of the village under the aegis of Cambridgeshire County Council. In addition to lending services, it provides a number of office facilities.

3.29 **Sports and Leisure Facilities.** Several sports clubs exist for badminton, bowling, cricket, fishing, football, golf, table tennis, walking, and running (Sawtry Walk to Run). Several community groups co-operate in the organisation of a summer event, Sawtry Sport 4 All, to encourage families’ participation in the day’s activities (excluding Covid restriction periods). Over a period of seven years, the Sawtry Youth Project raised funds for the construction of a skatepark on St Judith’s field, which proved a popular attraction when opened in September 2021. The Leisure Centre on Green End Road contained a sports hall, gym and crèche; this was operated by One Leisure, on behalf of Huntingdonshire District Council. Now, the MT Academy Leisure team operate newly upgraded facilities in the same building which is based adjacent to Sawtry Village Academy.



3.30 At the end of 2022 the swimming pool was closed within the Leisure Centre, although the other facilities remain open. The longer-term impact that the swimming pool closure may have on the overall operation and sustainability of the sports and leisure facilities within Sawtry is unknown.

3.31 The Parish Council and Sawtry Sports and Leisure Association operate Greenfields which comprises sports fields and buildings on a site to the east of the A1M. Plans are in hand to extend the buildings. The facilities at Greenfields are actively used for football by Sawtry Colts Football Club for both boys and girls; together with Sawtry FC for adult football. It has been used for cricket by Sawtry Cricket Club for senior and junior teams.

3.32 **Surface Water.** The Lead Local Flood Authority is aware that Sawtry was affected by the flood events of December 2020, and there remain potential flood risks within Sawtry as illustrated on Maps 3 and 4. Areas of particular concern for surface water flooding in particular are highlighted on Map 3, this includes large areas at the southern side of the village, together with large parts of the north and west. The

²⁹<http://www.caresco.org.uk/>

³⁰<http://www.caresco.org.uk/?page=sawtryeye&m=sawtryeye>

Neighbourhood Plan encourages increased resilience to flooding through the promotion of rainwater harvesting and the use of sustainable drainage for flood mitigation.

3.33 The NPPF together with the Huntingdonshire Local Plan Policy LP15 Surface Water sets out a comprehensive policy framework addressing flood risk (alongside Local Plan Policy LP5 on Flood Risk); it is not therefore necessary for the Neighbourhood Plan to include policies on this topic. A proactive approach to mitigating and adapting to climate change with reference to surface water flooding needs to be taken. The Cambridgeshire Flood and Water SPD³¹ sets out relevant advice regarding allowing future developments to be built in ways that are considerate of flood risk. The Cambridgeshire County Councils Surface Water Planning Guidance³² also provides technical guidance for developers. The LLFA would encourage the management of surface water runoff in Sawtry to use Sustainable Drainage Systems in order to mimic the natural drainage properties of a site.

4. Community Consultation

- 4.1 The Covid-19 restrictions, which were introduced in March 2020, blocked the normal methods of public meetings and face-to-face discussions as a means of gathering views and opinions. In their place, the NPG adopted a strategy which employed the following approaches:
- Leaflet and paper questionnaire drops to each of the 2,600 households in the Parish.
 - Online questionnaires for residents, community groups and businesses.
 - Notices and articles in the Sawtry Eye magazine distributed to every household.
 - Communication via email, both individually and grouped.
 - Announcements on the Parish Council website.
 - Telephone interviews.
 - Social media groups, such as those hosted by Facebook and Nextdoor.
 - From September 2021, after Covid restrictions had been relaxed, public presentations and displays.
- 4.2 Completed paper questionnaires were collected at specified addresses and using 'drop boxes' situated at several frequently visited locations such as retail outlets and the academies. Security precautions were in place to maintain the privacy of personal data gathered and stored both online and on paper as required by the General Data Protection Regulation (GDPR).
- 4.3 The questionnaires for residents, community groups and businesses are shown in the Consultation Statement; equivalent online versions of each were accessible through publicised internet links.
- 4.4 The paper and online responses to 197 residents' questionnaires were combined and analysed under two headings: problems/challenges and ideas for improvements. The results are summarised in the Consultation Statement by two reports:
- a. Problems/challenges: the most common complaints related to the poor state of roads and footpaths, inconsiderate parking, and excessive speeding by vehicles. Some of the issues could be addressed as policies in the neighbourhood plan and some would need to be set aside as non-planning objectives.
 - b. Suggestions for improvements: this report yielded fruitful material towards the formulation of both a vision for Sawtry and objectives for the Neighbourhood Plan.
- 4.5 A remarkable initiative by the Principal of Sawtry Junior Academy yielded 164 responses which are also analysed in the Consultation Statement. The volume of this effort shows the young people of Sawtry have very constructive ideas on how the village can be improved in the years ahead.

³¹<http://www.huntingdonshire.gov.uk/planning/planning-policy-documents>

³²<https://www.cambridgeshire.gov.uk/asset-library/Surface-Water-Planning-Guidance-June-2021.pdf>

4.6 Responses to a further 16 questionnaires were received from businesses and community groups. Many were followed up on an individual basis to obtain more detailed information.

4.7 Early in September 2021, a display was mounted in the Leisure Centre as part of the Sawtry Sport 4 All event which attracted visitors from far and wide. The display explained the role and importance of Neighbourhood Planning and appeared to be well received. Later in the month, a presentation open to the public was given in the CARESCO headquarters. On both occasions, the opportunity to collect further opinions ('preferences') was taken by means of the 'Quick Questionnaire' and its explanatory notes which are shown in the Consultation Statement. The analysis of the 193 replies reveals the popular desire for leisure, medical and health facilities, and for concern over the environment.



4.8 At the start of 2022, green areas across the village were surveyed to obtain possible candidates for designation as Local Green Spaces (LGS). This work is summarised in the chart in the Local Green Space Evidence document. As part of the continuing community consultation, articles were distributed to every household in Sawtry to elicit preferences on the selection of LGS. The details of this substantial project are described in the supporting Local Green Space Evidence document.

5. Vision and Objectives

5.1 **Vision:** The following vision has been developed:

To preserve the rural character of the Parish, promote health and safety, support climate change policies, develop community services and facilities, and encourage business developments.

5.2 **Objectives:** The following are the objectives for the Neighbourhood Plan:

- 5.2.1. To conserve and enhance the natural environment of Sawtry including through designating new Local Green Spaces and through encouraging woodland planting.
- 5.2.2. To preserve and enhance the historical core of the village and the significance of the Sawtry Conservation Area and to create distinctive, high quality and well-designed places and buildings.
- 5.2.3. To support climate change adaptation and mitigation in the village including in new development.
- 5.2.4. To protect and preserve important community assets including local services and facilities by encouraging the retention and growth of community facilities including through the identification of allocations for additional recreational and leisure facilities.
- 5.2.5. To facilitate the growth of community health infrastructure including health services covering: physical, mental and dental.
- 5.2.6. To facilitate the need for sufficient educational and nursery provision for a growing community.
- 5.2.7. To provide the opportunity for the centre of the village to provide potential accommodation for further retail and charitable activities.
- 5.2.8. To encourage increased use of sustainable transport methods including through the development of active travel including safe cycling and walking routes.
- 5.2.9. To provide off-street parking areas and opportunities for electric vehicle charging as part of an approach to mitigating traffic problems within the village.
- 5.2.10. To implement measures which enhance the personal safety of individuals.

5.2.11. To support the growth and expansion of business and employment opportunities.

5.3 The table in Section 8 cross references the objectives to the policies and the NPPF.

6. Policies

6.1. The Built environment

6.1.1 Housing. The NPPF prescribed guidance for ensuring both a sufficient supply of homes (Section 5) and for local needs assessment (paragraph 61). Huntingdonshire’s Local Plan sets the context for sustainable development in paragraph 1.6.

6.1.2 In policy LP8 Sawtry was designated a Key Service Centre; that policy sets out a framework for built development. The Local Plan also allocated two sites for development. Local Plan policies LP1, LP2, LP8, LP10, LP11, LP12, LP13, LP20, LP24, LP25, LP26 and LP28 cover the policy framework for housing adequately. This includes addressing windfall housing proposals and potential rural exception sites (which could be considered in Sawtry if there is local needs evidence). The Local Plan delivers the strategic housing requirement.

6.1.3 There is currently insufficient evidence available at a local level to set out a policy approach towards the provision of First Homes. First Homes are a specific kind of discounted market sale housing³³ and should be considered to meet the definition of ‘affordable housing’ for planning purposes. The forthcoming review of the Huntingdonshire Local Plan will need to consider evidence of need for First Homes and set out a suitable policy framework. In the meantime it is considered that national policy in the NPPF and advice set out in Planning Practice Guidance can be used in decision making on planning applications.

6.1.4 The community consultation revealed a strong local resistance to any further major home-building in the village, with concern that there had been a rapid recent expansion in new housing that is unbalanced with local infrastructure. Furthermore, there was a clear lack of interest in small homes such as flats and maisonettes – surprising, perhaps, in view of the dwelling stock figures in Table 10.2³⁴: in comparison with County and Country statistics, Sawtry has a higher proportion of bungalows, semi-detached houses and, markedly, detached houses; the village has a significantly lower proportion of terraced houses, flats and maisonettes.



295 Bovis Homes under construction in 2022

6.2. The Natural Environment

6.2.1 Green Spaces. Despite the growth in housing, Sawtry enjoys an essentially rural setting. There is also a wealth of footpaths within and around the village, often connected by green and other spaces of various sizes and shapes. The community clearly values the amenity and recreational benefits conferred by these areas. As part of the consideration of Local Green Spaces a recent survey identified some 77 green areas across the village as listed in the Local Green Spaces Evidence document.

³³ See <https://www.gov.uk/guidance/first-homes>

³⁴ See Table 10.2 on page 57 in section 10

6.2.2 In 2012, the Government introduced a new designation of Local Green Space through the NPPF allowing local communities to put forward green areas of particular importance to them for protection. Paragraph 103 of the NPPF identifies that policies for managing development within a Local Green Space should be consistent with those for Green Belts. That means that, once designated, planning permission will only be granted for the development of the sites in very special circumstances or if the development clearly enhances the Local Green Space for the purpose it was designated or is functionally related to it. Local Green Spaces may be suitable to accommodate biodiversity enhancement or flood risk attenuation measures where this doesn't undermine the purpose of identifying the site as Local Green Space in the first place. Biodiversity enhancement measures such as tree, hedge or wildflower planting do not require planning permission. Some of the Local Green Spaces will contain utility infrastructure underneath them, works to the utilities constitutes permitted development.



6.2.3 Local Green Space designation will not be appropriate for most green areas or open space. The designation should only be used where the green space meets the criteria set out in the NPPF. Namely that it is in reasonably close proximity to the community it serves; where the green area is demonstrably special to a local community and holds a particular local significance, for example because of its beauty, historic significance, recreational value (including as a playing field), tranquillity or richness of its wildlife; and where the green area concerned is local in character and is not an extensive tract of land.

6.2.4 Of the 77 green areas across the village, several, listed below, have been selected as candidates for designation as Local Green Spaces. The sites listed in the policy have been assessed as according with the criteria for Local Green Space as set out in the NPPF.

6.2.5 The engagement with the local community has confirmed the strength of interest in maintaining and extending these areas, often by volunteer efforts with the support of the Parish Council: planters provide colour and floral displays around the village; more benches and picnic areas are sought to enhance amenity and recreational opportunities. There may be opportunities within the new housing coming forward in Sawtry for new green spaces to be provided that can provide opportunities for green corridors to be developed between existing Local Green Spaces and new development.

Policy SNP1 - The natural environment and protecting green spaces

Proposals to enhance the village and surrounding areas through appropriate landscaping and planting, especially around any new developments, will be encouraged.

The Neighbourhood Plan supports proposals that protect and enhance the natural features that are a key component of the landscape and provide habitat for biodiversity enhancement, including:

- Measures to protect and enhance our natural environment and landscape character and to maintain tree cover and hedgerows and to increase tree and woodland cover will be promoted wherever possible;
- Proposals that provide favourable conditions for biodiversity including maintenance and enhancement of habitat connectivity and landscape scale conservation. Mitigation measures will be sought where any loss would be unavoidable and cause significant harm.

The following sites are designated as Local Green Spaces and are identified on Map 5 in Section 9:

1. The Green and adjacent small area
2. Land off Bramble End and Monks Way
3. Land (Playing field) at Rowell Way
4. Land North of Gidding Road along Sawtry Brook
5. Land including wooded area North of roundabout at Green End Road and Bill Hall Way
6. Land South of Woollard Walk and West of Elm Way
7. Land at Deerpark Road, Coppins Close and Shawley Road
8. Land between Farm Close and Westerman Close
9. Land West of Glatton Road along Sawtry Brook
10. Land at Haynes Close
11. Land on the corner of Fen Lane and Newton Road
12. Land West of Chestnut Close including Jubilee Walk
13. Land between St David’s Way and All Saints Way
14. Land at The Maltings
15. Land West of Gloucester Road
16. Land between Saxon Close and Wheatsheaves
17. St Judith’s Field and Dog Walking Area

The designated areas of Local Green Space will be protected in a manner consistent with the protection of land within Green Belts. Proposals to use the areas of Local Green Space for biodiversity enhancement or surface water flood risk attenuation and associated infrastructure will be supported in principle where this does not conflict with their demonstrably special significance indicated in the Appendix to this Plan.

(Note – detailed maps and descriptions of the Local Green Spaces are contained in Appendix 1)

6.2.5.1 Policy Justification. All three major questionnaires in the community consultation emphasised the importance of protecting the environment and supporting national initiatives such as the Queen’s Green Canopy and the Woodland Trust tree planning scheme. Aside of purely climate change considerations, increased areas of green spaces and woodland will enhance the appearance of the countryside. Paragraph 102 of the NPPF specifies the conditions for the designation of Local Green Spaces which are then protected from development. NPPF paragraphs 174 and 179 supports measures to protect and enhance the natural environment, biodiversity and geodiversity. Local Plan policies 30, 31 and 32 aims to avoid adverse impacts resulting in loss of biodiversity and geodiversity; in paragraph 8.24 the planting of new trees is encouraged. SNP1 extends these Local Plan policies and supports Objective 1 above.



6.2.6 The Impact of Climate Change. National policy aims to reduce the reliance on fossil fuels for heating and transport applications. In the local area, only limited progress has been achieved employing practical steps such as setting aside areas for electric vehicle charging points and solar panel systems. For the immediate future, every encouragement should be given to speed the adoption of low-carbon and energy efficient processes. Addressing flood risk is part of responding to the impact of climate change. Surface water flooding is an issue in Sawtry as detailed in paragraphs 3.31 and 3.32. The Huntingdonshire Local Plan Policy LP15 Surface Water sets out a comprehensive policy framework addressing flood risk alongside Local Plan Policy LP5 on Flood Risk.

Policy SNP2 - Climate change mitigation

To support climate change mitigation proposals for new development which encourage and include the use of renewable energy generation and low-carbon modes of transport will be supported subject to compliance with other policies.

Where planning permission is required, proposals for installing renewable or low-carbon energy generation on existing premises will be supported subject to compliance with other policies.

The installation of renewables or low carbon energy generation must not compromise the visual quality of the building nor streetscene and must be well integrated.

Proposals for small-scale community led renewable energy generation will be supported where the following criteria are met:

- They provide energy to one or more local community facilities;
- They respect the rural and/or settlement character of the locality;
- They will not adversely affect biodiversity;
- Residential amenity is protected.

6.2.6.1 Policy Justification. Mitigating and adapting to the effect of climate change will contribute to sustainable development in terms of meeting environmental objectives. Paragraph 152 of the NPPF calls for progression towards a low carbon economy by the reduction of greenhouse gas emissions, which is achievable, for example, through the use of renewable energy for transport (NPPF Section 9) and home heating. In practical terms these measures can also be achieved by progression towards zero carbon green hydrogen technologies. SNP2 is compliant with Local Plan policies 16 (Sustainable Travel) and 35 (Renewable and Low Carbon Energy).

6.3 Community Infrastructure and Services

6.3.1 Recreation, Sporting and Leisure. Open space can take many forms including parks, village greens, play areas, sports pitches, allotments, semi-natural areas and substantial private gardens. Many provide important recreational and sporting facilities or are important for biodiversity. The Village benefits from a wide range of community facilities providing recreation, sporting and leisure opportunities. Consultation feedback in the early questionnaires emphasised the importance placed on sporting and recreational facilities amongst both the young people and adults. Developer contributions may be required to pay for, or contribute towards, the cost of additional infrastructure and services needed as a result of new development. The Huntingdonshire Developer Contributions SPD (2011) (with updated costs annually or successor documents) explains the relationship between developer contributions and the Community Infrastructure Levy and provides guidance on the types of contribution that will be sought and the basis for charges.



6.3.2 The consultation in relation as to how facilities and provision could be improved or enhanced further covered a wide range of activities, both indoor and outdoor. Specific requests for enhancement to existing provision relate both to the need to improve the current Greenfields facilities (for which planning application 20/01407/OUT, a Glatton Road development, allocated funding of £216,977), and to extend the site, ideally on a new area adjacent to the existing facility; need for a replacement for the Astro Turf pitch in the village centre; and provision of an outdoor table tennis facility. CIL funding has been allocated to provide a full size 3G pitch to replace the small sand dressed pitch at Sawtry

Academy/Leisure Centre. A full size 3G pitch in the village would complement rather than replace the grass football pitches at Greenfields.

6.3.3 The Greenfields site involves two main parts a fishing lake and the sports field. It lies to the east of the A1 and Old North Road so accessibility is limited to a degree by the distance. Footway links between the main village and Greenfields exist for the entire route. Greenfields is owned by the Parish Council and is operated by Sawtry Sports and Leisure Association. Sawtry Fishing Lake is a 2-acre lake actively used for fishing of Carp and various other species. The sports field comprises a clubhouse, car parking, 6 football pitches and a cricket square. Greenfields is used for football by Sawtry FC and Sawtry Colts Football Club; until recently, it has also been used for cricket by Sawtry Cricket Club.

6.3.4 The existing Greenfields site is used to capacity with no space for expansion, there are also only small gaps between the various pitches that limit spectating opportunities and can lead to conflict between games underway on neighbouring pitches. There is overlap between the football and cricket facilities that can lead to difficulties. The car parking available is insufficient to cater for peak activity which can lead to off-site car parking conflict with the neighbouring employment uses. Greenfields has been successful but has simply outgrown the current site and additional space is needed for expansion. The expansion need includes additional football pitches and possibly a new cricket square.



6.3.5 Elsewhere in Sawtry several sports clubs exist for badminton, bowling, cricket, fishing, football, golf, table tennis, walking and running. There is also a skatepark, a kick wall and outdoor gym equipment on St Judith's field. The Leisure Centre on Green End Road contains a sports hall and gym now run by Meridian Trust Academy Leisure team. At the end of 2022 the swimming pool was closed within the Leisure Centre, although the other facilities remain open. The longer-term impact that the swimming pool closure may have on the overall operation and sustainability of the sports and leisure facilities within Sawtry is unknown.

Policy SNP3 - Recreation and leisure

Land north of Greenfields shown on Map 7 in Section 9 is identified for community use and proposals to create new or enhanced community facilities for recreation and leisure including new pitches together with associated infrastructure including additional parking and/or drainage measures will be supported. Proposals should include appropriate soft landscaping. Proposals to use this land for any alternative use will not be permitted. Developments will be supported which extend or improve the existing sporting, leisure and recreational facilities including the sports pavilion on the existing Greenfield site subject to including suitable landscaping. Proposals to promote sustainable travel modes such as the inclusion of cycle parking will be particularly supported.

Other recreation and leisure developments in the Parish will be supported if they extend or improve the existing sporting, leisure and recreational facilities, including the sports pavilion on the existing Greenfield site subject to including suitable landscaping.

6.3.5.1 **Policy Justification.** NPPF paragraph 92 promotes healthy and safe communities, including the provision of sports facilities and routes which encourage walking and cycling. The recent community consultation revealed a strong demand for additional swimming pools and football fields especially amongst school age students. Local Plan policy 22 enables the development of

community facilities such as sports venues; policy 23 permits sport or leisure allocations in appropriate areas of the countryside.

6.3.6 Medical and Health Services. Frequent concerns have been raised over the ability of Wellside Surgery to support the rapidly growing population in and around Sawtry, currently some 8,200. Responses to the residents' questionnaire raised concerns over the current capacity of the local surgery and the consequent difficulty in making appointments with medical staff. The rapid growth in household numbers raised fears that this problem will be exacerbated unless increased medical services are approved. New development can impact on the provision of local infrastructure including medical and health facilities; in appropriate circumstances developer contributions may be required towards medical and health facilities. The Huntingdonshire Developer Contributions SPD (2011) (with updated costs annually or successor documents) explains the relationship between developer contributions and the Community Infrastructure Levy and provides guidance on the types of contribution that will be sought and the basis for charges.



6.3.7 The analysis of Quick Questionnaire responses indicated that its second most desirable improvement was the expansion of health services in the village in relation to the Wellside Surgery; the pharmacy; and mental health provision. In consultation it had been suggested that an option for an additional site for further facilities could be adjacent to Rowell Way. However, the preference for expansion of health facilities would initially be to explore options to expanding the Wellside Surgery accommodation. NPPF paragraph 92(c) enables and supports the development of identified local health facilities. Local Plan policy 22 describes the conditions under which the development of health centres will be supported.

6.3.8 The policy looks to cover primary care services that provide the first point of contact in the healthcare system, acting as the 'front door' of the NHS. As defined by NHS England, primary care includes general practice, community pharmacy, dental, and optometry (eye health) services.

Policy SNP4 - Medical and health

Development proposals that involve the enlargement, improvement or replacement of the current medical, health, dental and mental health services in Sawtry will be supported and encouraged in order to balance health provision with the growth in housing that has already taken place and is planned.

Development proposals that would result in the loss of medical or health facilities will not be supported unless:

- evidence is provided to demonstrate that they are poorly used or not viable in terms of community demand or need for that specific type of primary care service; or
- adequate replacement provision is made elsewhere nearby, within or close to the community served by the geographical catchment for the specific medical or health facility.

6.3.8.1 Policy Justification. Huntingdonshire Local Plan Policy 22 supports the extension of existing health facilities where required to support the needs of the local community. The expansion of the local surgery, medical and mental health services has not matched the rapid development of housing estates in Sawtry.

6.3.9 Community Facilities and Volunteer Services. ‘Community Facilities’ is a generic term used for community infrastructure, services and facilities. This includes village halls, places of worship including any associated halls, community centres and multi-use facilities. These facilities typically provide opportunities for community uses such as events, sports and activities. Community facilities can also provide space for arts or cultural activities, and serve wider purposes such as providing affordable space for events or small businesses to hire. Although medical and health services are community facilities, these are covered by Policy SNP4. In the same way education and nursery facilities are covered by Policy SNP7.



6.3.10 Sawtry and surrounding villages benefit from a range of services which support young people, families and the elderly. Many such services are delivered by CARESCO, a registered charity created in 1982 and aiming to meet the needs of the community. Its activities are described in detail on its [website](#)³⁵, which is a testament to the remarkable achievements of its permanent staff and some 140 regular volunteers.

6.3.11 CARESCO’s very success has brought problems, notably with regard to its ageing accommodation which will need to be replaced in a few years. They are currently exploring the option of erecting a new community building as replacement accommodation in the medium term. The CARESCO team charged with the new building project and the Parish Council have explored possible opportunities at a number of sites across the village. The need for a replacement for the current headquarters will be needed in the period up to 2036. Work has progressed sufficiently on the feasibility study to specifically look to allocate a site in the Neighbourhood Plan for a mix of activities including a community building alongside some additional car parking provision, and land at Belgrave Square has been identified to be suitable for this joint purpose. The support for proposals which look to improve or replace the community facilities currently provided by CARESCO is important to the sustainability of the village. Support would equally apply if CARESCO were to change its name or if a successor organisation took over the services. The site at Belgrave Square is not subject to surface water flood risk which is an issue in much of the northern and western parts of the village.

6.3.12 If proposals are to be developed through enabling development then viability evidence would need to demonstrate that all profits are reinvested in the development of enhanced or additional facilities. It should be noted the viability evidence would need to be independently reviewed by Huntingdonshire District Council as part of the determination of any planning application, the cost of this would be at the developer’s expense.

6.3.13 A mechanism to protect and keep valued buildings or land in use for the community is the Community Right to Bid Scheme. It gives local community groups the opportunity to nominate buildings or other land to be included on the Huntingdonshire Council’s [list](#)³⁶ of Assets of Community Value. An asset should contribute to the community’s social well-being or social interests. Once on the register, if an asset comes up for sale or lease, a community group has a period of time in which they can register their interest as a potential bidder, delaying a sale on the open market. Currently Sawtry has no recorded Assets of Community Value.

³⁵<http://www.caresco.org.uk/>

³⁶<https://www.huntingdonshire.gov.uk/council-democracy/community-right-to-bid/>

6.3.14 Policy LP 22 - Local Services and Community Facilities of the Huntingdonshire Local Plan to 2036 looks to support new community facilities and to safeguard against their loss. The supporting text to Policy LP22 in paragraphs 6.47 to 6.49 on page 92 of the Huntingdonshire Local Plan to 2036 details the type of evidence necessary to demonstrate how it can be shown that community facilities might be considered to be poorly used or not viable³⁷. This is equally relevant to the application of this Neighbourhood Plan policy. Policy LP 32 - Protection of Open Space - is also relevant as it looks to protect against the loss of open space, outdoor recreation facilities, allotments and areas of garden land that provide amenity value. New development can impact on the provision of local infrastructure including community facilities; in appropriate circumstances developer contributions may be required towards community facilities.



6.3.15 The cemetery at All Saints’ is now closed, and the adjacent civil cemetery is fully occupied; many burials now occur at St Andrew’s cemetery. With the rapidly growing population of Sawtry, and in anticipation of future needs, it is proposed to double the available area of St Andrew’s cemetery. The land for the extension is already owned by the Parish Council. This additional space is likely to provide sufficient capacity for burials across the plan period and beyond as alternatives to burials continues to grow.

Policy SNP5 - Community facilities

Development proposals that result in the improvement and expansion of community facilities or the provision of new community facilities will be supported subject to the following criteria being met:

- The proposal will not adversely affect residential amenity or the living conditions of the occupiers of neighbouring properties;
- The proposal will not lead to traffic congestion or adversely affect the free flow of traffic; and
- Access arrangements and off-street parking including cycle parking to promote active travel can be satisfactorily provided.

Proposals to redevelop, extend or replace an existing community facility through enabling development on part or all of the land or buildings occupied by the existing community facility, will be supported where it can be demonstrated through viability evidence that all profits are being reinvested in the development of enhanced or additional community facilities. Proposals which look to improve or replace the community facilities currently provided by CARESCO (or any successor community organisation) will be supported in principle.

³⁷In particular paragraph 6.49 states: “Assessing the level of community support for a local service or facility is a matter of judgement, but could be informed by information such as evidence of the level of recent usage, as well as the number and nature of comments made on an application by members of the local community. For commercially run facilities such as local shops and pubs, the Council considers that a robust marketing exercise is the most transparent way of demonstrating that such facilities are no longer viable. This should be of sufficient duration to allow the local community time to consider making a bid to run or acquire premises of value through the Community Right to Bid. In seeking to justify the loss of local services or community facilities, applicants will also be required to consider whether existing premises or sites can be adapted to retain a viable community facility or service. Effective marketing will in most cases need to be for a continuous period of 12 months at a value reflecting its permitted use with details kept of any offers received and detailed reasoning for declining them. However, in particular circumstances it may be appropriate for alternative arrangements to establish if there is any realistic prospect of maintaining the service or facility.”

Land at Belgrave Square shown on Map 10 in Section 9 is identified for community use (alongside off-street car parking under Policy SNP9). Proposals for a community building will be supported in principle. Proposals to use this land for any alternative use will not be permitted.

Land east of St Andrew’s cemetery, as shown on Map 8 in Section 9, is identified for cemetery use and proposals to create new or enhanced cemetery facilities will be supported. An appropriate risk assessment will need to accompany any planning application. Proposals to use this land for any alternative use will not be supported.

Development proposals that would result in the loss of a community facility, as identified on Maps 12 and 13 in Section 9, will not be supported unless

- evidence is provided to demonstrate that the facility is poorly used or not viable in terms of community demand/needs; or
- adequate replacement provision is made elsewhere, within or close to the community served.

6.3.15.1 Policy Justification. Although Sawtry does not suffer from a high level of deprivation, there are many individuals and families in need of support, whether for social contact, mental stimulation or food parcels. The current services and facilities are dependent to a large extent on volunteer labour, much of which is organised by CARESCO, and operated within limited accommodation. In pursuit of social objectives, NPPF paragraphs 92 and 93 aims to promote social interaction and to provide social, recreational and cultural facilities for all sections of the community.



6.3.16 Village Centre Retail and Shopping Facilities. A century ago, Sawtry’s shops were concentrated around the Green and served the needs of a village much smaller than today. Progressively, the majority of those shops have closed and have largely been replaced by retail outlets along the Green End Road. There is a Co-op store of modest size, but most weekly food shopping is obtained from supermarkets in Huntingdon, Peterborough and Oundle. With the growth in population, there is clearly a commercial opportunity for more and varied retail outlets and for additional food convenience provision.

6.3.17 Village Centre Opportunity Site. At the junction of High Street and Gidding Road is the RJ Landowners site, they are an independent Land Rover garage offering servicing and repairs to all makes and models of Land Rover. The site generally contains numerous stored vehicles and two functional buildings. The site lies at the heart of the Conservation Area and the current commercial use does not preserve the character or appearance of the street scene.



6.3.18 This commercial site is located at the historical centre of village life, and presents an opportunity to restore some of Sawtry’s original historic character which has been lost over the years. In terms of location within the core of the village centre it provides a suitable location for re-use for retail or community uses. Discussions with the current owner have demonstrated a willingness to vacate the site in the fullness of time, subject to continuing business operation and the employment of his staff. The nature of the vehicle servicing use would better suit an industrial unit or similar location elsewhere in Sawtry. As such the site offers an opportunity for redevelopment and enhancement.

Policy SNP6 - Retail and shopping provision and village centre opportunities

Development proposals that increase the number of shops and retail outlets in Sawtry or diversify the range of retail provision in terms of sizes of units and types of goods and services provided in Sawtry will be supported subject to the following criteria being met:

- The proposal will not adversely affect residential amenity or the living conditions of the occupiers of neighbouring properties;
- The proposal will not lead to traffic congestion or adversely affect the free flow of traffic; and
- Access arrangements and off-street parking including cycle parking to promote active travel can be satisfactorily provided; or where on-street parking is required this would not adversely affect the residential amenity of neighbouring properties.

Land at the junction of High Street and Gidding Road shown on Map 9 in Section 9 is identified as an opportunity site for enhancement and re-use. Proposals for development will be supported where they lead to enhancement of the overall site and quality of built form and contribute to the vitality of the village centre. Proposals should be for retail or community uses, or for a mixed-use proposal including retail or community uses that contributes to improved local services and facilities. Proposals to demolish the existing frontage building on the corner of High Street and Gidding Road would only be supported where the public benefit to the community from new facilities outweighs the heritage contribution that the traditional building makes to the character and appearance of the Conservation Area.

6.3.18.1 Policy Justification. For its size, Sawtry possesses a somewhat limited number of shops, which are mainly strung along busy thoroughfares such as Green End Road, High Street and the Glatton Road. The ensuing levels of roadside parking and traffic congestion create serious risks of accidents. The development of a supermarket and a shopping area away from through routes would cater for the steadily increasing population and would promote road safety.

6.3.18.2 The proprietor of the Land Rover business adjacent to the Green has indicated a willingness to relocate to an industrial site, if a suitable unit became available by 2036. Such an opportunity would be most welcome as offering the possibility of restoring Sawtry's historical centre and providing retail and community facilities. Local Plan policy 2 aims to protect the character of existing settlements, while conserving and enhancing the historic environment. Paragraph 190 of the NPPF encourages the conservation and enhancement of the historic environment and the desirability of new developments making a positive contribution to local character and distinctiveness.

6.3.19 Educational and Nursery Places. The steady and continuing influx of families has created a demand for additional school and nursery provision which will continue for years to come. The Infants School appears to be at full capacity; the Junior Academy currently has some available spaces; the Village Academy, reportedly, will be able to increase its annual intake of pupils for some years to come. New development can impact on the provision of local infrastructure including education facilities; in appropriate circumstances developer contributions may be required towards education facilities. The Huntingdonshire Developer Contributions SPD (2011) (with updated costs annually or successor documents) explains the relationship between developer contributions and the Community Infrastructure Levy and provides guidance on the types of contribution that will be sought and the basis for charges.



6.3.20 A development of 340 homes has been approved recently to the north along the Glatton Road³⁸. Following the anticipated population growth, a further need has been identified for a single form entry mixed primary school in the Glatton Road scheme approved. The planning application considered this need and 2.3 hectares of land was secured in the Planning Obligation for the provision of a primary school. It was initially suggested to have a proposed entry date of September 2023 but is now more likely to be 2024, 2025 or even later. This is dependent upon the delivery of the housing development and associated infrastructure. As the education provision was one of the key considerations that resulted in the planning permission being granted, it is considered imperative that the delivery of this new primary school takes place.

Policy SNP7 - Education and nursery provision

Great weight should be attached to the need for an expansion of school places in order to meet the demands of a growing population. Proposals for the enlargement of education and nursery provision will be supported in principle subject to other policies in the development plan.

Development proposals that would result in the loss of education and nursery facilities will not be supported unless it can be shown that they are poorly used, not viable in terms of community demand/needs, or unless adequate replacement provision is made elsewhere nearby within or close to the community served.

6.3.20.1 **Policy Justification.** NPPF paragraph 95 urges local planning authorities to ensure sufficient school places become available. Cambridgeshire County Council plans are in hand for the provision of additional primary school places in anticipation of increased demand by the mid-2020s. Local Plan policy 22 includes the provision of schools within its scope.

6.4. Highways and Traffic

6.4.1 **Sustainable Transport Methods (Active Travel).** Sawtry and its environs are blessed with a network of footways often linking attractive green spaces. The village and wider Parish are also fortunate to have a number of Rights of Way, including public footpaths, bridleways and a byway. The community consultation revealed a desire to extend footpaths, develop cycle routes, and provide areas furnished with benches for social interaction.

6.4.2 The Government through Active Travel England is looking to make walking, wheeling and cycling the preferred choice for everyone to get around in England. Active travel is the term often used to encompass elements such as walking to school, cycling to work, or other everyday journeys you make to get from place to place; rather than just walking or cycling solely for leisure or fitness. In addition, active travel can offer a convenient, accessible and affordable way to move more for shorter journeys. National policy in the NPPF does not refer to active travel but instead refers to sustainable transport, but includes within paragraph 104 c) that policies should look for opportunities to promote walking, cycling and public transport use are identified and pursued. Active travel and sustainable travel modes not only positively contribute to addressing climate change but also can assist in maintaining a healthy community.

6.4.3 The Huntingdonshire Local Plan to 2036 contains Policy LP 16 which indicates that new development will be expected to contribute to an enhanced transport network that supports an increasing proportion of journeys being undertaken by sustainable travel modes. The main location for growth in Sawtry to the north and east are somewhat distant from many of the services and facilities in

³⁸ Granted Outline Planning Permission under 20/01407/OUT, with Reserved Matters Consent under 22/01080/REM still under consideration

the village so new opportunities for walking and cycling are required to promote active travel or sustainable travel modes of transport.

6.4.4 The Neighbourhood Plan can support these ambitions and promote sustainable transport modes such as public transport, alongside the promotion of active travel such as walking and cycling. It seeks to move away from the use of private car for short journeys to help tackle climate change, pollution and congestion. Whilst current provision for pedestrians is reasonably extensive, the provision for cyclists is not significant. An important driver for promoting cycling is the provision of secure cycle parking and storage at the destination. Often the key to encouraging people to use cycles is the knowledge that they can be left in a safe location.



6.4.5 There are a number of footpaths that pass through the village open spaces where lighting and the orientation of properties limits their use in the dark. A number of the footways, in the centre of the village are narrow, for example High Street, and this can deter use by particular groups such as wheelchair users or parents with children. Narrow streets and on-street parking also make cycling difficult and increase the feeling of danger, particularly for young people travelling to school. Making more effective use of off-street networks of links for walking and cycling across the village can help to improve accessibility without over-engineering the road network.

6.4.6 The Parish Council will look to work specifically with Cambridgeshire County Council as the Highways Authority to help facilitate these matters. The Active Travel [Strategy](#) for Cambridgeshire³⁹, is currently in draft form following consultation. It provides a comprehensive set of policies that will enable quality provision of active travel infrastructure and initiatives in Cambridgeshire to contribute to the County Council’s target to achieve net zero carbon by 2045. By enabling and encouraging more people to travel by active travel modes, the number of journeys made by car can be reduced. The Cambridgeshire’s Local Cycling and Walking Infrastructure Plan (LCWIP) has been developed and will sit under Cambridgeshire’s Active Travel Strategy. The LCWIP process identifies the top priority active travel routes in each district for new or improved infrastructure for walking and/or cycling. Whilst it is noted that Sawtry is not specifically referenced in some of these documents, the Neighbourhood Plan is an opportunity for the Parish Council to work with the County Council to gain support on potential actions that could then be incorporated into the County Transport Investment Plan.

6.4.7 Sawtry benefits from an extensive public rights of way network which includes routes within the village itself and across the wider parish. The A1(M) to the east of the village does bisect some of the rights of way connections to/from the village.

6.4.8 Some parts of the village still have rural lanes which have no dedicated footways - Tinkers Lane, Church Street and Tort Hill being particular examples. This is a particularly distinctive characteristic of these informal lanes and the introduction of engineered footways would harm this character. Low trafficked areas can accommodate shared surface roads without compromising pedestrian safety.

Policy SNP8 - Footpaths and cycle ways

Sawtry Parish Council will work with Cambridgeshire County Council as the Highway Authority to promote active travel opportunities across the Parish of Sawtry. Proposals to develop or improve appropriate sustainable transport infrastructure will be supported. Proposals that include extending footways, paths and cycle ways linked by communal areas to encourage active travel and social interaction both within existing and proposed development will be particularly supported.

³⁹<https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-plans-and-policies/cambridgeshires-active-travel-strategy>

Proposals that would harm the particularly distinctive characteristic of the rural informal lanes (including Tinkers Lane, Church Street and Tort Hill which operate as shared surface roads) such as the introduction of engineered footways would not be supported.

6.4.8.1 Policy Justification. Paragraphs 92 and 104 of the NPPF promote healthy and safe communities and sustainable methods of transport by encouraging the development of footpaths and cycle ways. Existing routes within Sawtry and in the surrounding countryside can be enhanced with signage and, in suitable green spaces, with benches for rest areas and social interaction. Such requests were made in numerous questionnaire responses. Local Plan policy 16 supports the use of sustainable travel modes, such that development proposals should seek to utilise, and where possible, provide safe, coherent and easy to use footpaths and cycle routes.

6.4.9 Parking Requirements. On-street car parking can lead to localised traffic congestion along the Green End Road, especially at school arrival and departure times. Across the village, particularly in the older parts, there are several properties with no off-street car parking opportunities. The move to a low carbon economy and the shift towards electric vehicles emphasise the need for off-street parking to allow vehicles to be charged without cables trailing across footways which would be a trip hazard. Failure to identify and set aside areas to resolve this problem may call for the introduction of a one-way traffic pattern within Sawtry which could inconvenience many local residents.

6.4.10 In the wider village centre, excluding the school sites, there are three locations used for off-street car parking at: the Village Hall; Greenways (shopping parade); and Greystones (public house). The last of these is a private car park free for patrons of Greystones, but chargeable for occasional users; the other two areas provide public car parking (non-chargeable). Greenways provides 17 parking spaces and the Village Hall has approximately 60 defined parking spaces. In the wider village hall space, there are also some further 20 spaces at the Library, Youth and Community Centre and CARESCO’s ‘Cave’. The Village Hall car park also serves CARESCO and the Leisure Centre.



6.4.11 Whilst there may be modest room for a small expansion of the Greenways parking, this is an important location for short-term parking to facilitate visits to the shops. As such it is intended to operate as a short-stay location with high levels of turnover and doesn’t ideally suit the longer periods of occupation required by residents wishing to charge vehicles (although this could be a possibility overnight). The Village Hall car park caters for longer stays when people visit events or use services and facilities; it can also offer the opportunity for the provision of electric vehicle charging points in the future, which the Neighbourhood Plan policies will look to support. This car park is part of a multi-activity community hub, and parking already effectively occupies the area available, and so additional car parking capacity here would not be likely. Moreover, retaining the flexibility to develop the community hub is considered to be imperative as the village continues to grow.

6.4.12 The Neighbourhood Plan is looking for space to provide additional off-street car parking together with the dedicated opportunity for electric vehicle charging provision. Sawtry Parish Council have undertaken an overview across the village for sites which may offer an opportunity for additional off-street car parking with electric vehicle charging provision. They also want to consider supporting electric vehicle charging provision within the existing off-street car parking provision within the village at the Village Hall and potentially Greenways. Searching additional parking capacity would be for a multi-use space allowing both residents to charge vehicles and to provide some additional off-street car parking close to village centre services and facilities. Work has progressed sufficiently on the feasibility

study to specifically look to allocate a site in the Neighbourhood Plan for a mix of activities including additional car parking provision together with a community building, land at Belgrave Square has been identified to be suitable for this joint purpose.

6.4.13 The Huntingdonshire Local Plan to 2036 contains Policy LP 16 on Sustainable Travel and Policy LP 17 on Parking Provision and Vehicle Movement. This latter policy indicates that proposals must incorporate adequate parking for vehicles and cycles. Advice on parking arrangements is contained in the Huntingdonshire Design Guide [SPD](#) (2017)⁴⁰.

Policy SNP9 - Off-street parking and electric vehicle charging

Land at Belgrave Square shown on the Map 10 in Section 9 is identified for public off-street parking, for equipping with electric vehicle charging points (alongside community use including a community building under Policy SNP5). Proposals to use this land for any alternative use will not be permitted.

Proposals for any off-street parking provision should include measures to manage surface water run-off through appropriate measures including sustainable drainage.

Proposals to install electric vehicle charging points, where they need planning permission, in off-street public and privately owned car parks across Sawtry will be supported. Proposals to install secure cycle parking and storage across Sawtry will be supported.

Proposals to develop on-street electric vehicle charging infrastructure, including through the use of existing street furniture across Sawtry, will be supported subject to:

- they should not adversely affect the historic environment or highway or pedestrian safety;
- they are in compliance with other relevant legislation, for example section 278 of the Highways Act 1980; and
- they do not detrimentally impact areas of significance as referenced in the HDC Landscape and Townscape SPD (March 2022).

6.4.13.1 **Policy Justification.** Growing traffic congestion and roadside parking are not sustainable and require remedial measures. Furthermore, the demand for electric vehicle charging points is predicted to increase rapidly in the years ahead. To prevent hazards to pedestrians, charging points and their associated cables need to be sited away from public footpaths whenever possible. NPPF Section 9 refers to parking design requirements as part of sustainable transport. These include convenience, safety, security, compliance with national design codes, and the provision of charging points for plug-in and ultra-low emission vehicles. Local Plan Policies 16 Sustainable Travel, and 17 Parking Provision and Vehicle Movement, include conditions applicable to the development of parking areas. The Parish Council own the land at Belgrave Square and the proximity to the retail core of the village makes it accessible for use for additional off-street public car parking, alongside a new community building; together with the opportunity for community electric vehicle charging points.

6.4.14 **Safer Communities.** Many consultation responses expressed concerns over anti-social behaviour, teenage drinking and drug use, vandalism, burglary, and the possibility of criminals entering the village via



⁴⁰<http://www.huntingdonshire.gov.uk/media/2573/huntingdonshire-design-guide-2017.pdf>

the A1M. Suggested remedies included greater police presence and the installation of CCTV. Related issues recommended more pedestrian crossings, improved street lighting, regular litter collection and additional bins for collecting dog waste. There are footpaths that pass through the village open spaces where lighting and the orientation of properties limits their use in the dark.

6.4.15 The Parish Council consider that a variety of measures will be needed to enhance the personal safety of individuals. In new development this will include designing layouts that promote opportunities for natural surveillance and ensuring that pedestrian linkages are well lit and avoid the potential for anti-social behaviour. The aim should be to ensure that crime and disorder, and the fear of crime, do not undermine the quality of life or social cohesion.

6.4.16 The NPPF in paragraph 92 b) looks for planning policies and decisions aiming to achieve healthy, inclusive and safe places which are safe and accessible, so that crime and disorder, and the fear of crime, do not undermine the quality of life or community cohesion – for example through the use of attractive, well-designed, clear and legible pedestrian and cycle routes, and high quality public space, which encourage the active and continual use of public areas.

6.4.17 It is possible through permitted development rights to undertake some elements of public infrastructure such as street lighting and CCTV; although planning permission is required in some circumstances. Planning has a role in ensuring that new development contributes to social cohesion and safe and healthy environments.

SNP10 - Safer communities

Development proposals will be supported which aim to achieve safe places and which avoid the fear of crime and disorder. Development should facilitate social interaction and community cohesion alongside a healthy and safe environment which enhances the personal safety of individuals.

The Parish Council will support appropriate proposals which include:

- a layout of development which creates safe, convenient and overlooked attractive streets and spaces;
- high quality open space which is integral to the overall layout of the development;
- carefully planned landscaping; and
- other appropriate measures to improve public safety.

6.4.17.1 **Policy Justification.** Fears and concerns over vandalism, anti-social behaviour, litter and dog fouling have led to calls for measures which protect the individual and preserve the appearance of the village scene. As part of promoting healthy and safe communities, NPPF paragraph 92(b) aims to avoid crime, disorder and the fear of crime by the provision of safe places. The installation of adequate street lighting and closed-circuit television systems are practical measures which should achieve a degree of personal safety.

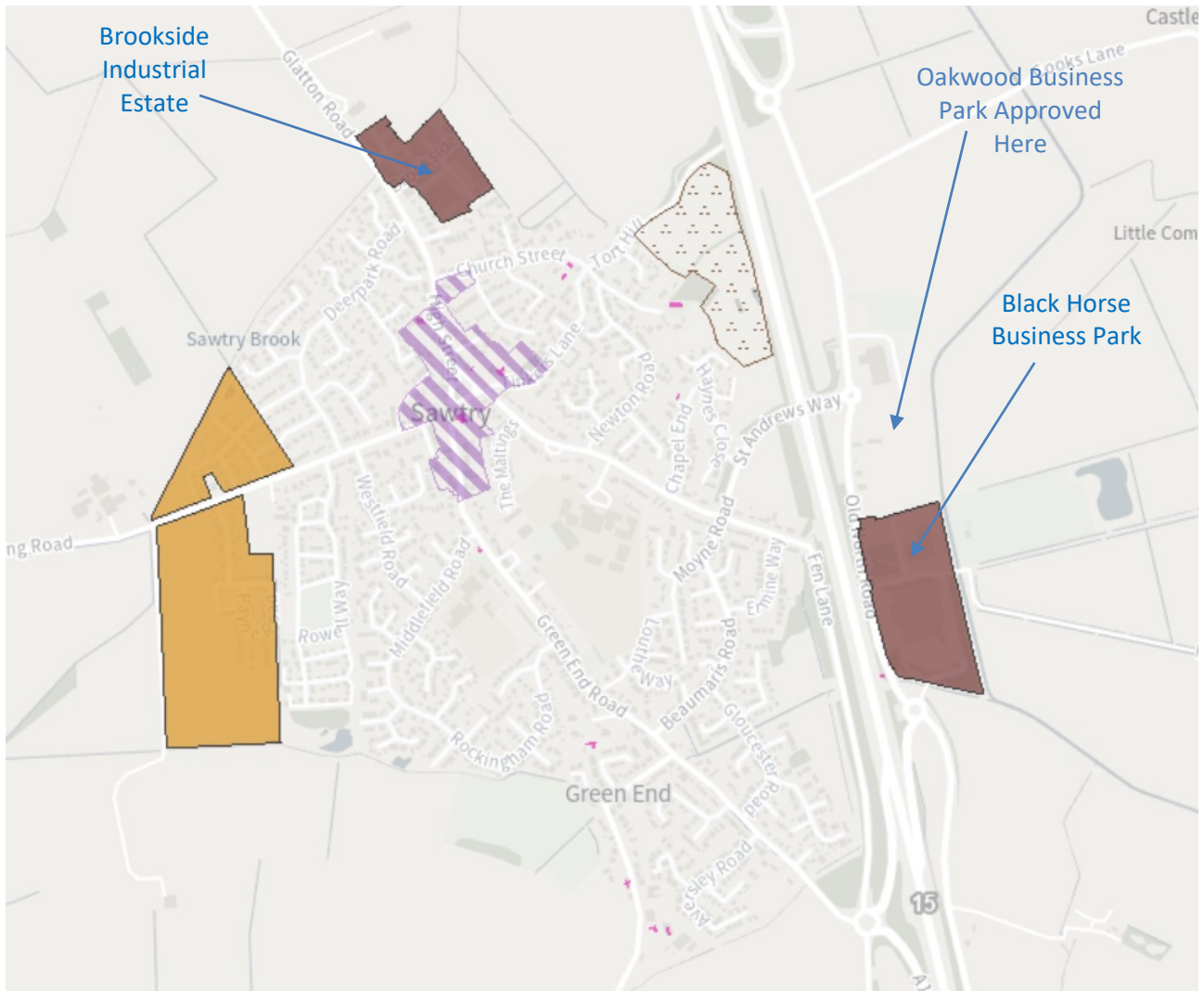
6.5 Business and employment.

6.5.1 The creation of new business ventures should be encouraged to help develop the local economy and provide apprenticeship and training opportunities for young adults. The Huntingdonshire Local Plan through Policy LP 18 identifies the Black Horse Business Park and Brookside Industrial Estate as Established Employment Areas; these are shown on the extract from the Local Plan Policies Map below.

6.5.2 Policy LP 18 of the Local Plan identifies that proposals for 'B' class which are B2 (General Industrial), B8 (Storage & Distribution) uses will be supported within Established Employment Areas and on land immediately adjoining them where it can be successfully integrated with the existing site. The

use classes have been amended subsequently since the Local Plan was developed with the former B1 use class having been subsumed into the wider use class E Commercial, Business and Service, in particular as E g) i) office ii) the research and development of products or processes or iii) any industrial process, (which can be carried out in any residential area without causing detriment to the amenity of the area). As such reference to the 'B' classes in the Local Plan should now include use class E g) as well.

6.5.3 Policy LP 19 Rural Economy of the Local Plan supports farm diversification, the expansion of existing businesses and proposals for new development in the countryside in specific circumstances. It supports proposals in the countryside where it is within a defined Established Employment Area; or b. immediately adjoins and is capable of being integrated with an Established Employment Area; or involves the reuse of land in use or last used for business uses (class 'B'); or involves the reuse or replacement of existing buildings as set out in Local Plan Policy LP 33 Rural Buildings.



Extract from the Huntingdonshire Local Plan Policies Map © Huntingdonshire District Council

6.5.4 Under Local Plan Policy LP 19 various planning permissions were granted for development to the north of Black Horse Business Park now known as Oakwood Business Park which sits between St Andrew's cemetery to the north and Sawtry Motors to the south. There is an area of undeveloped land between Sawtry Motors and the Black Horse Business Park. Although most business activity in Sawtry is focussed to the north at Brookside and to the east along the A1M corridor, there are some businesses located within the residential areas of the village. Ideally, businesses will relocate out of residential parts of Sawtry to the east side of the A1M thus limiting the impact of HGVs on the streets within the village. The Parish Council's preferred locations for new enterprises are the Black Horse Business Park and the new Oakwood Business Estate originally intended for occupation by Spirotec and nearing completion by Barnack Estates. The Parish Council would prefer not to see the enlargement of the Brookside Industrial Estate which although is a defined Established Employment Area is not ideally located. This can only be accessed by traffic, particularly delivery vehicles and HGVs going through Sawtry or Glatton, which is not ideal and can lead to air quality and road safety concerns within the villages.



6.5.5 Policy LP 8 of the Local Plan supports development proposals within the Built-up Area or on land well-related to the Built-up Area of a Key Service Centre. This would include proposals for business and employment.

6.5.6 A balanced community requires access to housing, employment and local services and facilities. Continued improvements to facilitate better pedestrian and cycle linkages to Brookside Industrial Estate, Black Horse Business Park and Oakwood Business Park would improve accessibility.

Policy SNP11 - Business and employment

Development proposals related to the expansion of existing businesses and new employment facilities which will be supported in principle where they are within the Built-up Area or on land well-related to the Built-up Area of Sawtry; or are within a defined Established Employment Area or immediately adjoin and are capable of being integrated with an Established Employment Area; or are otherwise supported other Development Plan policies.

The Neighbourhood Plan looks to encourage appropriate proposals that comply with development plan policies connected with the Established Employment Area at Black Horse Business Park and the permitted Oakwood Business Park. Proposals for high quality and professional occupation employment, such as research and development, that would diversify the existing local employment provision will be particularly supported.

Proposals for new businesses including research and development or industrial units that would provide commitments to local employment, training and apprenticeship schemes will be particularly supported subject to compliance with other development plan policies.

Proposals for business and employment will need to demonstrate how they can contribute to continued improvements to facilitate better pedestrian and cycle linkages to improve accessibility and to promote active travel. Proposals must provide for the provision of on-site secure cycle parking and storage.

Proposals at or relating to Brookside Industrial Estate will need to satisfactorily demonstrate that traffic movements, particularly HGV movements that would need to go through Sawtry, would not lead to

unacceptable impacts on the historic environment; living conditions (including relating to noise and disturbance); air quality; and pedestrian safety within the Parish.

6.5.6.1 Policy Justification. The NPPF Section 6 seeks to satisfy sustainable economic objectives by building a strong competitive economy. One approach would be to identify suitable sites for investment. Under Local Plan Policies 18 and 19 a proposal for business development will be supported on land within an Established Employment Area or adjoining an Established Employment Area. Sawtry has a significantly lower proportion of professional occupations (19.0%) in the 2021 Census to Cambridgeshire (26.6%) and a lower proportion than for England (20.3%). Consequently, the provision of professional occupations and high-quality employment such as research and development would be particularly supported.



7. Cross Reference

7.1 The section below cross-references the objectives and policies with the policies of the Local Plan and the NPPF framework.

Serial	Objective	Neighbourhood Plan Policy	Local Plan Policy	NPPF paragraph
5.2.1	To conserve and enhance the natural environment of Sawtry including through designating new Local Green Spaces and through encouraging woodland planting.	Policy SNP1 – The natural environment and protecting green spaces	Local Plan policies LP30, LP31 and LP32 aim to avoid adverse impacts resulting in loss of biodiversity and geodiversity; in paragraph 8.24 the planting of new trees is encouraged.	Paragraph 102 of the NPPF specifies the conditions for the designation of Local Green Spaces which are then protected from development. NPPF paragraphs 174 and 179 supports measures to protect and enhance the natural environment, biodiversity and geodiversity.
5.2.2	To preserve and enhance the historical core of the village and the significance of the Sawtry Conservation Area and to create distinctive, high quality and well-designed places and buildings.	Policy SNP6 - Retail and shopping provision and village centre opportunities; and Policy SNP1 – The natural environment and protecting green spaces; and Policy SNP9 - Off-street parking and electric vehicle charging	Local Plan policy LP2 aims to protect the character of existing settlements, while conserving and enhancing the historic environment. Policies LP11 Design Context, LP12 Design Implementation and LP13 Placemaking are a suite of policies that promotes high quality design and well-designed places.	Paragraph 190 of the NPPF encourages the conservation and enhancement of the historic environment and the desirability of new developments making a positive contribution to local character and distinctiveness. Section 12 of the NPPF sets out a framework for achieving well-designed places.
5.2.3	To support climate change adaptation and mitigation in the village including in new development.	Policy SNP2 - Climate change mitigation; and Policy SNP8 - Footpaths and cycle ways; and Policy SNP9 Off-street parking and electric vehicle charging	SNP2 is compliant with Local Plan policies LP16 (Sustainable Travel) and LP35 (Renewable and Low Carbon Energy).	Paragraph 152 of the NPPF calls for progression towards a low carbon economy by the reduction of greenhouse gas emissions, which is achievable, for example, through the use of renewable energy for transport (NPPF Section 9) and home heating.

5.2.4	To protect and preserve important community assets including local services and facilities by encouraging the retention and growth of community facilities including through the identification of allocations for additional recreational and leisure facilities.	Policy SNP3 - Recreation and leisure; and Policy SNP4 - Medical and health; and Policy SNP5 - Community facilities; and Policy SNP7 - Education and nursery provision	Local Plan policy LP22 enables the development of community facilities such as sports venues; policy LP23 permits sport or leisure allocations in appropriate areas of the countryside.	NPPF paragraphs 92 and 104 promote healthy and safe communities, including the provision of sports facilities and routes which encourage walking and cycling.
5.2.5	To facilitate the growth of community health infrastructure including health services covering: physical, mental and dental.	Policy SNP4 - Medical and health; and Policy SNP5 - Community facilities	Local Plan policy LP22 describes the conditions under which the development of health centres will be supported.	NPPF paragraph 92(c) enables and supports the development of identified local health facilities.
5.2.6	To facilitate the need for sufficient educational and nursery provision for a growing community.	Policy SNP7 - Education and nursery provision; and Policy SNP5 Community facilities	Local Plan policy LP22 includes the provision of schools within its scope.	NPPF paragraph 95 urges local planning authorities to ensure sufficient school places become available.
5.2.7	To provide the opportunity for the centre of the village to provide potential accommodation for further retail and charitable activities	Policy SNP6 - Retail and shopping provision and village centre opportunities	Local Plan policy LP22 is also applicable to community facilities such as shops and libraries.	NPPF paragraphs 92 and 93 aim to promote social interaction and to provide social, recreational and cultural facilities for all sections of the community.
5.2.8	To encourage increased use of sustainable transport methods including through the development of active travel including safe cycling and walking routes.	Policy SNP8 - Footpaths and cycle ways	Local Plan policy LP16 supports the use of sustainable travel modes, such that development proposals should seek to utilise, and where possible, provide safe, coherent and easy to use footpaths and cycle routes.	Paragraphs 92 and 104 of the NPPF promote healthy and safe communities and sustainable methods of transport by encouraging the development of footpaths and cycle ways.

5.2.9	To provide off-street parking areas and opportunities for electric vehicle charging as part of an approach to mitigate traffic problems within the village.	Policy SNP9 - Off-street parking and electric vehicle charging and Policy SNP8 - Footpaths and cycle ways	Local Plan policies LP16, titled Sustainable Travel and LP17, titled Parking Provision and Vehicle Movement, include conditions applicable to the development of parking areas.	NPPF Section 9 refers to parking design requirements as part of sustainable transport.
5.2.10	To implement measures which enhance the personal safety of individuals.	Policy SNP10 – Safer communities	Local Plan policy LP4 looks for planning obligations to address funding for community safety where necessary. Policy LP12 addresses public safety as part of movement.	NPPF paragraph 92(b) aims to avoid crime, disorder and the fear of crime by the provision of safe places.
5.2.11	To support the growth and expansion of business and employment opportunities.	SNP11 Business and employment	Under Local Plan Policies LP18 and LP19 a proposal for business development (class 'B') will be supported on land within an Established Employment Area and in other circumstances. The Local Plan designated the Black Horse Business Park and the Brookside Industrial Park as Established Employment Areas.	NPPF Section 6 seeks to satisfy sustainable economic objectives by building a strong competitive economy.



8. Non-planning Objectives

8.1 This section will record issues raised locally which are not admissible as planning policies but which are relevant to wishes expressed during the community consultation.

	Subject Area	Problem	Objective	Agent
1	Roads	Poor state of road surfaces; potholes	Fill cracks and potholes; resurfacing as necessary	Cambridgeshire County Council (CCC) Highways
2	Pavements	Cracked and uneven surfaces: tripping and falling hazards	Repairs and re-leveling where needed	CCC Highways
3	Road safety	Hazardous junctions and roundabouts, such as St Andrews Way, junction of Tinkers Lane and Fen Lane and sections of Great North Road	New crossing points and speed limits; parking restrictions with double yellow lines	Sawtry Parish Council (SPC), Cambs Police and CCC Local Highways Initiatives
4	Speeding	Several main routes through Sawtry such as High Street, Fen Lane and Green End Road suffer from inconsiderate driving	Traffic surveys, speed monitors, 'sleeping policemen' and other control measures	SPC followed up by CCC action
5	Infrastructure and flood risks	New estates and continued covering of grass surfaces have led to concerns over possible flooding	Proper survey by the relevant agencies and companies to quantify risks and identify remedies	Environment Agency, Anglian Water, CCC, HDC, Middle Level Commissioners and Sawtry IDB
6	Litter	Excessive litter despite the Litter Pickers efforts	More bins, including dog bins; more publicity and education	SPC and volunteers
7	Bus schedules	No Sunday services which are needed for travel to employment	Schedules to be reviewed, the contribution of the demand responsive transport pilot known as TING operated by Vectare be reviewed	Cambridgeshire and Peterborough Combined Authority, SPC and bus operators
8	Electric vehicles	Lack of charging points off-road	Planning actions	SPC to lead research
9	Amenities in woodland and green spaces	Residents wish for benches and picnic areas	Projects for local enhancement of existing spaces	Volunteer initiatives
10	Drug abuse and anti-social behaviour	Individuals gather in various popular locations for their activities	Reduction of anti-social and criminal behaviour by monitoring and enforcement	Cambridgeshire Police
11	Youth provision	Lack of sporting and social groups for organised activities	Greater emphasis on recruiting volunteer youth leaders	Residents
12	Disability awareness	Insufficient facilities for mentally and physically disabled	Extra provision, for example dedicated workshop facilities	SPC, CCC and CARESCO

- 8.2 In relation to the non-planning objective No.5, Anglian Water have identified that their: *“draft Drainage and Wastewater Management Plan⁴¹ states that we will have a medium term mixed strategy to address capacity in our water recycling catchment for Sawtry, with the main solution of SuDS. Over the longer term to 2050 the strategy is for 25% surface water removal from our network. This demonstrates that we have a strong focus on removing surface water from the sewerage system through a range of mixed SuDS and traditional attenuation strategies and this will help to provide capacity in our water recycling network in the future.”*

9. Maps

9.1 The Designated Neighbourhood Area (Map 1)

9.1.1 Sawtry Parish Council, as a qualifying body, applied for the designation of Sawtry Parish as a neighbourhood area and this was approved by Huntingdonshire District Council (HDC) on 23 October 2019. This approval was in accordance with regulations 5 and 5A of the Neighbourhood Planning (General) Regulations 2012 as amended. The designated area applicable to the Plan is illustrated below on Map 1. A slightly clearer base map to that on the designated neighbourhood area is shown on Map 11.

9.2 Sawtry Conservation Area (Map 2)

9.2.1 A conservation area is 'an area of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance'. The areas may vary in character and size from a small group of buildings to a major part of a town, but their status means that they are worthy of protection.

9.2.2 Extra controls exist within and alongside a conservation area over things such as:

- proposals to demolish buildings - most buildings in a conservation area are protected, whether they are old or not,
- alterations to residential properties that would normally be allowed under 'permitted development',
- the protection of trees.

9.2.3 These controls ensure that building design quality is strengthened, so that the area can be preserved and its character and appearance improved.

9.2.4 The Sawtry conservation area is one of 61 within Huntingdonshire and is shown below on Map 2.

9.3 Flood Risk (Maps 3 & 4)

9.3.1 The Environment Agency offers two types of flood risk mapping online.

- **Surface Water Flood Risk Map:** at <https://check-long-term-flood-risk.service.gov.uk>, this is a flood risk map that illustrates the level of risk of surface water flooding. The data can then also be explored to look at the potential depth of surface water flooding and the velocity and direction of flow of surface water flooding. Many parts of Sawtry are at risk of surface water flooding.
- **Flood Risk Map for Planning:** available from <https://flood-map-for-planning.service.gov.uk>, this interactive map allows the user to assess flood risk from rivers in a selected area and to obtain further details. Only limited parts of Sawtry are subject to this fluvial flood risk, the area to the east of the A1 is where flood risk is concentrated.

⁴¹<https://www.anglianwater.co.uk/about-us/our-strategies-and-plans/drainage-wastewater-management-plan/draft-plan/level-3-summary/>

9.3.2 The surface water flood risk map is shown at Map 3 and the flood risk map for planning which shows river flooding is at Map 4.

9.4 Local Green Spaces (Map 5)

9.4.1 The proposed 17 Local Green Spaces are shown on Map 5. More detailed maps of each of the 17 proposed Local Green Spaces are shown in Appendix 1.

9.5 Proposed Allocations (Maps 6, 7, 8, 9 & 10)

9.5.1 The Neighbourhood Planning Group have identified a number of proposed site allocations. Map 6 illustrates an overview of the site allocations. Maps 7, 8, 9 & 10 then illustrate the four individual site allocations. The four allocations are:

- **Proposed Greenfields Sports Area Extension (Map 7) (Policy SNP3)** - The existing sports fields to the east of the A1M are fully utilised and increasing in popularity. The growth, both in Sawtry's population and the number of sports teams, clearly indicate a requirement for an extension to the playing area. Of alternatives considered, the most suitable site is to the north of the current Greenfields sports field. The Parish Council have contacted the agent for the owner, Conington Estates, and it is hoped to progress matters in due course.
- **St Andrew's Cemetery Extension (Map 8) (Policy SNP5)** -The cemetery at All Saints' is now closed, and the adjacent civil cemetery is fully occupied; many burials now occur at St Andrew's cemetery. With the rapidly growing population of Sawtry, and in anticipation of future needs, it is proposed to double the available area of St Andrew's cemetery.
- **Village Centre Opportunity Site (RJ Landrovers) (Map 9) (Policy SNP6)** -This business site is located at the historical centre of village life, and presents an opportunity to restore some of Sawtry's original character which has been lost over the years. Discussions with the current owner have shown his willingness to vacate the site in the fullness of time, subject to continuing business operation and the employment of his staff.
- **Belgrave Square Proposed Allocation for Off-Street Car Parking, Electric Vehicle Charging Points and a Community Building (Map 10) (Policy SNP5 and Policy SNP9)** - This area is owned by Sawtry Parish Council (Land Registry Title CB 159461). For some years, the car park had been rented to the Working Men's Club for a peppercorn rent under a lease which expired in 2018. However, other groups and private individuals have also made use of the park rent-free, somewhat unfair to the Club. The situation was investigated by a Parish Council working party which recommended that the area should be set aside for the benefit of the entire village. Aside of car parking, and electric vehicle charging points, a portion of the area can be developed as a community building in the years ahead. Such a project would be in accord with the findings of the Neighbourhood Plan consultation period.

9.5.2 The overview map of the proposed allocations is shown below, followed by the four individual maps.

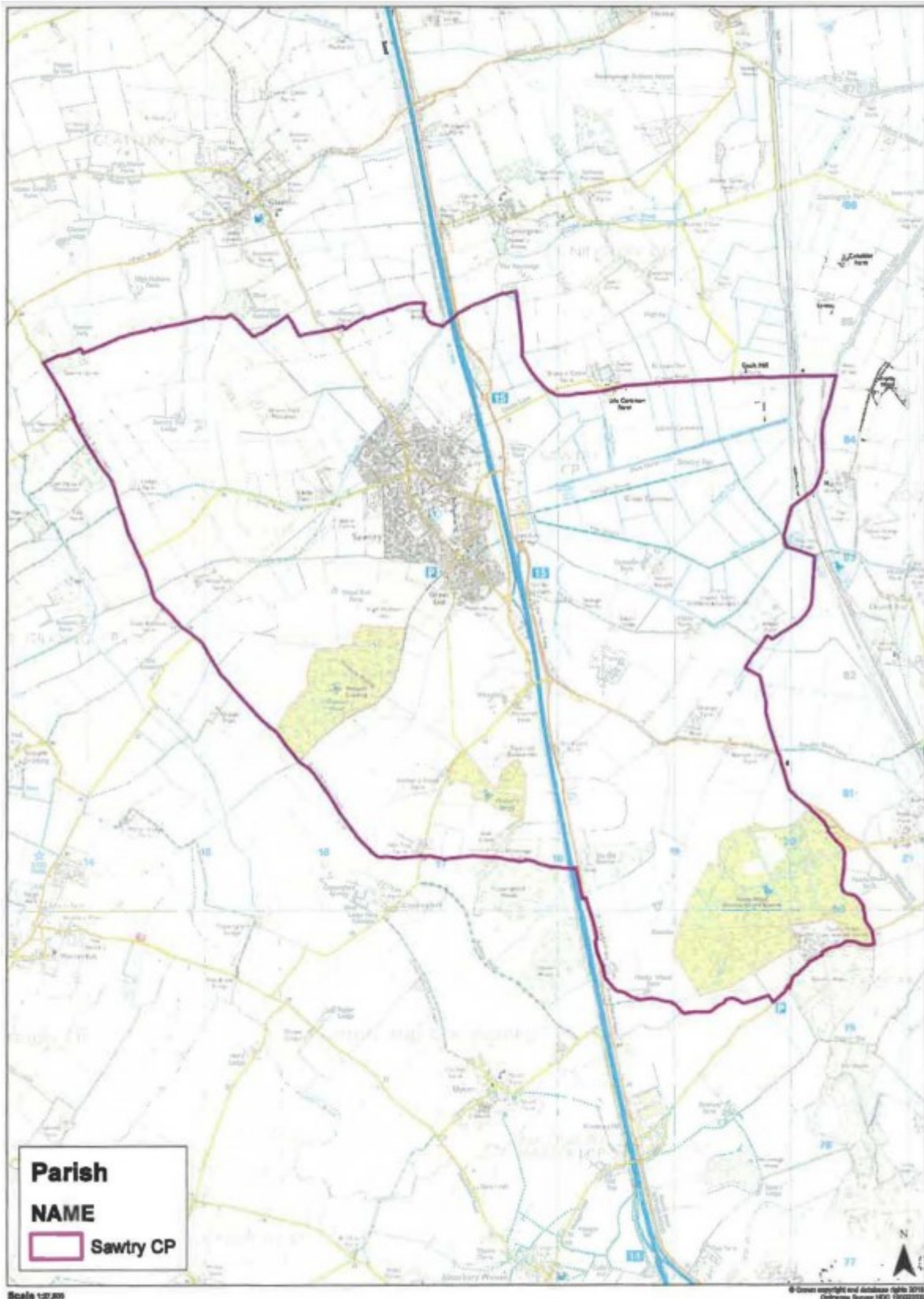
9.6 Sawtry Parish (Map 11)

9.6.1 The relationship between Sawtry Parish and the surrounding parishes is shown on Map 11. It also provides a slightly clearer base map to that on the designated neighbourhood area Map 1.

9.7 Community Facilities (Maps 12 and 13)

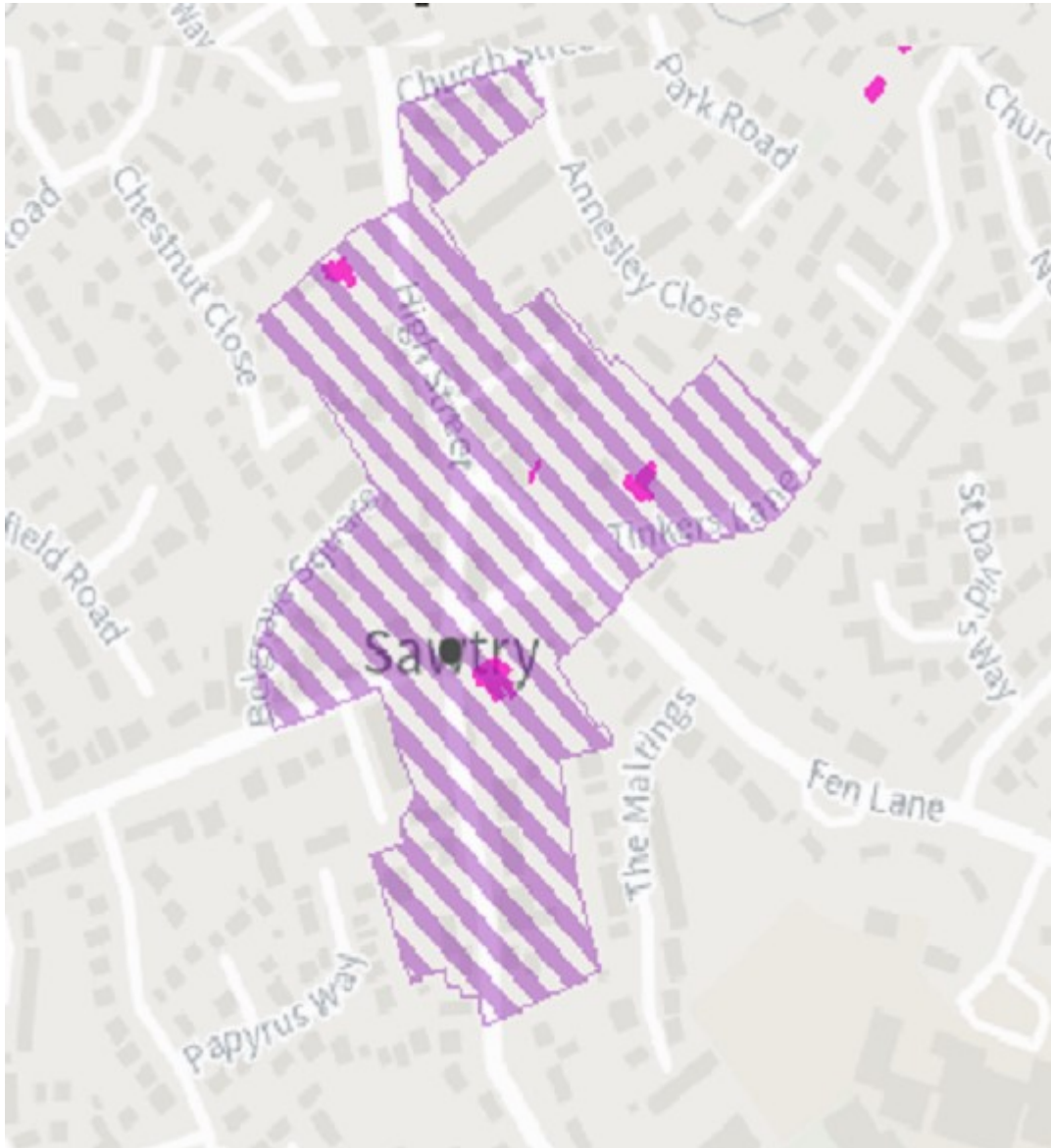
9.7.1 The general locations of the community facilities protected by Policy SNP5 are shown on Maps 12 and 13.

Map 1 - Sawtry Designated Neighbourhood Area



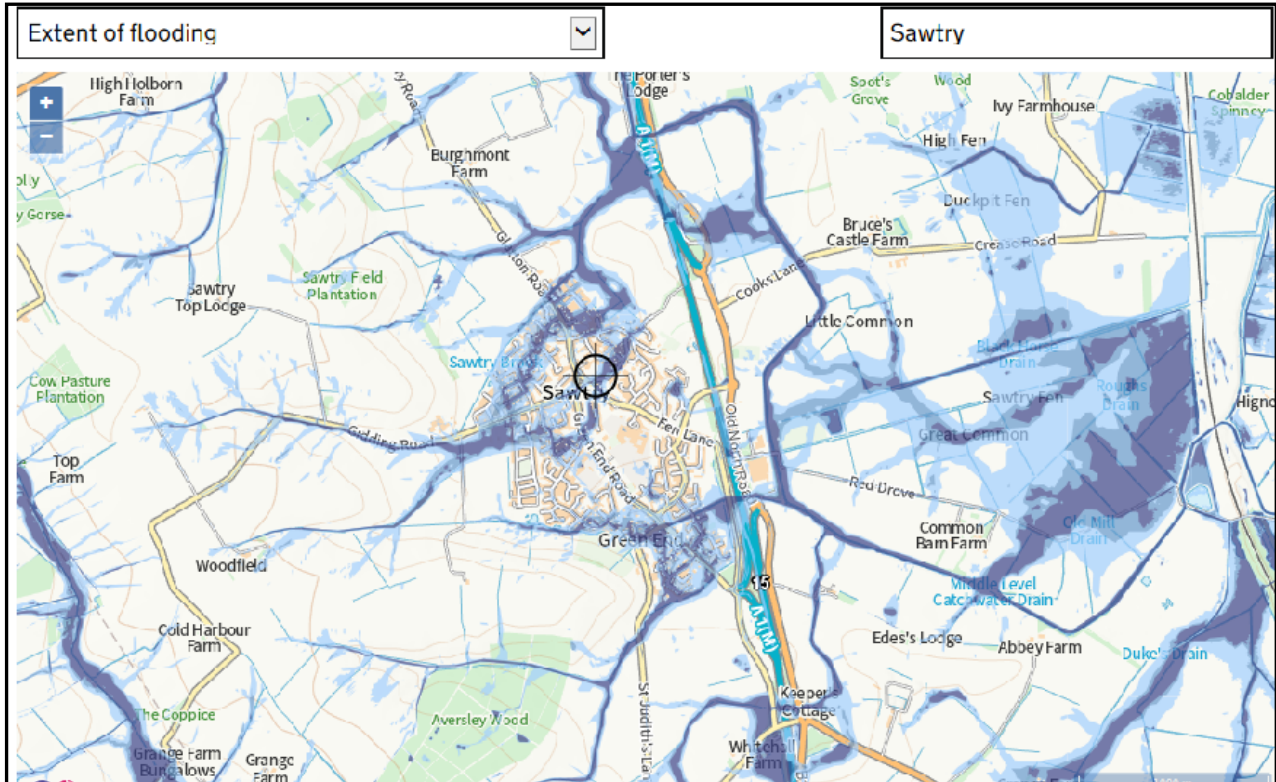
© Huntingdonshire District Council

Map 2 - Sawtry Conservation Area



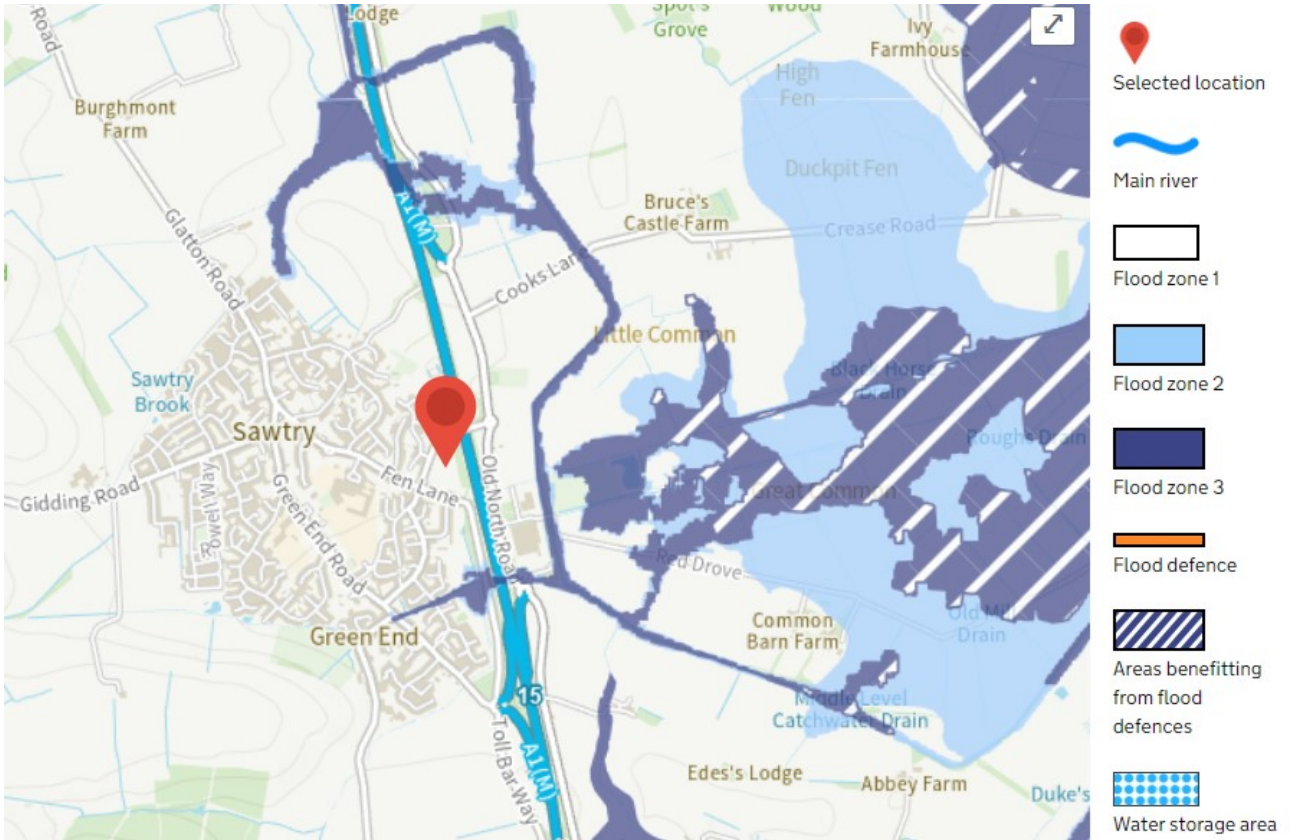
© Huntingdonshire District Council

Map 3 - Surface Water Flood Risk Map



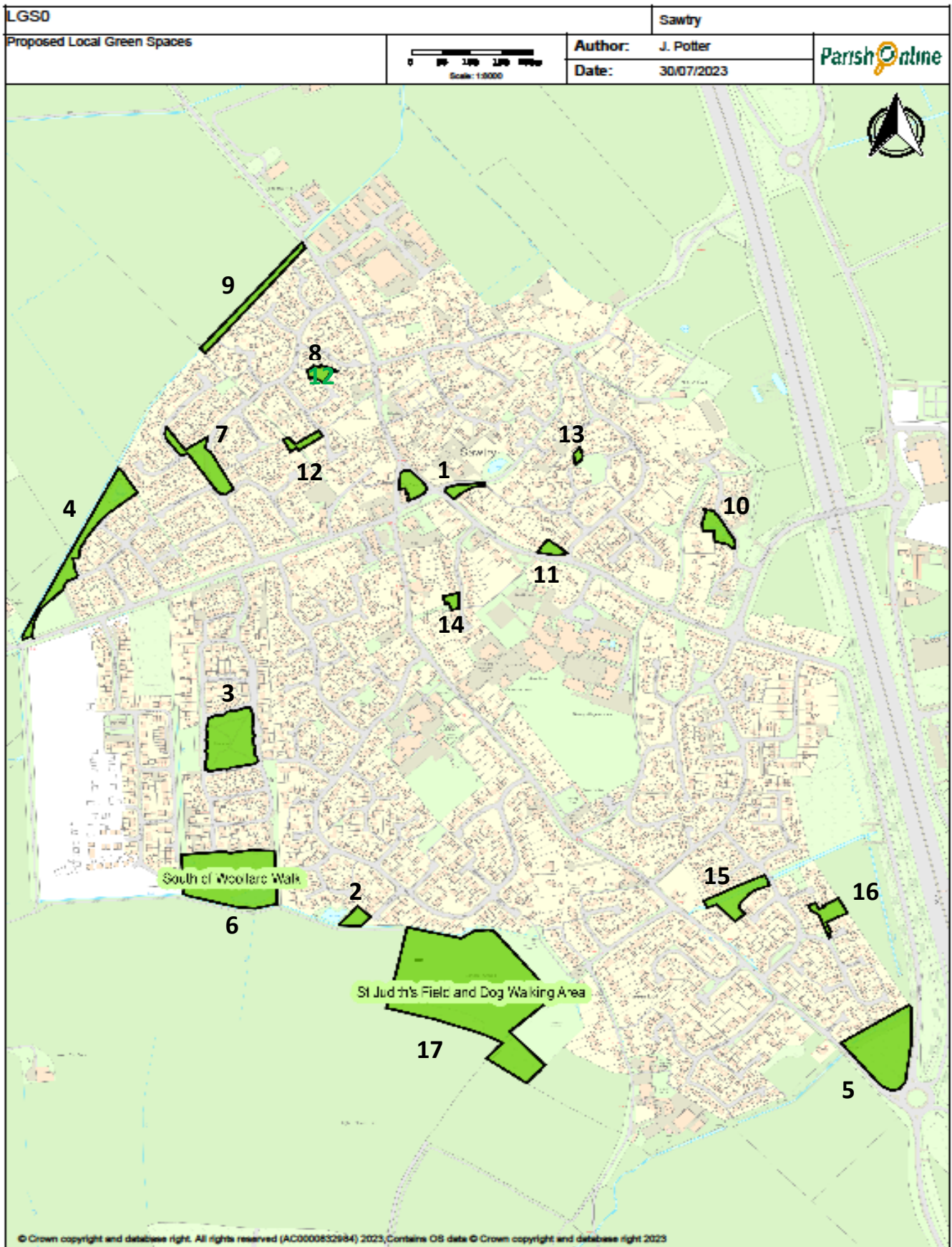
© Environment Agency

Map 4 - Flood Risk Map for Planning (River Flooding)

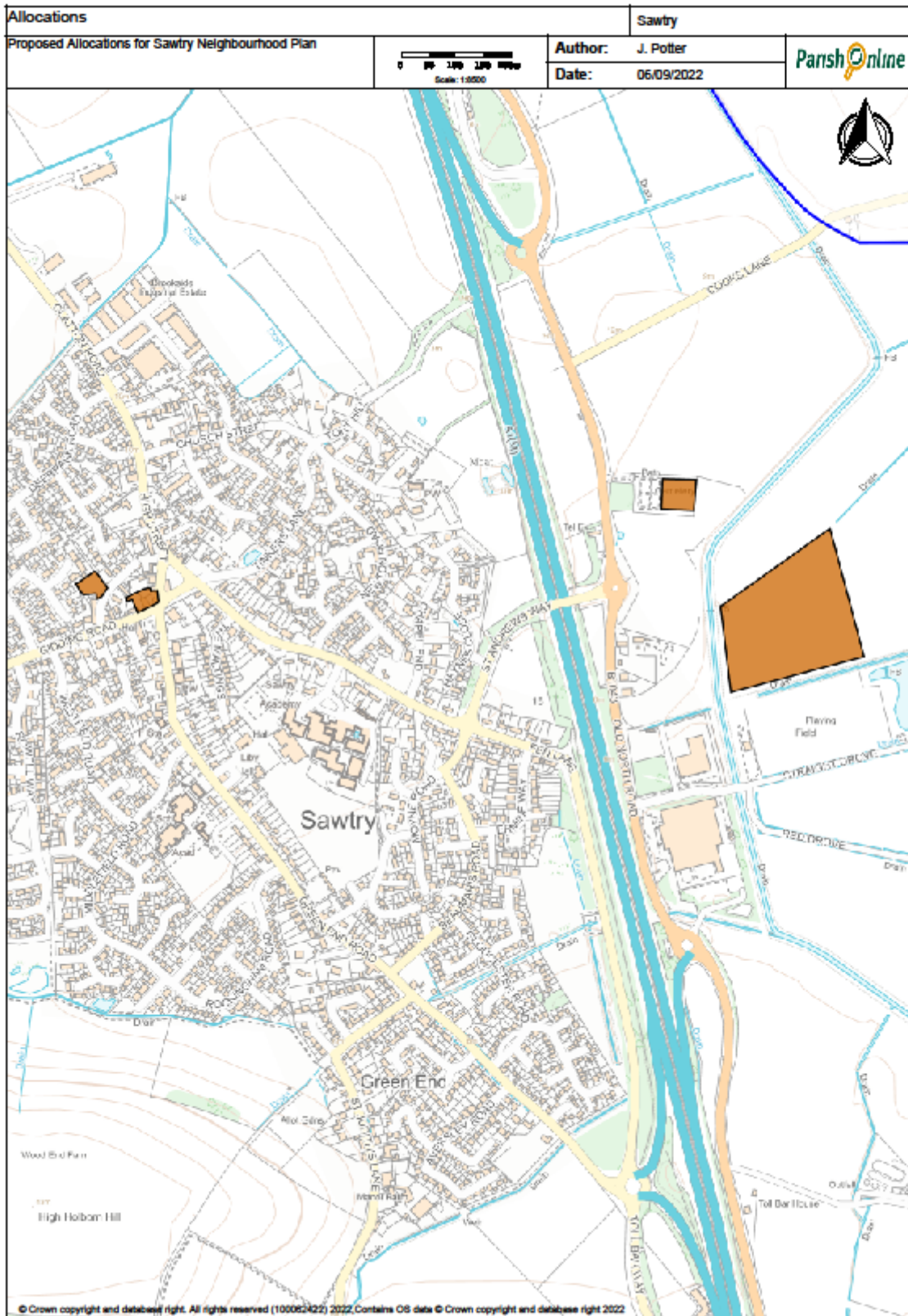


© Environment Agency

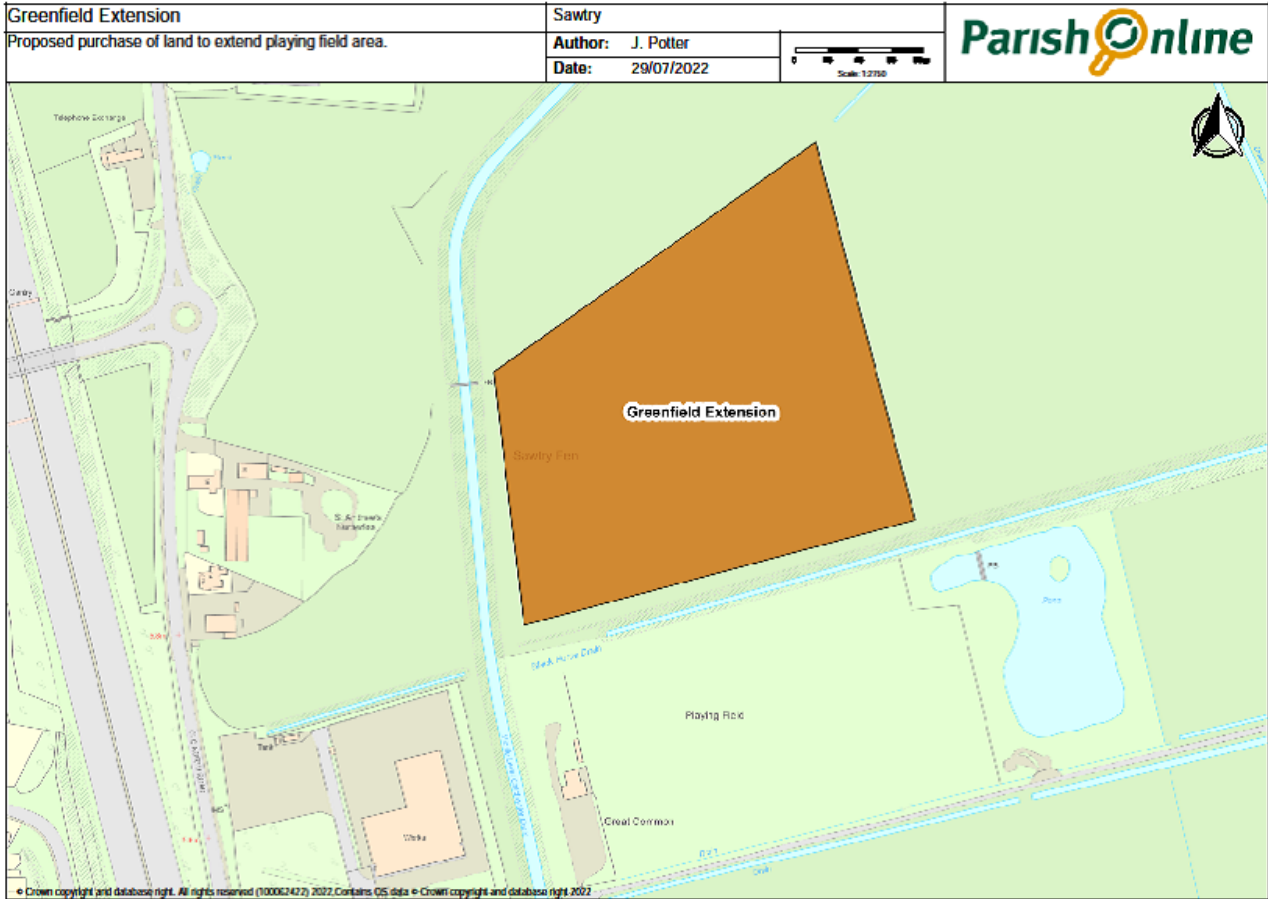
Map 5 – Local Green Spaces



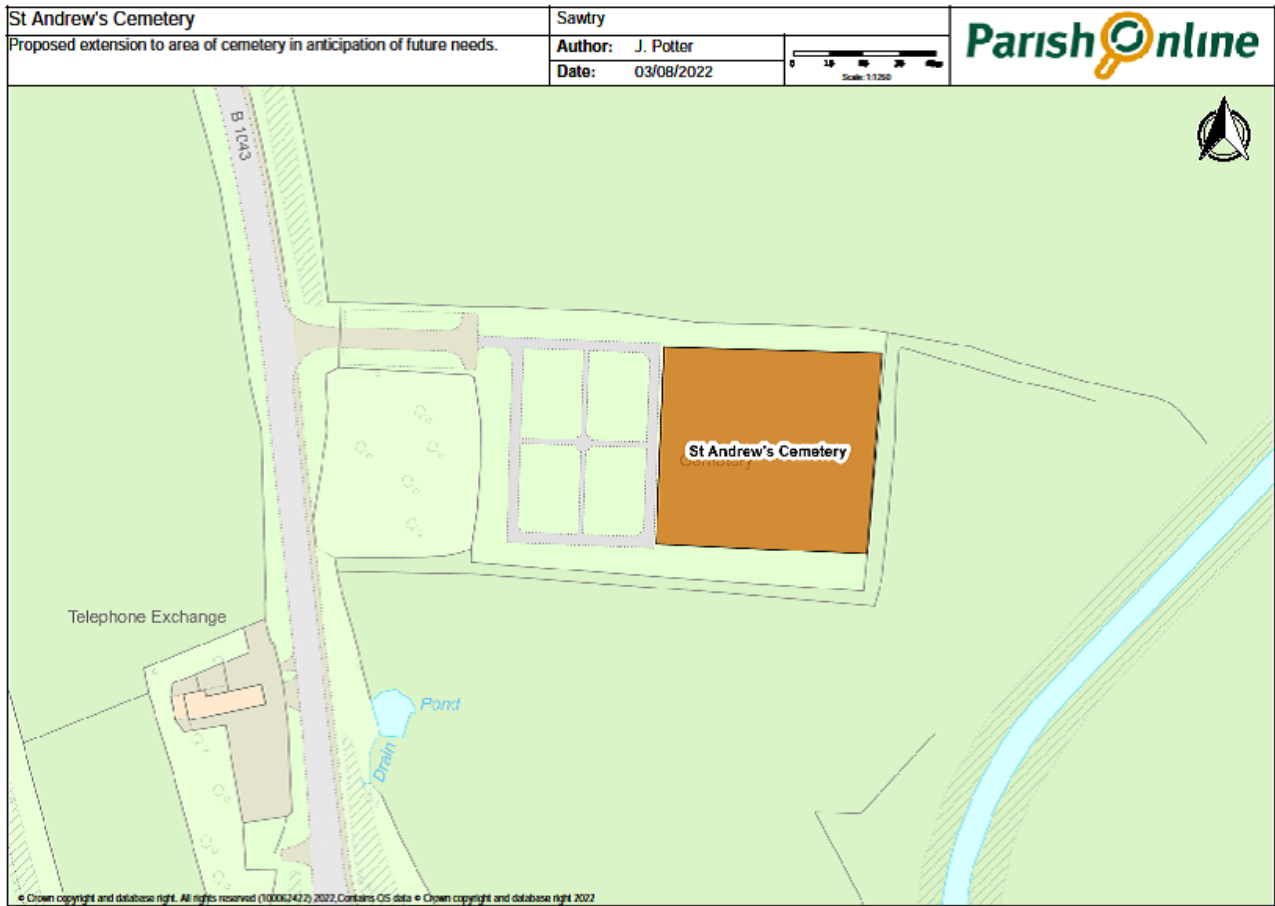
Map 6 – Overview of Proposed Allocations



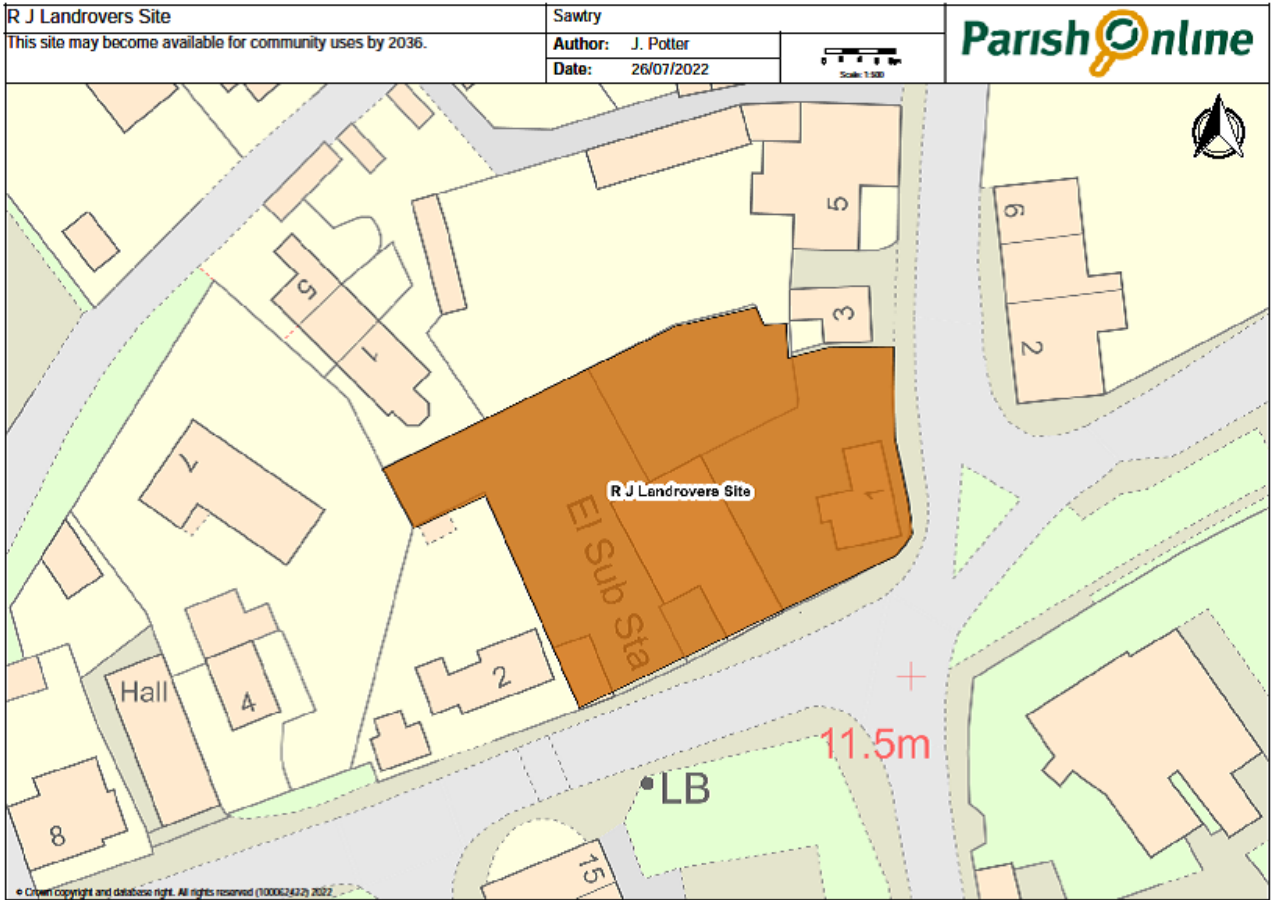
Map 7 – Proposed Allocation for Sport and Recreation (Greenfields Extension)



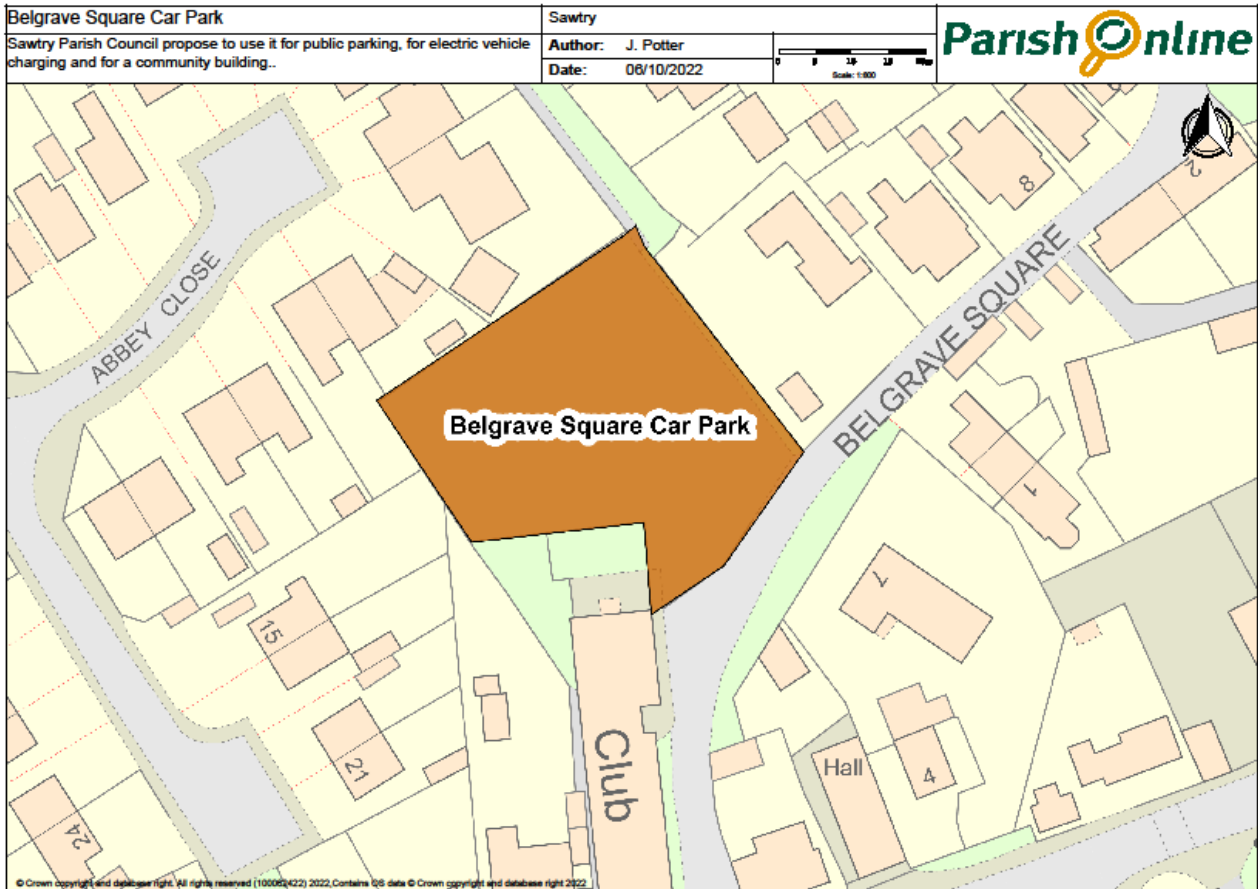
Map 8 – Proposed Allocation for Cemetery (St Andrews Extension)



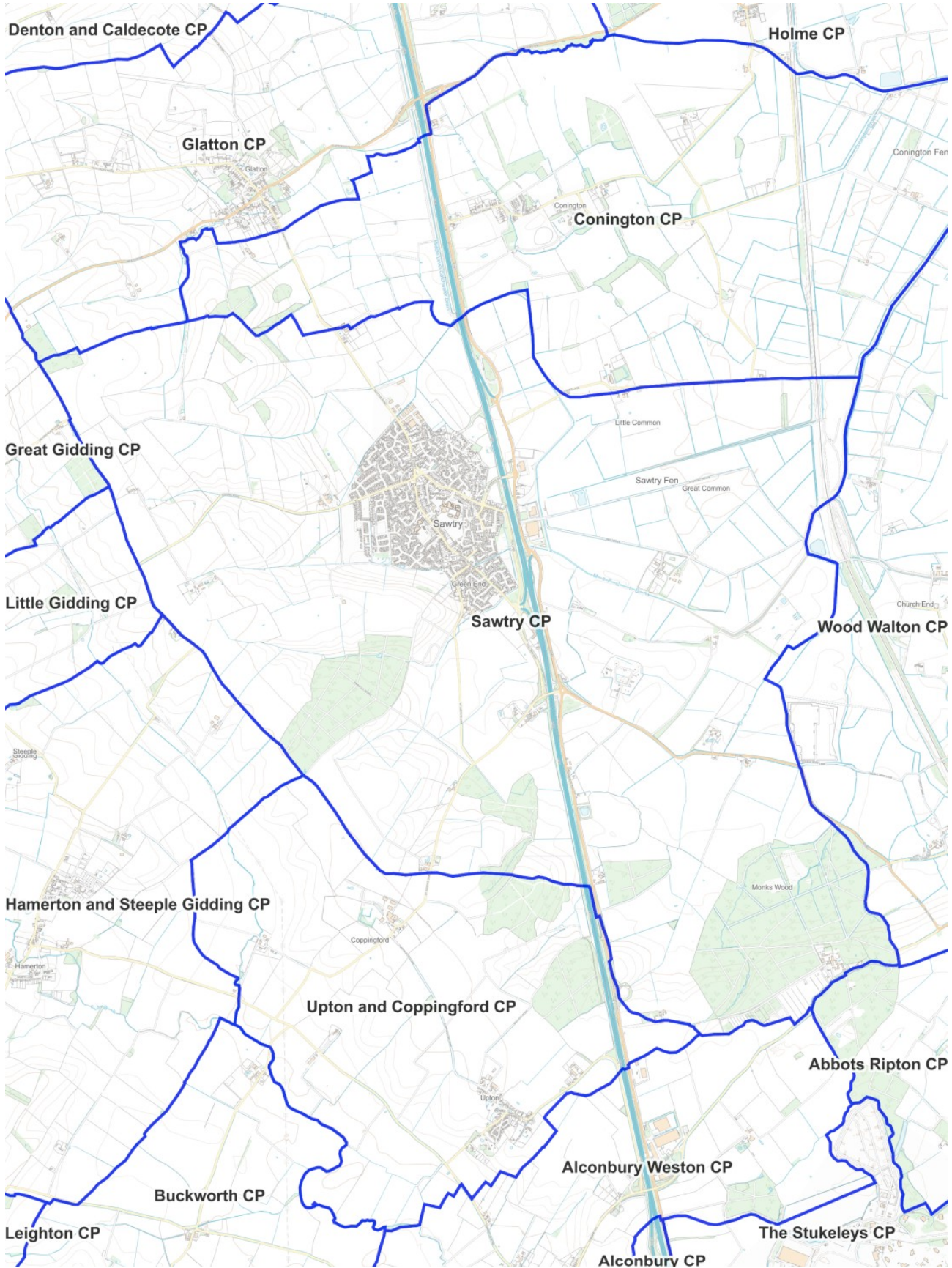
Map 9 – Proposed Allocation for Village Centre Opportunity Site (RJ Landrovers)



Map 10 – Proposed Allocation for Off-Street Car Parking, Electric Vehicle Charging Points and a Community Building (Belgrave Square)

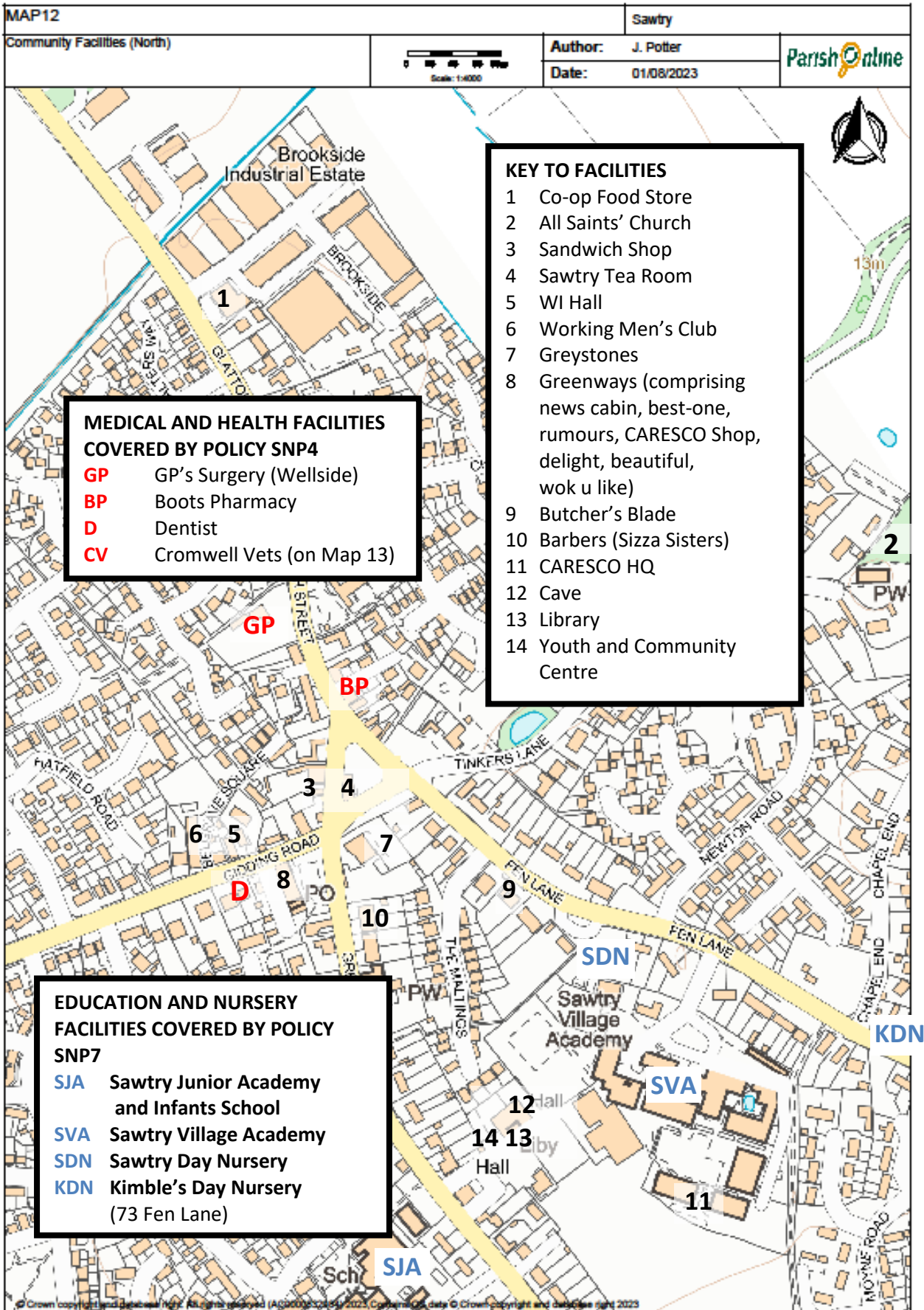


Map 11 – Sawtry Parish

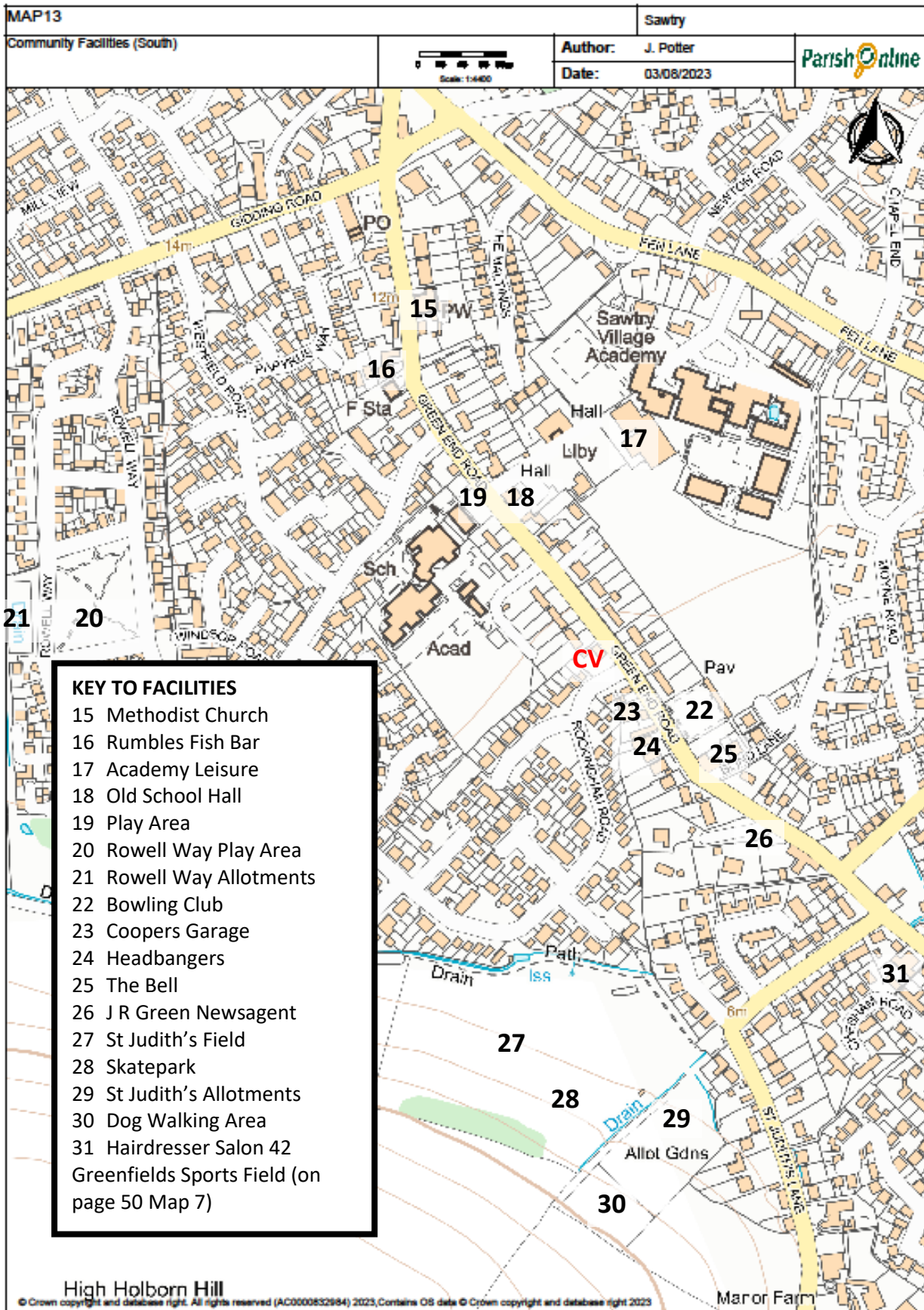


Sawtry Parish Area (Designated Neighbourhood Plan Area) and Neighbouring Parish Areas

Map 12 – Protected Community Facilities (North)



Map 13 – Protected Community Facilities (South)



10. Statistical Tables

(Please note that only limited data from the Census 2021 has yet been released at the Parish level, where this is available it has been included)

10.1 SAWTRY ETHNICITY (Census 2021)

Group	Sawtry	Cambridgeshire	England
White	95.6	88.6	81.0
Asian/Asian British	1.2	5.8	9.6
Black/African/Caribbean/Black British	1.0	1.4	4.2
Mixed/multiple ethnic groups	1.8	2.9	3.0
Other Ethnic Group	0.5	1.3	2.2
Figures are shown as percentages			
Data excludes households that did not answer the question about ethnicity			

10.2 SAWTRY AGE DISTRIBUTION (Census 2021)

Age Band (years)	Sawtry	Cambridgeshire	England
0 to 14	16.9	16.5	17.3
15 to 19	5.5	5.7	5.7
20 to 64	57.8	59.2	58.6
65 to 74	10.7	9.9	9.9
75 to 84	6.6	6.3	6.1
85 +	2.5	2.4	2.4
Figures are shown as percentages			

10.3 SAWTRY ECONOMIC ACTIVITY BY OCCUPATION (Census 2021)

Occupation	Sawtry	Cambridgeshire	England
Managers, directors and senior officials	13.9	13.4	12.9
Professional occupations	19.0	26.6	20.3
Associate professional and technical occupations	15.8	13.2	13.3
Administrative and secretarial occupations	11.3	8.6	9.3
Skilled trades occupations	11.3	9.2	10.2
Caring, leisure and other service occupations	8.5	8.1	9.3
Sales and customer service occupations	5.9	5.8	7.5
Process plant and machine operatives	6.1	6.3	6.9
Elementary occupations	8.2	8.7	10.5
Figures are shown as percentages			

10.4 SAWTRY ECONOMIC ACTIVITY BY TYPE (Source ONS)

Type of Activity	Sawtry	Cambridgeshire	England
Full-time employee	47.2	42.6	38.6
Part-time employee	14.8	13.4	13.7
Full-time student	2.6	3.2	3.4
Self-employed	8.9	9.8	9.8
Unemployed	2.8	3.0	4.4
Retired	14.4	12.7	13.7
Other/not declared	9.3	15.3	16.4
Figures are shown as percentages			

In the 2021 Census Economic Activity by Type is not yet fully available but Economic Activity Status is released; this shows:

Economically Active In Employment – Sawtry 63.4% (Cambridgeshire 60.0%; England 57.4%)

Economically Active Unemployed – Sawtry 2.6% (Cambridgeshire 2.4%; England 3.5%)

Economically Inactive – Sawtry 33.9% (Cambridgeshire 37.5%; England 39.1%)

10.5 SAWTRY DWELLING COUNTS 2011 (Source ONS)

Type of Dwelling	Sawtry	Cambridgeshire	England
Bungalows	17	13	9
Flats/maisonettes	4	15	24
Terraced houses	10	21	26
Semi-detached houses	27	23	24
Detached houses	42	25	16
Figures are shown as percentages			

In the 2021 Census the full breakdown of Accommodation Type is not available, but headline Accommodation Type is released; this shows:

Whole House or Bungalow – Sawtry 95.8% (Cambridgeshire 85.3%; England 77.4%)

Flat, Maisonette or Apartment – Sawtry 4.1% (Cambridgeshire 13.9%; England 22.2%)

Caravan or Mobile Home – Sawtry 0.1% (Cambridgeshire 0.8%; England 0.4%)

10.6 DWELLING OWNERSHIP AND TENANCY (Census 2021)

Ownership and Tenancy	Sawtry	Cambridgeshire	England
Owned: Owned outright	36.0	34.2	32.5
Owned: Owned with a mortgage or loan or shared ownership	39.6	31.1	29.8
Social rented	10.7	15.2	17.1
Private rented or lives rent free	13.7	19.5	20.6
Figures are shown as percentages			

10.7 SAWTRY CAR OWNERSHIP (Source Census 2021)

Number of Cars	Sawtry	Cambridgeshire	England
No cars owned in household	11.2	16.9	23.5
One car	35.7	41.6	41.3
Two cars	38.7	30.4	26.1
Three or more cars	14.4	11.2	9.1
Figures are shown as percentages			

10.8 SAWTRY RELIGIOUS BELIEFS (2021 Census voluntary question)

Number of Cars	Sawtry	Cambridgeshire	England
No religion	44.9	43.2	36.7
Christian	47.3	45.1	46.3
Buddhist	0.3	0.5	0.5
Hindu	0.2	1.1	1.8
Jewish	0.1	0.3	0.5
Muslim	0.4	2.1	6.7
Sikh	0.2	0.2	0.9
Other religion	0.6	0.6	0.6
Not answered	6.1	7.0	6.0
Figures are shown as percentages			



11. Implementation and Delivery

- 11.1 The implementation and delivery section sets out what actions are required to turn this Neighbourhood Plan into reality on the ground.
- 11.2 The Parish Council needs the help of public and private partners to create a sustainable community and deliver the policies set out in this Neighbourhood Plan. The Parish Council will work with a number of partners to implement the Plan. Reference to infrastructure providers below includes a wide range of organisations such as utility companies and water management bodies (including the Lead Local Flood Authority, Anglian Water, the Middle Level Commissioners, and Sawtry Internal Drainage Board).
- 11.3 New development creates a need to provide new infrastructure, facilities and services to successfully incorporate new development into the surrounding area to benefit existing, new and future residents. As provided for within national planning policy, appropriate financial contributions will be obtained from developers to combine with public funding to deliver the necessary facilities in infrastructure. The determination of planning applications also allows matters to be secured through planning conditions. The table below sets out the relevant implementation partners for the Neighbourhood Plan policies.
- 11.4 The Neighbourhood Plan provides a positive framework to ensure that development in Sawtry will bring positive benefits to the Parish.

Policy	Delivery Partners	Implementation Method
Policy SNP1 – The natural environment and protecting green spaces	PC, HDC, CCC, PD, LS, IP, CG & LR	Determination of Planning Applications & Planning Obligations and Community Infrastructure Levy or Community Initiatives
Policy SNP2 - Climate change mitigation	PC, HDC, CCC, PD, CG,IP, LR & B	Pre-Application Consultation and Determination of Planning Applications
Policy SNP3 - Recreation and leisure	PC, HDC, CCC, LR, CG & LS	Determination of Planning Applications & Planning Obligations and Community Infrastructure Levy, Other Funding Bids or Community Initiatives
Policy SNP4 - Medical and health	PC, HDC, CCC, HP, LR & CG	Determination of Planning Applications & Planning Obligations and Community Infrastructure Levy, Local Health Funding or Community Initiatives
Policy SNP5 - Community facilities	PC, HDC, CCC, PD, HP, IP, LR, LS & CG	Determination of Planning Applications & Planning Obligations and Community Infrastructure Levy, Other Funding Bids or Community Initiatives
Policy SNP6 - Retail and shopping provision and village centre opportunities	PD, PC, HDC, PD, LR, B & CG	Determination of Planning Applications & Planning Obligations and Community Infrastructure Levy or Community Initiatives
Policy SNP7 - Education and nursery provision	LS, CCC, HDC, PC, PD, IP & LR	Determination of Planning Applications & Planning

		Obligations and Community Infrastructure Levy or Local Education Funding
Policy SNP8 -Footpaths and cycle ways	PC, CCC, HDC, PD, LR & CG	Determination of Planning Applications & Planning Obligations and Community Infrastructure Levy, Local Highway Improvement Bids or Community Initiatives
Policy SNP9 - Off-street parking and electric vehicle charging	PC, LR, CG, HDC & CCC	Determination of Planning Applications & Planning Obligations and Community Infrastructure Levy, Local Authority or Government Funding Opportunities or Community Initiatives
Policy SNP10 – Safer communities	PC, CP, HDC, CCC, PD, IP, LR & CG	Determination of Planning Applications & Planning Obligations and Community Infrastructure Levy, Local Authority or Government Funding Opportunities or Community Initiatives
Policy SNP11 - Business and employment	B, PD, PC, HDC, CCC & IP	Determination of Planning Applications & Planning Obligations and Community Infrastructure Levy

Key

- Sawtry Parish Council (PC)
- Huntingdonshire District Council (HDC)
- Cambridgeshire County Council (CCC)
- Health Providers (HP)
- Private Developers (PD)
- Local Schools (LS)
- Infrastructure Providers (IP)
- Cambridgeshire Police (CP)
- Community Groups (CG)
- Local Residents (LR)
- Local Businesses (B)



11.5 The Parish Council is committed to Localism and bringing greater locally informed influence over planning decisions and it will be the key organisation in the implementation, monitoring and review of the Neighbourhood Plan. The Council will build upon its excellent track record in engaging in planning decisions (reactively through being consulted and proactively through promoting the policies and proposals of this Plan), and by delivering projects and infrastructure for the local community. However, the Council recognises the need to involve a range of other organisations if the potential of this plan is to be realised.

11.6 In England, communities that draw up a Neighbourhood Plan and secure the consent of local people in a referendum, which is then legally ‘made’, benefit from 25% of the Community Infrastructure Levy (CIL) revenues arising from development that takes place in their area. However, this only applies to development permitted after the making of the NP and is not applied retrospectively. Up until that time the provision of eligibility for 15% of the CIL generated in the area applies, subject to a cap per annum as specified in CIL Regulations.

11.7 Contributions through CIL will be obtained from any housing development taking place in the Parish. The money raised through CIL is used to fund district-wide and local infrastructure projects that benefit local communities as set out in Section 216 (2) of the Planning Act 2008. under Regulation 59 (1) and (3) of the Community Infrastructure Levy Regulations 2010 (as amended), CIL must be applied by the Charging Authority to fund the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area; or support the provision, improvement, replacement, operation or maintenance of infrastructure outside its area where to do so would support the development of its area.



11.8 The element of CIL which is the district portion will be spent by Huntingdonshire District Council on district-wide infrastructure in line with the priorities that HDC has set⁴². The neighbourhood proportion of the CIL monies goes to the Parish Council and will be spent on local infrastructure as required by law. The main priorities for the Parish element of CIL contributions will go towards the delivery of the Greenfields extension for which planning application 20/01407/OUT (a Glatton Road development) allocates funding (£216,977) and the extension to St Andrew’s Cemetery. At the end of the 2021/22 financial year, Sawtry Parish Council held £231,795.88 in CIL receipts retained to spend on local infrastructure.

11.9 In addition, the Parish Council will seek to influence annual and other budget decisions by Huntingdonshire District Council and Cambridgeshire County Council on housing, open space and recreation, economic development, community facilities and transport, through respective plans and strategies. The Parish Council will also work with the appropriate agencies and organisations to develop funding bids aimed at achieving Neighbourhood Plan policies and objectives. This might include the Lottery, UK Government programmes and any partnership programmes.

12. Monitoring and Review

12.1 Continual plan review is a fundamental element of the planning system. It is important to check that the plan is being implemented correctly, ensure that outcomes match objectives and to change the plan if they are not. This Neighbourhood Plan will be carefully monitored by the Parish Council and reviewed if it becomes apparent that the vision, goals and objectives of the Plan are not being met.



12.2 Monitoring is a shared responsibility of the Parish Council as the qualifying body; Huntingdonshire District Council as the Local Planning Authority; and users of the Neighbourhood Plan. The Parish Council will consider the effectiveness of the policies and proposals in the Neighbourhood Plan each time it makes representations on a planning application; alongside seeking views on the Neighbourhood Plan at each Annual Parish Meeting. The Parish Council will request Huntingdonshire District Council to raise with it any issues arising out of the development management process in determining individual planning applications. Users of the Neighbourhood Plan are encouraged to make comments on monitoring of the Neighbourhood Plan to the Parish Council at any point.

⁴²<https://huntingdonshire.gov.uk/planning/community-infrastructure-levy-cil/cil-funding/infrastructure-delivery/>

- 12.3 The Neighbourhood Plan has been prepared to guide development up to 2036. It is unlikely that the Neighbourhood Plan will remain current and entirely relevant for the entire plan period and may, in whole or in part, require some amendments before 2036.
- 12.4 There are a number of circumstances under which a partial review of the plan may be necessary, in accordance with best practice, Sawtry Parish Council and its partners will consider undertaking a partial review of the Neighbourhood Plan no later than 5 years following its finalisation. As currently committed development progresses this may necessitate a need to review the Neighbourhood Plan as will any future review of the Huntingdonshire Local Plan.

13. Glossary of Terms

- 13.1 The majority of the glossary is copied from the NPPF to ensure consistency⁴³. The terms set out below are either included within the Neighbourhood Plan or are within parts of the NPPF or the Huntingdonshire Local Plan to 2036 that is referred to in the Neighbourhood Plan.

Affordable housing *: Housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers); and which complies with one or more of the following categories: affordable housing for rent; starter homes; discounted market sales housing; and other affordable routes to home ownership including shared ownership, relevant equity loans, other low cost homes for sale (at a price equivalent to at least 20% below local market value) and rent to buy (which includes a period of intermediate rent). [Note: a more detailed definition is included in the NPPF⁴⁴]

Allocation (of Land) *: Allocating land is the identification of a piece of land for a specific future use. Allocation in a neighbourhood plan does not automatically mean that the housing, shop or community building desired for development will materialise.

Amenity *: A positive element or elements that contribute to the overall character or enjoyment of an area. For example, open land, trees, historic buildings and the inter-relationship between them, or less tangible factors such as tranquillity.

Ancient Woodland: An area that has been wooded continuously since at least 1600 AD. It includes ancient semi-natural woodland and plantations on ancient woodland sites (PAWS).

Basic Conditions Statement: This describes how a neighbourhood plan meets the Basic Conditions as set out in [paragraph 8\(2\) of Schedule 4B to the Town and Country Planning Act 1990](#)⁴⁵ as applied to neighbourhood plans by Section 38A of the Planning and Compulsory Purchase Act 2004.

Community Consultation *: The process of engaging with a community to identify the proposals for inclusion the neighbourhood plan.

Community Infrastructure Levy (CIL) *: A levy allowing local authorities to raise funds from owners or developers of land undertaking new building projects in their area.

Conservation (for heritage policy): The process of maintaining and managing change to a heritage asset in a way that sustains and, where appropriate, enhances its significance.

Conservation Area *: An area of special architectural or historic interest, the character and appearance of which are preserved and enhanced by local planning policies and guidance.

⁴³ Those items in the glossary which do not match the NPPF or are not defined in the NPPF glossary are marked with an Asterix *

⁴⁴ See Annex 2 on page 64 of the NPPF

⁴⁵<https://www.legislation.gov.uk/ukpga/1990/8/schedule/4B>

Designated Area *: The area described by a parish or town council in an application to the local planning authority under Regulation 5 of the Neighbourhood Planning Regulations 2012 (as amended). In this case the designated area is the entire Parish of Sawtry.

Development plan: Is defined in Section 38 of the Planning and Compulsory Purchase Act 2004, and includes adopted local plans, neighbourhood plans that have been made and published spatial development strategies, together with any regional strategy policies that remain in force. Neighbourhood plans that have been approved at referendum are also part of the development plan, unless the local planning authority decides that the neighbourhood plan should not be made.

Economic development *: Development, including those within the B Use Classes, public and community uses and main town centre uses (but excluding housing development).

Green infrastructure: A network of multi-functional green and blue spaces and other natural features, urban and rural, which is capable of delivering a wide range of environmental, economic, health and wellbeing benefits for nature, climate, local and wider communities and prosperity.

Habitat Regulations Assessment (HRA) *: Is a requirement to ensure that there are no likely significant effects on internationally important sites and nature conservation caused through the implementation of a Local Plan or Neighbourhood Plan.

Heritage asset: A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. Heritage asset includes designated heritage assets and assets identified by the local planning authority (including local listing).

Historic environment: All aspects of the environment resulting from the interaction between people and places through time, including all surviving physical remains of past human activity, whether visible, buried or submerged, and landscaped and planted or managed flora.

Huntingdonshire Local Plan to 2036 *: The plan, adopted in May 2019, is for the future development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004.

International, national and locally designated sites of importance for biodiversity: All international sites (Special Areas of Conservation, Special Protection Areas, and Ramsar sites), national sites (Sites of Special Scientific Interest) and locally designated sites including Local Wildlife Sites.

Key Service Centres *: The seven areas, including Sawtry, designated in the Huntingdonshire Local Plan to reflect both the concentration of services and facilities in these locations and their role in providing services to residents of other nearby communities.

Living Conditions *: The circumstances affecting the way in which people live, especially with regard to their well-being. Relevant factors include: internal space; access to external space; outlook; privacy; daylight; sunlight; overbearing impact; impact from pollution including noise.

Local Green Spaces *: Under the NPPF paragraph 101, these are green areas of particular local importance which meet a set of criteria and are designated to protect them from development.

Local planning authority: The public authority whose duty it is to carry out specific planning functions for a particular area. All references to local planning authority include the district council, London borough council, county council, Broads Authority, National Park Authority, the Mayor of London and a development corporation, to the extent appropriate to their responsibilities. *[The local planning authority for this area is Huntingdonshire District Council]*

Local Plan: A plan for the future development of a local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. A local plan can consist of either strategic or non-strategic policies, or a combination of the two.

Neighbourhood plans: A plan prepared by a parish council or neighbourhood forum for a designated neighbourhood area. In law this is described as a neighbourhood development plan in the Planning and Compulsory Purchase Act 2004.

NPPF *: National Planning Policy Framework, this forms the overall planning policy produced by the Government to inform the making of Development Plans including Neighbourhood Plans and decision making on planning applications.

Open space: All open space of public value, including not just land, but also areas of water (such as rivers, canals, lakes and reservoirs) which offer important opportunities for sport and recreation and can act as a visual amenity.

Policies Map *: A document which illustrates on a base map all the policies and proposals contained in this Neighbourhood Plan or another document which forms part of the Development Plan.

Planning condition: A condition imposed on a grant of planning permission (in accordance with the Town and Country Planning Act 1990) or a condition included in a Local Development Order or Neighbourhood Development Order.

Planning obligation: A legally enforceable obligation entered into under Section 106 of the Town and Country Planning Act 1990 to mitigate the impacts of a development proposal.

Planning Practice Guidance *: this forms the overall national planning practice guidance and advice produced by the Government to inform the making of Development Plans including Neighbourhood Plans and decision making on planning applications.

Referendum: A vote by the eligible population of an electoral area to decide on a matter of public policy. Neighbourhood Plans and Neighbourhood Development Orders are made by a referendum of the eligible voters within a neighbourhood area.

Ramsar sites: Wetlands of international importance, designated under the 1971 Ramsar Convention.

Rural exception sites: Small sites used for affordable housing in perpetuity where sites would not normally be used for housing. Rural exception sites seek to address the needs of the local community by accommodating households who are either current residents or have an existing family or employment connection. A proportion of market homes may be allowed on the site at the local planning authority's discretion, for example where essential to enable the delivery of affordable units without grant funding. *[Also see Policy LP 28 of the Local Plan]*

Scheduled Monument *: Those monuments that are given legal protection by being scheduled by Historic England.

Self-build and custom-build housing: Housing built by an individual, a group of individuals, or persons working with or for them, to be occupied by that individual. Such housing can be either market or affordable housing. A legal definition, for the purpose of applying the Self-build and Custom Housebuilding Act 2015 (as amended), is contained in Section 1(A1) and (A2) of that Act.

Setting of a heritage asset: The surroundings in which a heritage asset is experienced. Its extent is not fixed and may change as the asset and its surroundings evolve. Elements of a setting may make a positive or negative contribution to the significance of an asset, may affect the ability to appreciate that significance or may be neutral.

Settlement Boundary *: The boundary drawn around various towns and villages to limit new development and define the 'built-up area' of the settlement. Outside of the settlement boundary is considered to be the countryside.

Significance (for heritage policy): The value of a heritage asset to this and future generations because of its heritage interest. The interest may be archaeological, architectural, artistic or historic. Significance derives not only from a heritage asset's physical presence, but also from its setting. For World Heritage Sites, the cultural value described within each site's Statement of Outstanding Universal Value forms part of its significance.

Special Areas of Conservation (SAC): Areas defined by regulation 3 of the Conservation of Habitats and Species Regulations 2017 which have been given special protection as important conservation sites.

Special Protection Areas (SPA): Areas classified under regulation 15 of the Conservation of Habitats and Species Regulations 2017 which have been identified as being of international importance for the breeding, feeding, wintering or the migration of rare and vulnerable species of birds.

Site of Special Scientific Interest: Sites designated by Natural England under the Wildlife and Countryside Act 1981.

Strategic Environmental Assessment (SEA): A procedure (set out in the Environmental Assessment of Plans and Programmes Regulations 2004) which requires the formal environmental assessment of certain plans and programmes which are likely to have significant effects on the environment.

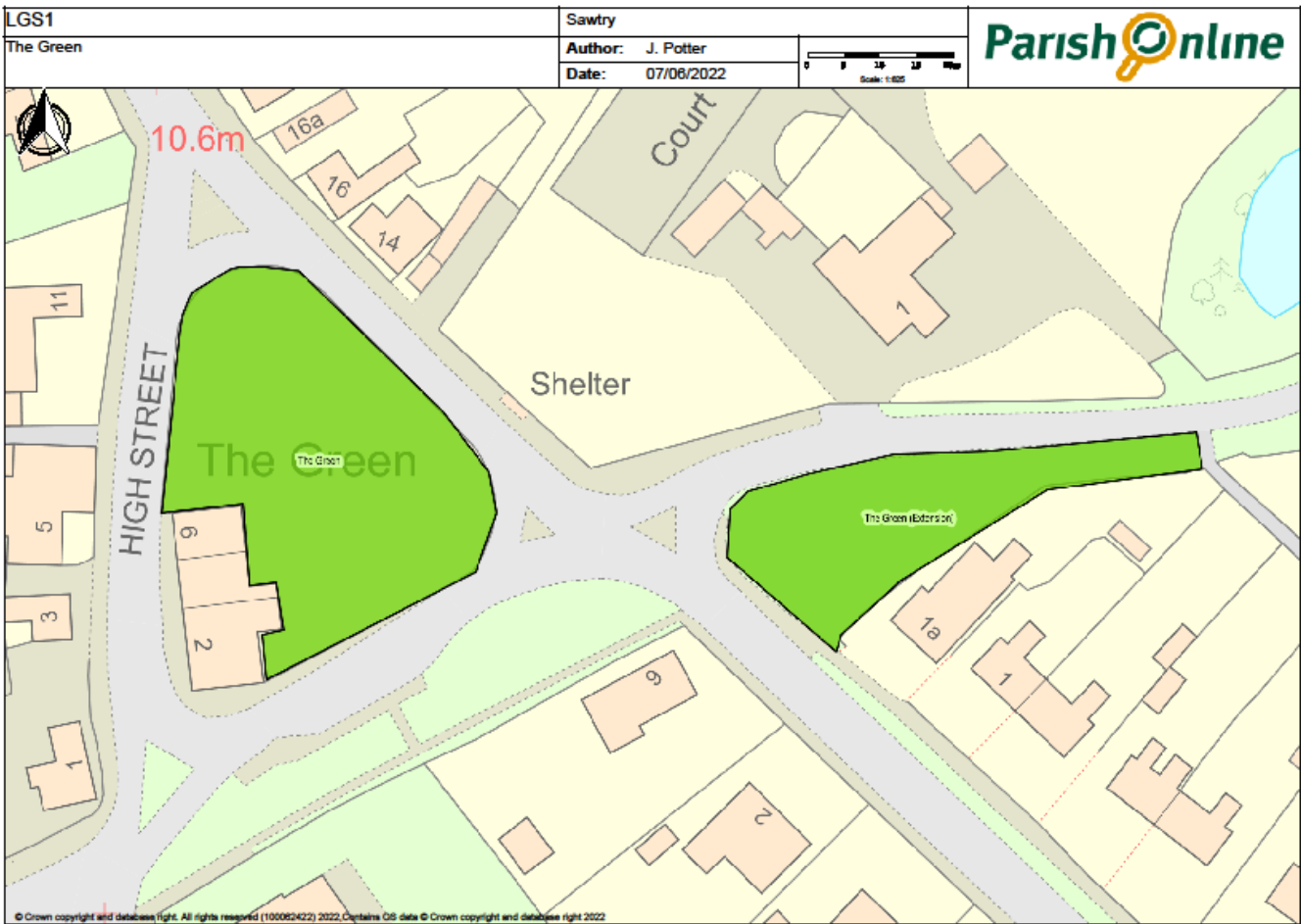
Supplementary planning documents: Documents which add further detail to the policies in the Local Plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan.

Sustainable transport modes: Any efficient, safe and accessible means of transport with overall low impact on the environment, including walking and cycling, low and ultra-low emission vehicles, car sharing and public transport.

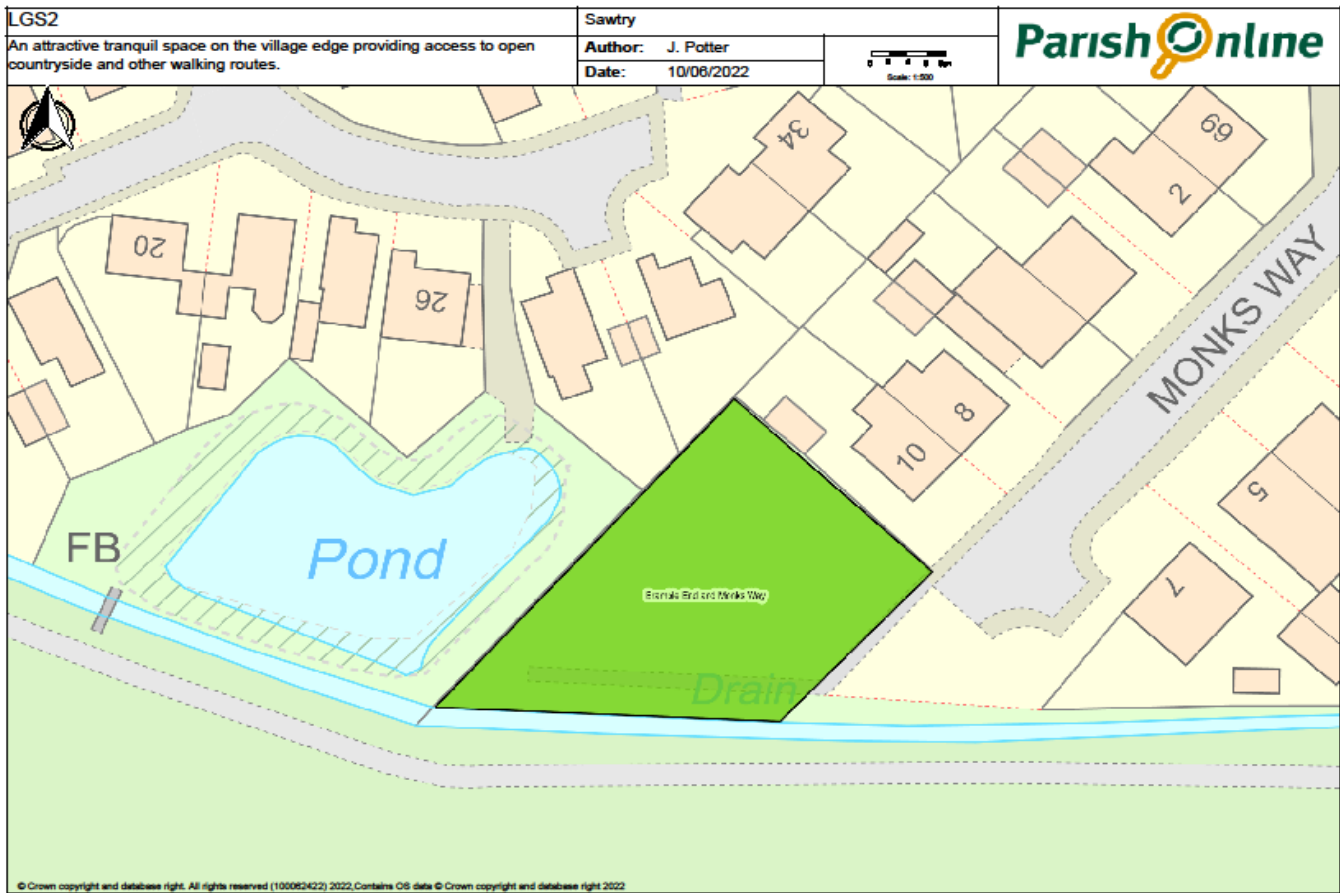
Windfall sites: Sites not specifically identified in the development plan.



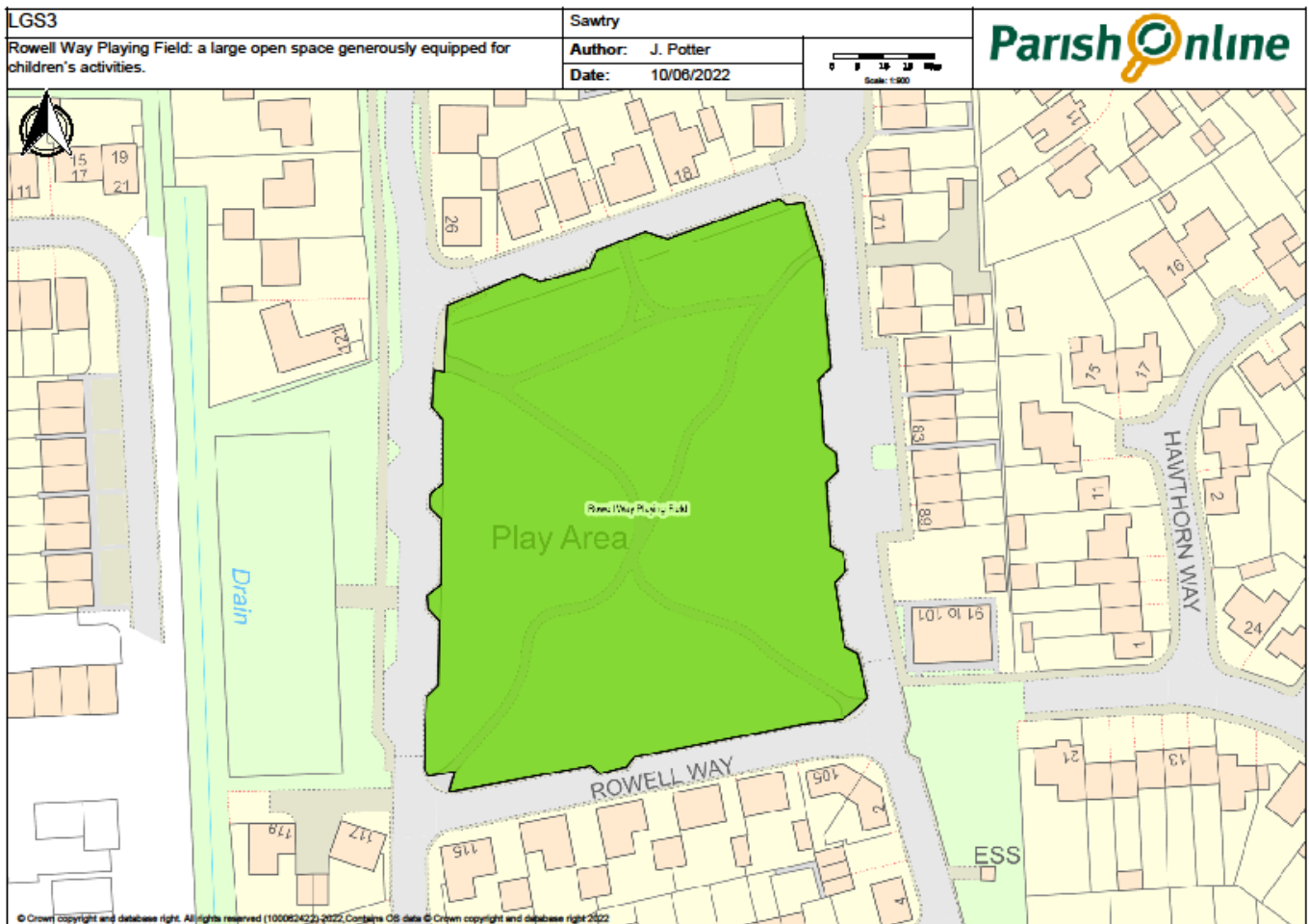
Appendix 1 - Local Green Spaces Detailed Maps and Schedule



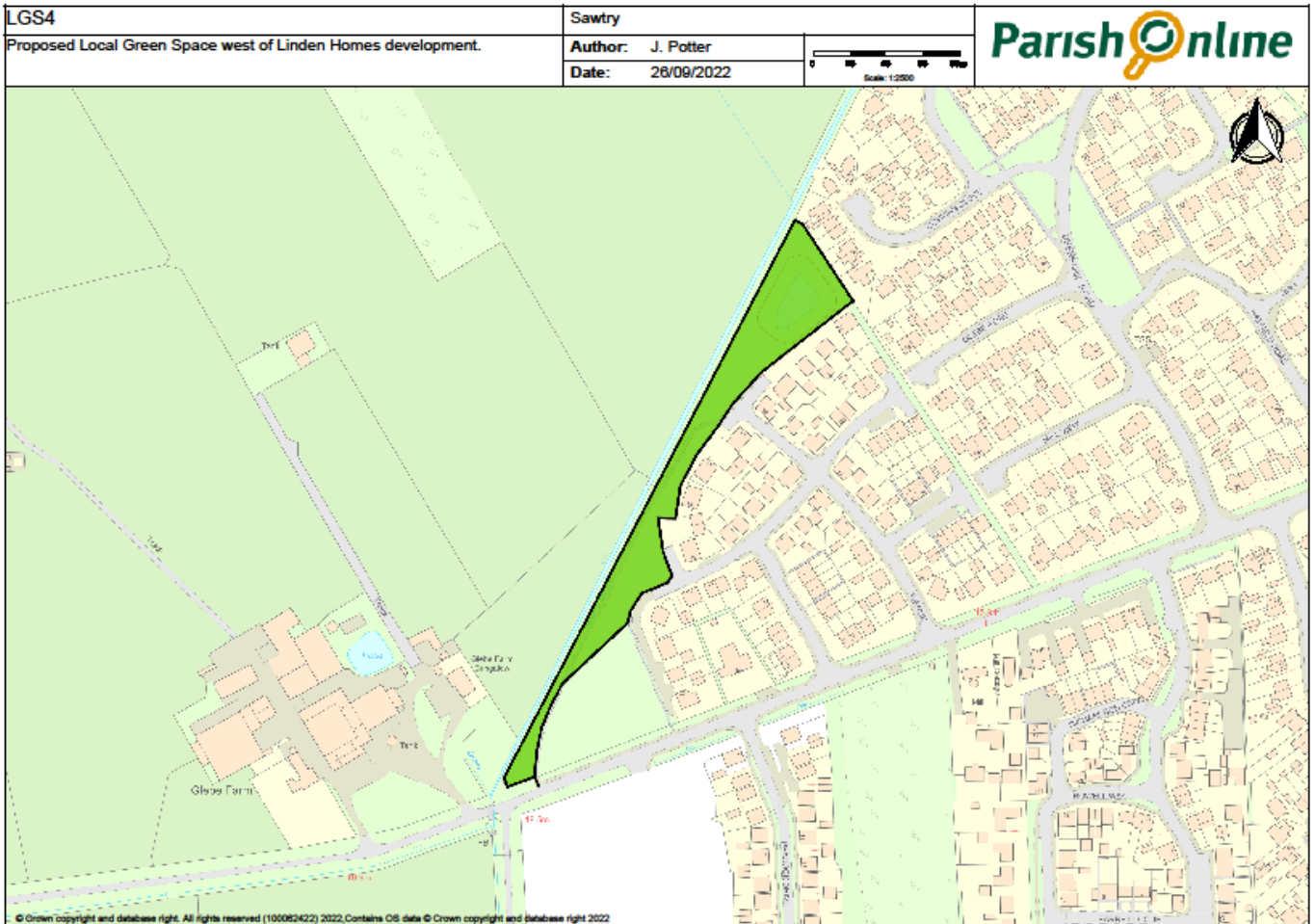
Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
<p>LGS1 The Green and adjacent small area - the original village heart which is a key open space contributing to the character and appearance of the Conservation Area; popular for recreation</p>	✓	✓	✓	✓	✓



Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS2 Land off Bramble End and Monks Way - An attractive tranquil space on the village edge containing numerous trees, providing access to open countryside and other walking routes			✓	✓	✓



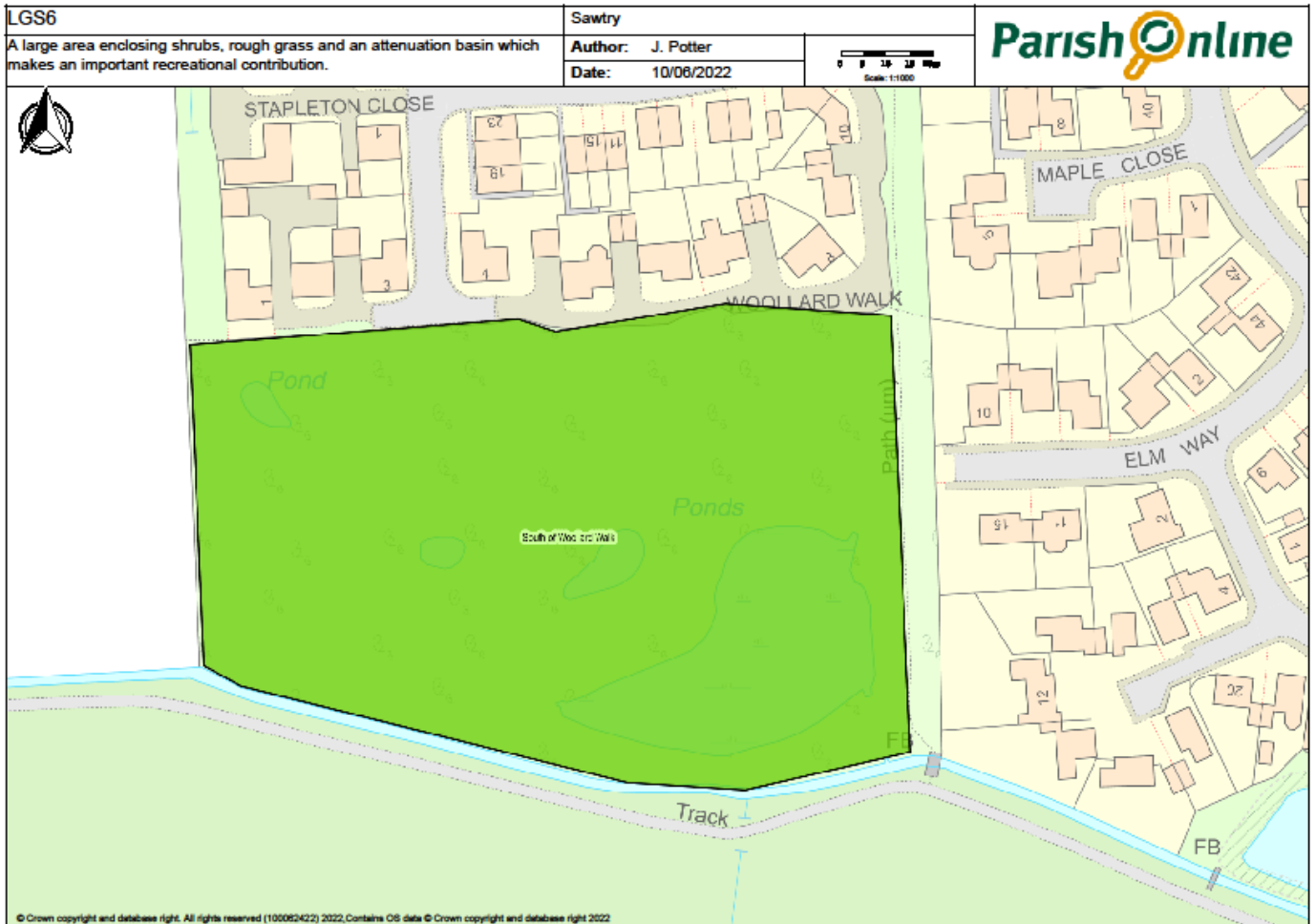
Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS3 Land (Playing field) at Rowell Way - A large open space generously equipped for children's activities. It has been well-designed as multi-functional green space and provides a 'village green' style of area within this new housing area			✓		✓



Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS4 Land North of Gidding Road along Sawtry Brook– this is the remaining space set aside for public enjoyment; it includes an attractive route for walking and contains trees and hedgerows. It provides an attractive setting and green edge to this modern housing area			✓	✓	✓



Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS5 Land including wooded area North of roundabout at Green End Road and Bill Hall Way - This area of woodland which contains numerous informal footpaths is the only feasible LGS in the southernmost portion of Sawtry; it is an attractive area for woodland walks and for wildlife	✓		✓	✓	✓



Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
<p>LGS6 Land South of Woollard Walk and West of Elm Way – This is a large area enclosing shrubs, rough grass and an attenuation basin which makes an important biodiversity contribution. It abuts an important route for recreation</p>				✓	✓



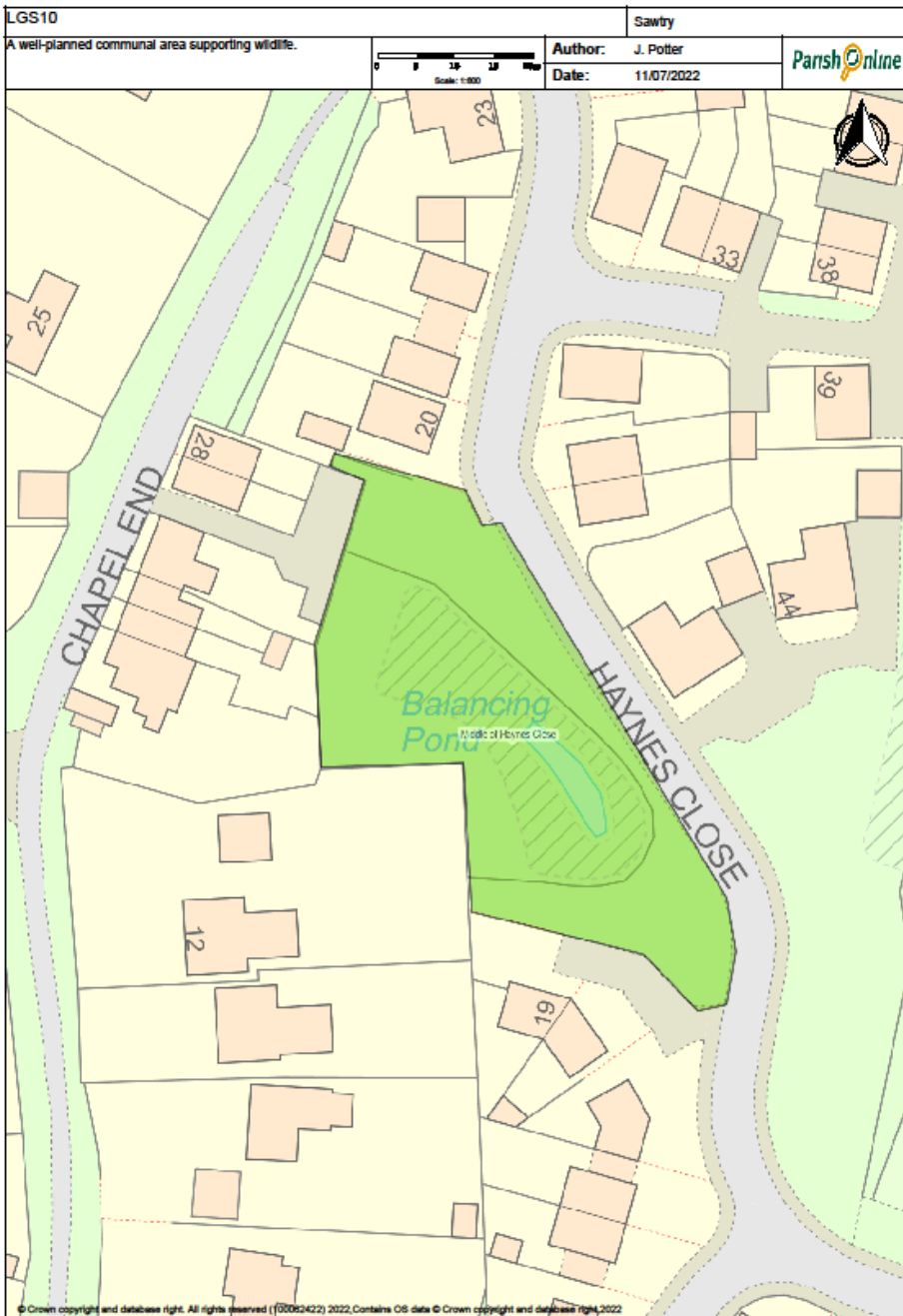
Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS7 Land at Deerpark Road, Coppins Close and Shawley Road – These areas collectively provide a green heart akin to a ‘village green’ style area in the heart of this large area. The green heart contributes positively to the streetscene character and the areas provide informal recreational opportunities	✓		✓		



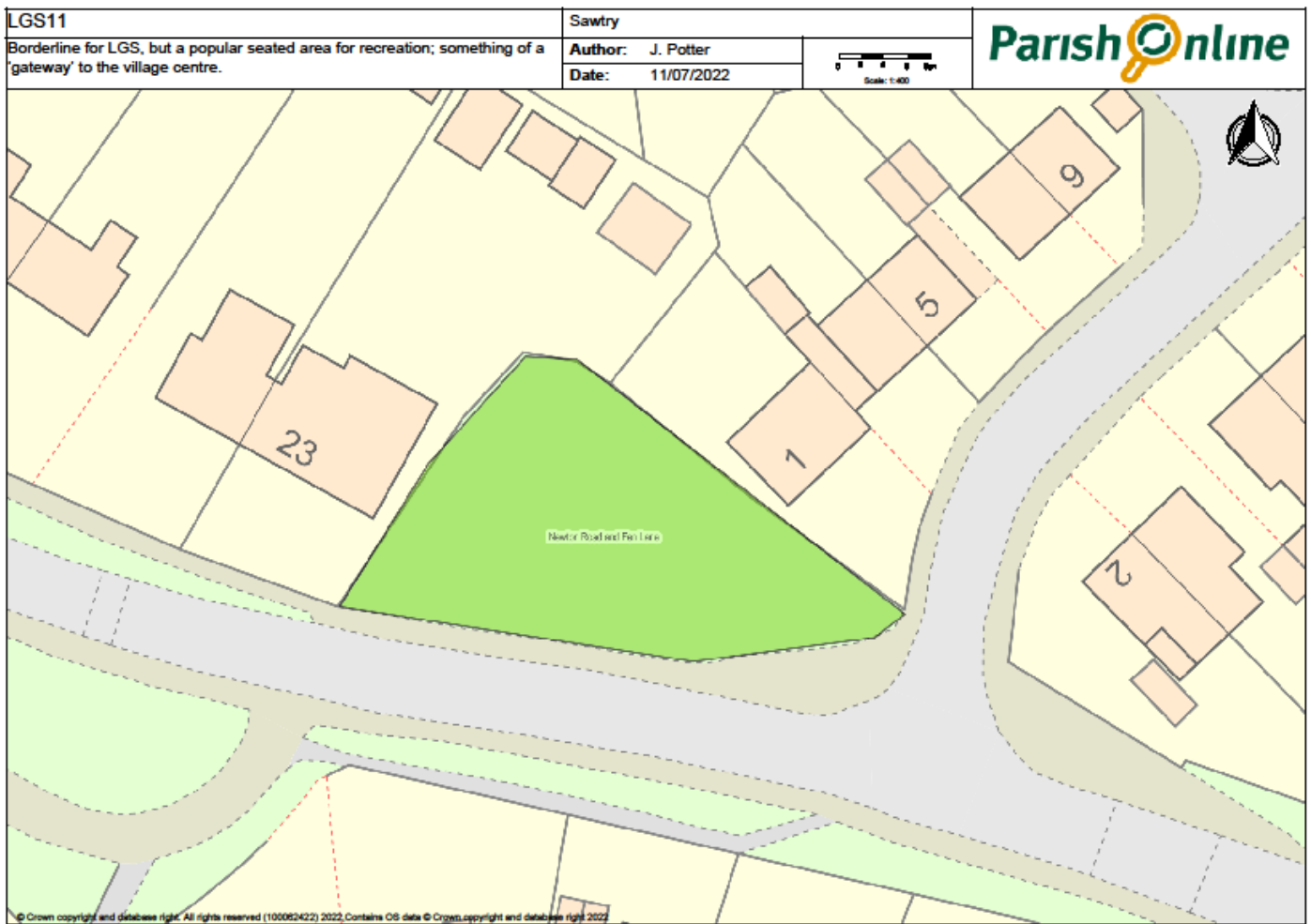
Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS8 Land between Farm Close and Westerman Close - A tranquil area, with an ancient oak tree and on popular walking routes	✓		✓		✓



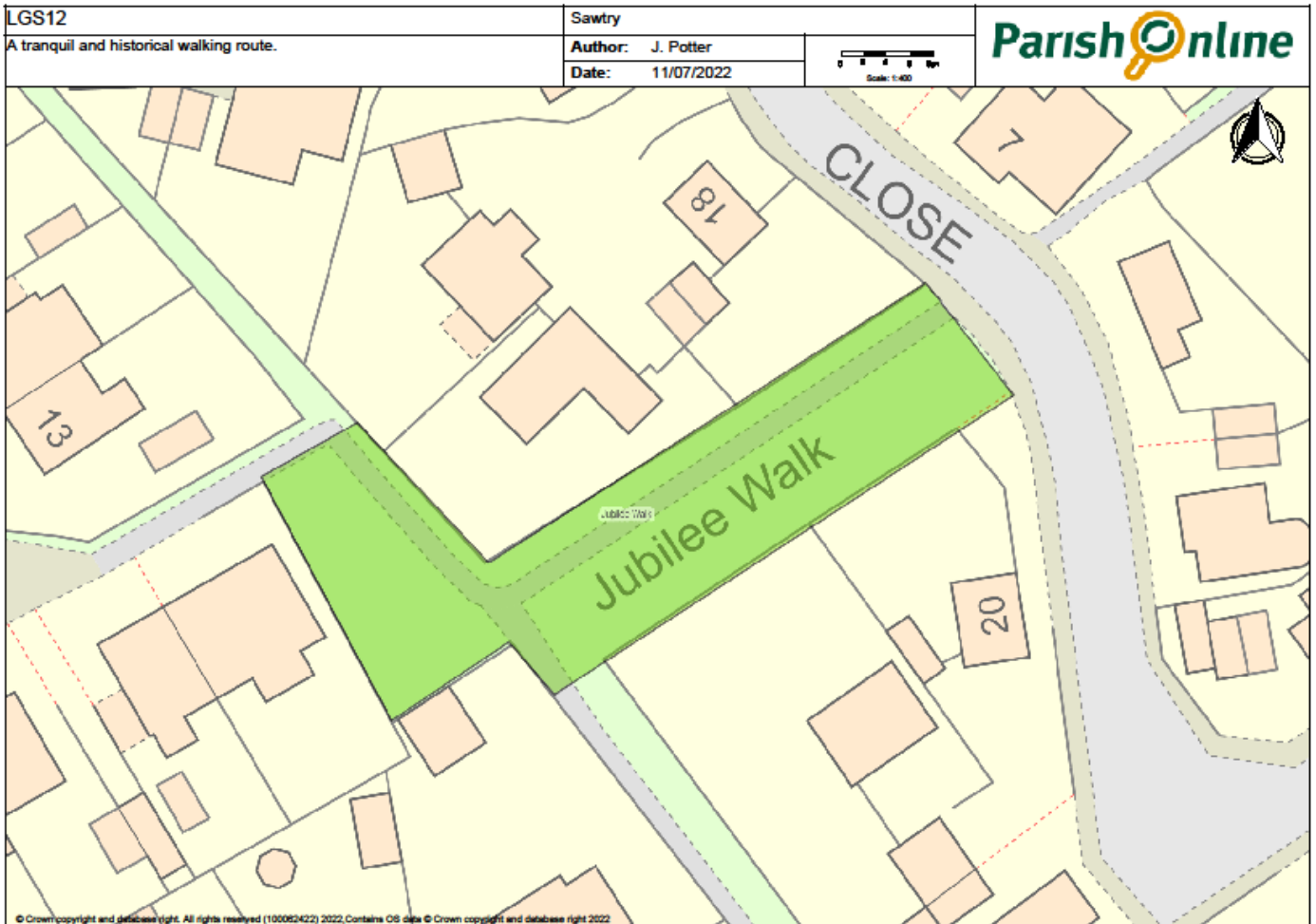
Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS9 Land West of Glatton Road along Sawtry Brook – This is an area of growing importance for protection in view of the large estate planned to the north. It is used as a popular dog walking route; the hedging and drain are habitat for wildlife	✓	✓	✓	✓	✓



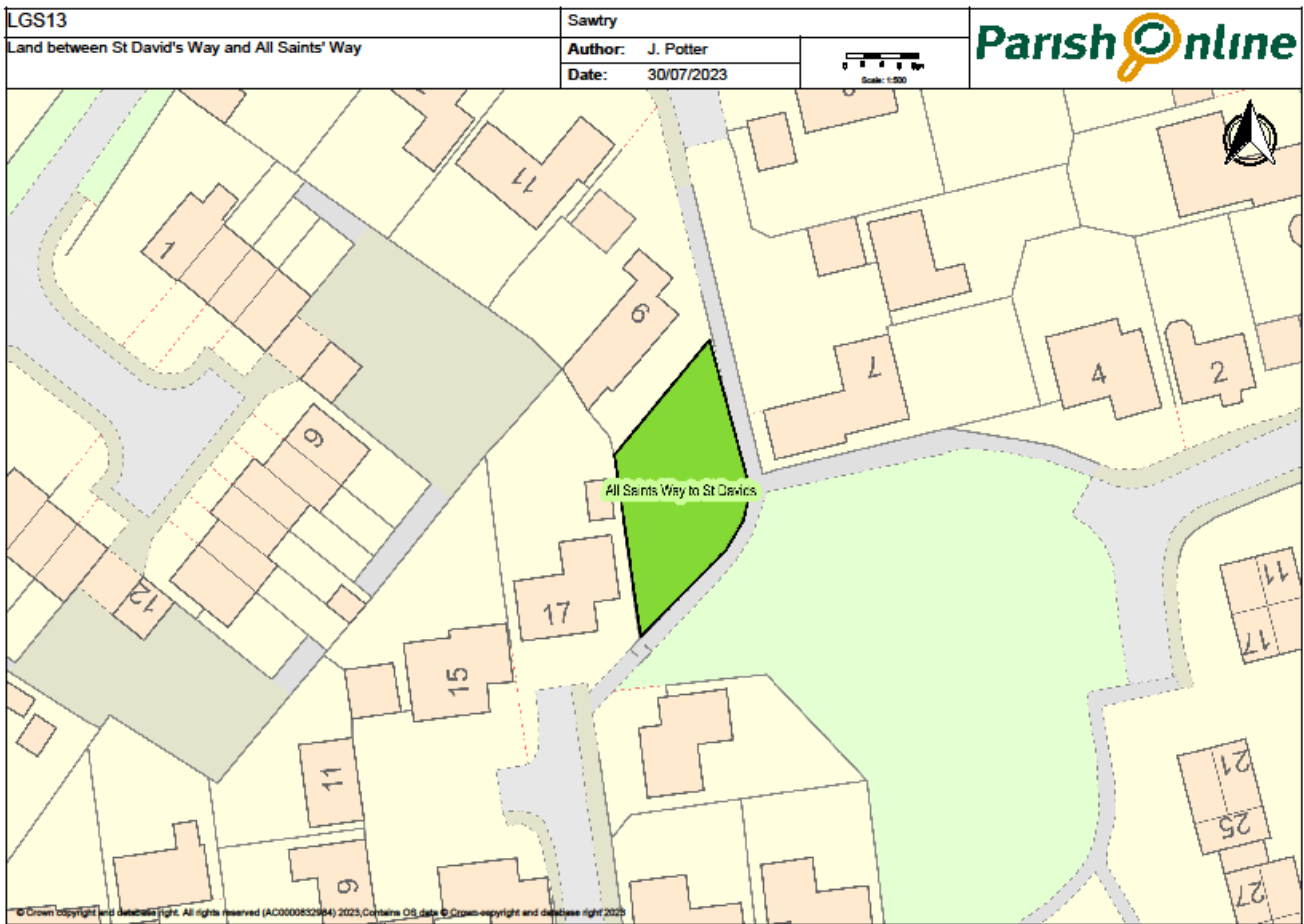
Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS10 Land at Haynes Close – This is a well-planned communal area in this modern development which supports wildlife and provides an important visual green heart to the area	✓			✓	✓



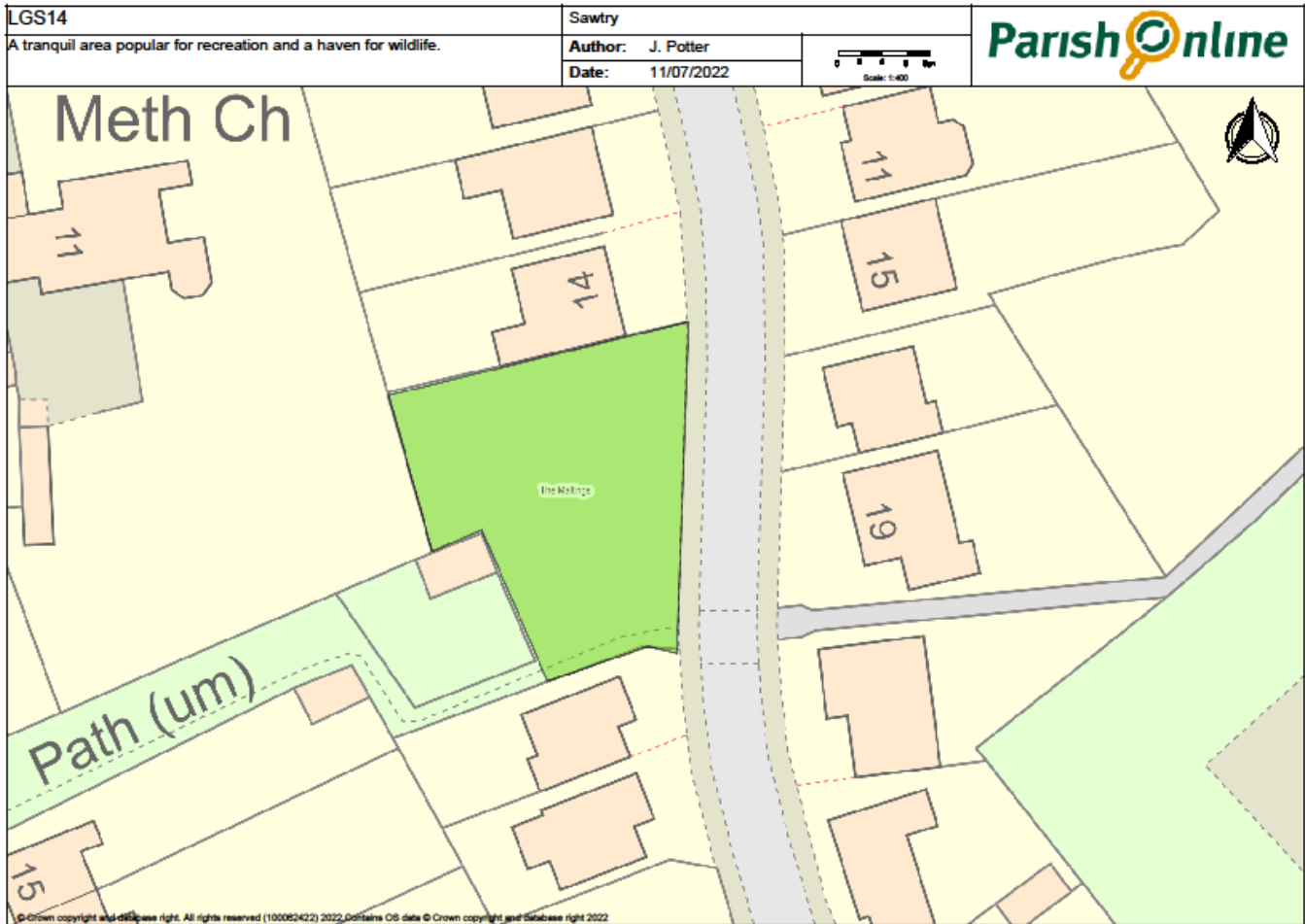
Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS11 Land on the corner of Fen Lane and Newton Road – This is a popular seated area for recreation; it operates as something of a 'gateway' to the village centre	✓		✓	✓	



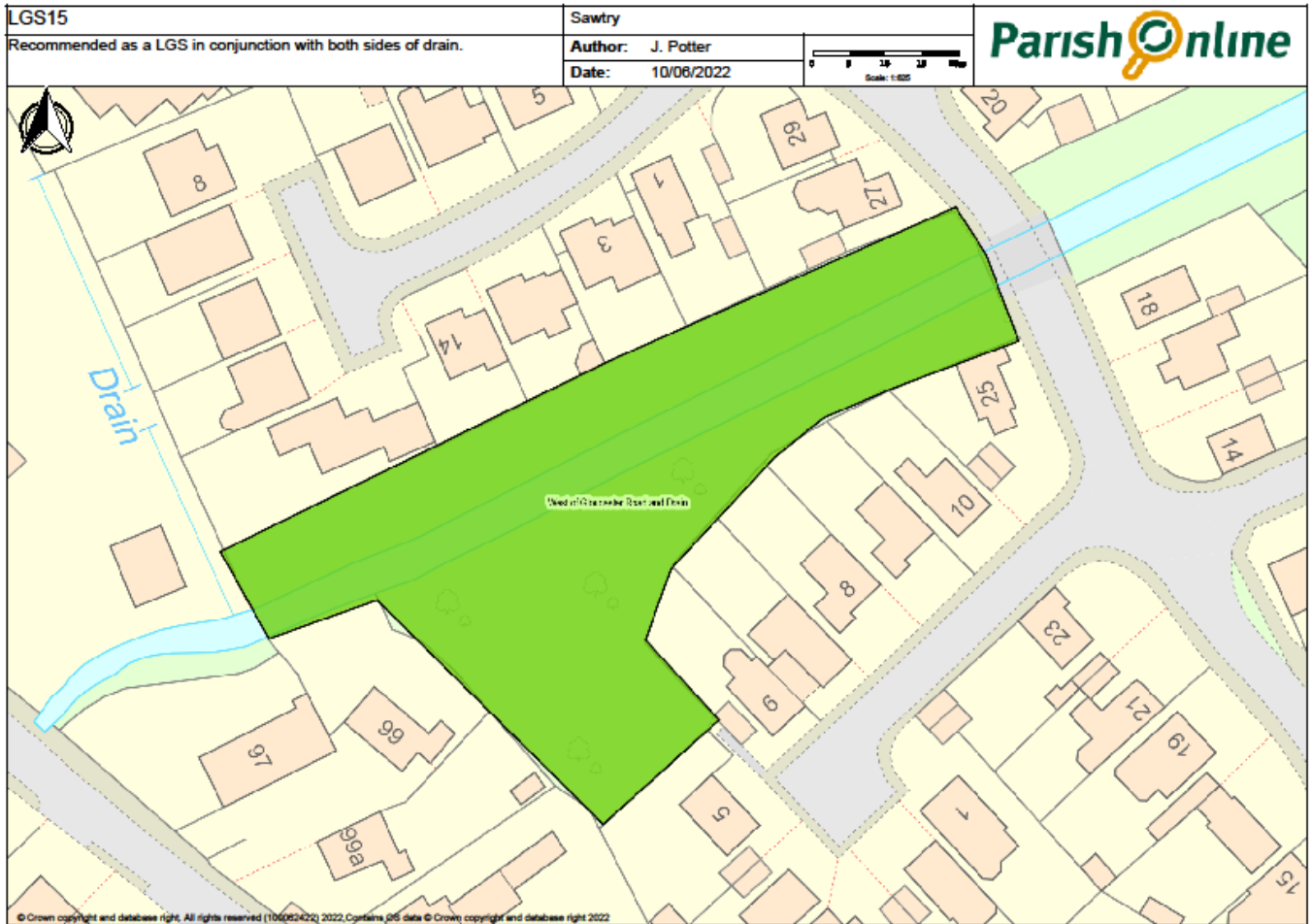
Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS12 Land West of Chestnut Close including Jubilee Walk – This is part of the overall network of walkways around the village, it includes numerous attractive chestnut trees; it is somewhat of a village feature. The trees provide important habitat for birds	✓		✓	✓	✓



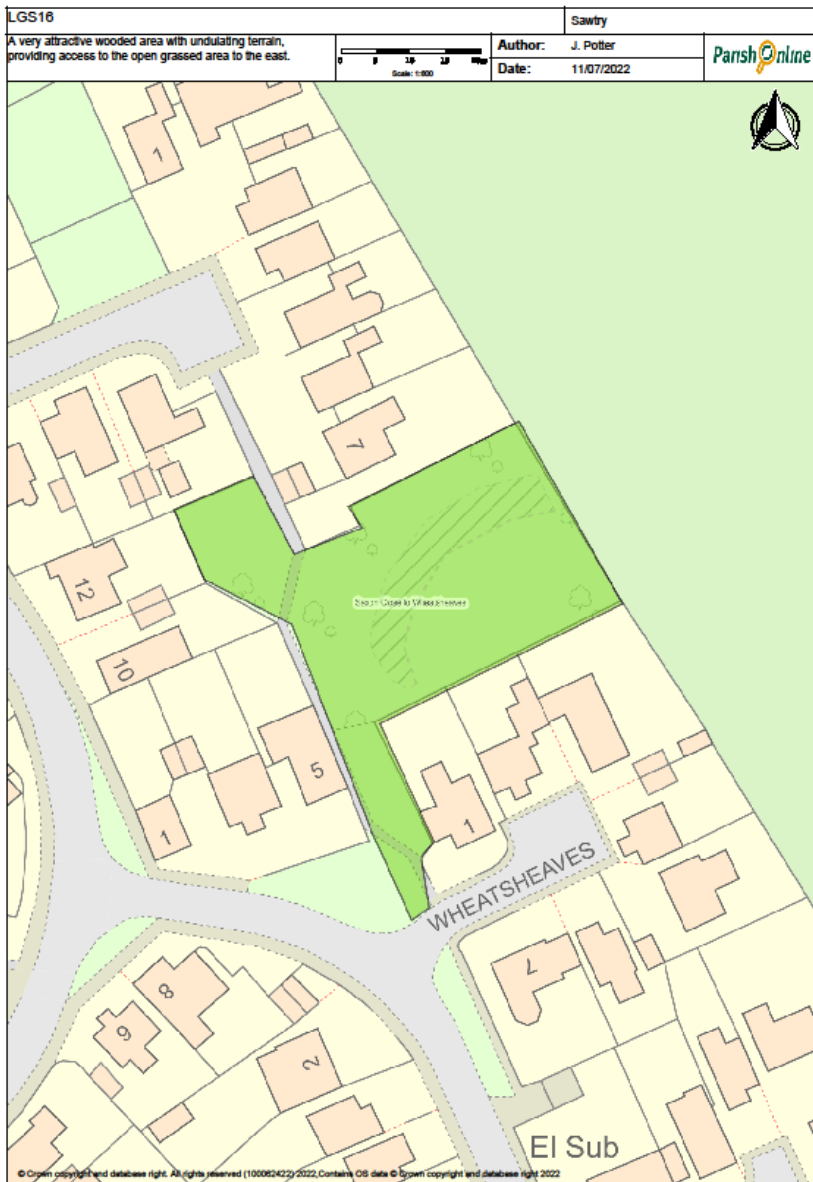
Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS13 Land between St David's Way and All Saints Way - An open area which contributes to this communal area and provides the only grassed space to the homes bounded by Newton Road, Tinkers Lane and Fen Lane. The LGS covers the western part but excludes land to the east whose ownership was recorded as pending at the time of making the Neighbourhood Plan. A future review of the Neighbourhood Plan will consider whether the LGS should be extended when the land ownership has been resolved.	✓		✓	✓	



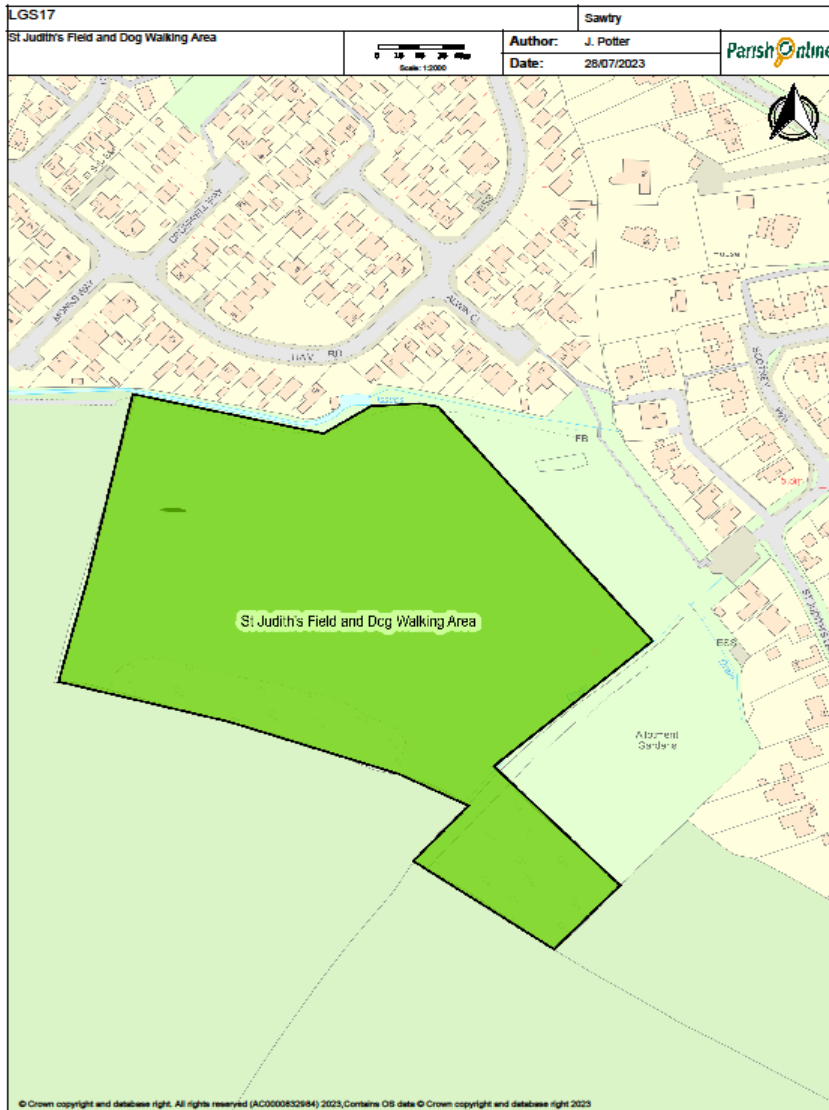
Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS14 Land at The Maltings – An area used by residents for dog walking; it provides wildlife habitat and contains a children’s play area			✓	✓	✓



Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS15 Land West of Gloucester Road – This area includes numerous attractive mature trees; it is somewhat of a village feature incorporating the brook. The trees and brook provide important habitat for wildlife	✓		✓	✓	✓



Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS16 Land between Saxon Close and Wheat sheaves – although this is somewhat of a ‘backland’ green space it is a very attractive wooded area with undulating terrain, it also provides good biodiversity habitat. Although not a formal route, local residents use this space as a shortcut to get to the larger green area to the east	✓			✓	✓



Site	Demonstrably Special Significance				
	Beauty	Historic Significance	Recreational Value	Tranquillity	Wildlife Richness
LGS17 St Judith's Field and Dog Walking Area - A large open space with the feel of parkland and equipped with play equipment and the skatepark; very popular for walking, exercise and recreation. The majority has been designated as LGS, leaving a lower section excluded to allow for possible future development for built sports facilities	✓	✓	✓	✓	✓

Appendix 2 – The Neighbourhood Planning Project

- 1 In 2017, Sawtry Parish Council explored the possibility of developing a Neighbourhood Development Plan, but the scheme did not progress. However, in the autumn of 2019, the Parish Council appointed a lead councillor who formed a small team of volunteers, the Neighbourhood Planning Group (NPG), essentially comprising professional individuals. Sawtry Parish Council, as a qualifying body, applied for the designation of Sawtry Parish as a neighbourhood area and this was approved by Huntingdonshire District Council (HDC) on 23 October 2019. This approval was in accordance with regulations 5 and 5A of the Neighbourhood Planning (General) Regulations 2012 (as amended). The designated area applicable to the Plan is illustrated in Section 10.1.
- 2 The NPG was recognised as a group subservient to the Planning Committee of the Parish Council. Initially, a team member, who was a professional project manager, contributed to the work which followed a conventional project management approach. A Strength, Weaknesses, Opportunities and Threats (SWOT) analysis was performed, stakeholders were identified, and a communication strategy was developed. NPG meetings were organised and their proceedings were minuted in accordance with common office practice. Simple research revealed that considerable help would be available to the NPG from the Huntingdonshire District Council Planning Team and online from various sources such as Locality. From the outset, it was clear that consultancy support would be needed throughout the project and that funding would be sought from Sawtry Parish Council and Locality.
- 3 The NPG contacted Cambridgeshire ACRE (Action with Communities in Rural England), which had originally offered a project initiation meeting in 2017, for consultancy support. However, for staffing reasons the meeting was delayed, re-scheduled for early 2020, and in consequence the NPG decided to commence planning the extensive stage of community consultation. With the assistance of the HDC Planning staff, a detailed paper questionnaire ('the Initial Survey') was prepared. The intention was to hold public meetings and face-to-face interviews with residents, businesses and community groups in order to elicit their views and opinions on the future development of Sawtry in the period to 2036. Before this plan could be implemented, Covid-19 infections and the subsequent lockdown restrictions imposed a complete block on any form of personal contact. An alternative approach to the community consultation then became essential and which began by seeking a suitable team of professional consultants.
- 4 As a first step, Cambridgeshire ACRE were considered suitable in view of their experience and sound reputation in neighbourhood planning. Unfortunately, a key member of staff announced his intention to leave ACRE at short notice. The NPG became concerned at this abrupt change and considered that two more consultancy teams should be identified. Three contenders were then considered: ACRE, a highly competent nationwide group, and a small Norfolk team. In the selection process, ACRE was considered a risk in view of possible staffing turbulence in the early stages of the project; the nationwide team indicated potential costs well in excess of the NPG's budget. Both were eliminated and the Norfolk team were chosen; their marketing material showed them to be an attractive partner and they appeared to possess a reasonable track record in neighbourhood planning. Regrettably, soon after their appointment, it became clear that a working relationship would be difficult to establish and that their level of support would fall short of their written undertakings.
- 5 By late summer of 2020, the NPG lacked consultancy support and was also forced to rely on 'Zoom' software for the conduct of its routine progress meetings. As a way forward from the impasse, the Chairman of Sawtry Parish Council recommended seeking advice from the Godmanchester Town Council



which had recently completed the examination and referendum of its neighbourhood plan. In a subsequent Zoom meeting with two members of the Godmanchester team, the NPG were advised to begin the community consultation process with a simple questionnaire which could identify perceived problems and aspirations in the community and which could progress into a 'vision' for Sawtry's future, into shared objectives, and, ultimately, into policies for the neighbourhood plan. The NPG took this advice on board and began working on a revised plan for the months ahead.

- 6 As the NPG began preparation for the lengthy stage of Community Consultation, a search for professional consultancy support was also initiated. A nearby village recommended their consultant, Mr Anthony Northcote at NEIGHBOURHOOD-PLAN.CO.UK. The NPG followed up this lead with further research and contact was made in April 2021 with Mr Northcote who agreed to provide support to the NPG. Soon after, Sawtry Parish Council entered a contractual agreement with his company, and he provided strong support throughout all stages of the project.

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**Public
Key Decision - No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title:	Treasury Management Six Month Performance Review
Meeting/Date:	Cabinet – 14th November 2023 Council – 13th December 2023
Executive Portfolio:	Executive Councillor for Finance & Resources
Report by:	Director of Finance and Corporate Resources
Ward(s) affected:	All Wards

Executive Summary:

Best practice and prescribed treasury management guidance requires members to be kept up to date in respect of treasury management activity for the first half of the year, including investment and borrowing activity and treasury performance.

The Council's 2023/24 Treasury Management Strategy was approved by the Council on the 22nd February 2023, this report sets out the Treasury Performance and indicators for period between 1st April 2023 and 30th September 2023.

Treasury Management is;

The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

The main purpose of Treasury Management is to.

- Ensure the Council has sufficient cash to meet its day-to-day obligations.
- Borrow when necessary to fund capital expenditure, including borrowing in anticipation of need when rates are low.
- Invest surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest, and prioritising liquidity before considering optimising investment returns.

The key market Treasury Management issues through the first half of

2023/24 influencing the Council's decision-making were:

- The Bank of England (BoE) Bank Rate increased over the period to 5.25% (possibly peak rate) from 4.25% in March.
- Gilt rates (10 year) fell from a peak of 4.74% in August to 4.44% on 29th of September, Gilt rates feed into the rates paid for investing in the Debt Management Office.
- Gilt rates are forecast to fall, as long as the inflation rate falls as expected.
- Inflation and interest rates are both high, this feeds into the council's current strategy of using lower risk investments while high interest rates (and debt defaults) may lead to increased stress in financial institutions.

The Council's responses to the key issues were.

- When the Council has surplus funds, these will primarily be invested on a short-term basis, primarily in the DMO, money market funds, and the council's transactional bank Natwest.
- Where possible to take a higher return without sacrificing liquidity eg use of timed deposits at the DMO, as long as sufficient cash is available for short-term needs.
- Where economic conditions are forecast to deteriorate it is vital to monitor financial institutions credit rating, and credit default swap rates (the cost to insure lending). This information is provided by the Council's treasury adviser – Link Group.

The Council's Commercial Investment Strategy (CIS)

The Commercial Investment Strategy commenced in 2015/16. Indicators relating to the investments are shown in Appendix A section 3.5.

The commercial property portfolio generated £2.8m of gross income for the Council in the first half of 2023/24. The breakdown of the property's portfolio is shown in Table 8 and the proportion of the investment income in relation to gross service expenditure, in Table 9 of Appendix A.

Recommendation(s):

The Council is

RECOMMENDED

to consider the contents of the report.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to update Members on the Council's treasury management activity for the first six months of the year, including investment and borrowing activity and treasury performance.

2. BACKGROUND

- 2.1 It is regarded as best practice and prescribed treasury management practice, that Members are kept up to date with treasury management activity.
- 2.2 The Council approved the 2023/24 Treasury Management Strategy at its meeting on 22nd February 2023.
- 2.3 All treasury management activity undertaken during the first half of 2023/24 complied with the CIPFA Code of Practice, relevant legislative provisions and the Treasury Management Strategy.
- 2.4 The investment strategy is to invest any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest. The Council's borrowing strategy permits borrowing for cash flow purposes and funding current and future capital expenditure over whatever periods are in the Council's best interests.

3. ANALYSIS

Economic Review

- 3.1 An economic review of the year has been provided by the council's treasury management advisors, Link Group, and is attached with an analysis of the local context implications in Appendix A, Section 2.0.

Performance of Council Funds

- 3.2 The treasury management transactions undertaken during the first 6 months of 2023/24 financial year and the details of the investments and loans held as at 30th September 2023 are shown in detail in Appendix A, Section 3.0 to 3.3.

Risk Management

- 3.3 The Council's primary objectives for the management of its investment are to give priority to the security and liquidity (how quickly cash can be accessed) of its funds before seeking the best rate of return. For more details see Appendix A, Section 3.4.

Non-Treasury Investments

- 3.5 The definition of investments in CIPFA's Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. The full details of these investments can be found on Section 3.5 of Appendix A.

Compliance

- 3.6 Compliance with specific investment and debt limits are indicated in tables 12 and 13. of Appendix A.

Treasury Management Indicators

- 3.7 The Council measures and manages its exposure to treasury management risks using indicators which are details in the Appendix A, Section 5.0.

6.0 **COMMENTS OF OVERVIEW & SCRUTINY**

- 6.1 The Panel discussed the Treasury Management 6 Month Performance Review Report at its meeting on 1st November 2023.

- 6.2 Following a question from Councillor Gardener, the Panel heard that investment properties are revalued annually, the valuations take into account rents received (and lease lengths) so although there is an awareness of empty units at present, specifically at the Rowley Centre, the property value figures will not be adjusted until the 2023/24 year end.

- 6.3 Councillor Martin further enquired about the liquidity of the Council and how this compared to past years. The Panel were advised that the last couple of years had a similar look whereas historically before that there had been lower cash balances, especially by the end of the financial year (when less council tax is collected) when cash balances could be near zero. The current liquidity levels are expected to be maintained in the short term to medium term, and it was observed that as the cash balances are in part as a result of significant CIL reserves, future CIL receipts and projects are likely to affect the cash balances.

- 6.4 The Panel were advised that a revised table, on properties included within the "Existing Portfolio" grouping, would be added to future Treasury Management reports as an appendix following an enquiry from Councillor Martin.

- 6.5 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for Cabinet to make a decision on the recommendations.

7. LIST OF APPENDICES INCLUDED

- Appendix A
 - Economic review (source: Link Group)
 - Borrowing and Investment as at 30th September 2023
 - Risk Management
 - Non-treasury Investments (CIS and service loans)
 - Treasury Management Compliance and Indicators
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Treasury Management 6 Month Performance Review

1.0 Introduction

The Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Council to approve treasury management semi-annual and annual reports.

The Council's treasury management strategy for 2023/24 was approved at a meeting on 22nd February 2023. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remain central to the Council's treasury management strategy, which includes reporting to Cabinet and Council.

1.2 The Function of Treasury Management

The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low-risk counterparties, providing adequate liquidity initially before considering optimising investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging long or short-term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

Treasury management is defined as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

2.0 External Context

2.1 Economic background

The first half of 2023/24 saw:

Interest rates rise by a further 100bps (basis points), taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle. Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.

A 0.5% month on month decline in real GDP in July, was mainly due to strike action.

CPI inflation falling from 8.7% in April to 6.7% in August, its lowest rate since February 2022, but still the highest in the G7 group.

Core CPI inflation declining to 6.2% in August from 7.1% in April and May, a then 31 years high.

A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3m year on year growth of average earnings rose to 7.8% in August, excluding bonuses).

The 0.5% month on month fall in GDP in July suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is a suggestion of underlying weakness.

The fall in the composite Purchasing Managers Index from 48.6 in August to 46.8 in September left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0.2% quarter on quarter rise in real GDP in the period April to June, being followed by a contraction of up to 1% in the second half of 2023.

The 0.4% month on month rebound in retail sales volumes in August partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.

As the growing drag from higher interest rates intensifies over the next six months, Link expect the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. Link expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.

The tightness of the labour market continued to ease, with employment in the three months

to July falling by 207,000. The further decline in the number of job vacancies from 1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.

But the cooling in labour market conditions still has not fed through to an easing in wage growth. While the monthly rate of earnings growth eased sharply from an upwardly revised +2.2% in June to -0.9% in July, a lot of that was due to the one-off bonus payments for NHS staff in June not being repeated in July. The headline 3m year on year rate rose from 8.4% (revised up from 8.2%) to 8.5%, which meant UK wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular private sector wage growth eased a touch in July, from 8.2% 3m year on year in June to 8.1% 3m year on year, it is still well above the Bank of England's prediction for it to fall to 6.9% in September.

CPI inflation declined from 6.8% in July to 6.7% in August, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.2%. That reverses all the rise since March and means the gap between the UK and elsewhere has shrunk (US core inflation is 4.4% and in the Euro-zone it is 5.3%). Core goods inflation fell from 5.9% to 5.2% and the further easing in core goods producer price inflation, from 2.2% in July to a 29-month low of 1.5% in August, suggests it will eventually fall close to zero. But the really positive development was the fall in services inflation from 7.4% to 6.8%. That also reverses most of the rise since March and takes it below the forecast of 7.2% the Bank of England published in early August.

2.2 Financial markets

In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough. The minutes show the decision was "finely balanced". Five MPC members (Bailey, Broadbent, Dhingra, Pill and Ramsden) voted for no change and the other four (Cunliffe, Greene, Haskel and Mann) voted for a 25bps hike.

Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. The statement did not say that rates have peaked and once again said if there was evidence of more persistent inflation pressures "further tightening in policy would be required". Governor Bailey stated, "we'll be watching closely to see if further increases are needed". The Bank also retained the hawkish guidance that rates will stay "sufficiently restrictive for sufficiently long".

This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates at the next meeting on 2nd November, or even pause in November and raise rates in December.

The yield on 10-year Gilts fell from a peak of 4.74% on 17th August to 4.44% on 29th September, mainly on the back of investors revising down their interest rate expectations. But even after their recent pullback, the rise in Gilt yields has exceeded the rise in most other Developed Market government yields since the start of the year. Looking forward, once inflation falls back, Gilt yields are set to reduce further. A (mild) recession over the next couple of quarters will support this outlook if it helps to loosen the labour market (higher unemployment/lower wage increases).

The pound weakened from its cycle high of \$1.30 in the middle of July to \$1.21 in late September. In the first half of the year, the pound bounced back strongly from the Truss debacle last autumn. That rebound was in large part driven by the substantial shift up in UK interest rate expectations. However, over the past couple of months, interest rate expectations have dropped sharply as inflation started to come down, growth faltered, and the Bank of England called an end to its hiking cycle.

The FTSE 100 has gained more than 2% since the end of August, from around 7,440 on 31st August to 7,608 on 29th September. The rebound has been primarily driven by higher energy prices which boosted the valuations of energy companies. The FTSE 100's relatively high concentration of energy companies helps to explain why UK equities outperformed both US and Euro-zone equities in September. Nonetheless, as recently as 21st April the FTSE 100 stood at 7,914.

3.0 Local Context

On 31st March 2023, the Council had theoretical net investments of £53.6m (this level may not be reached due to daily cashflows) arising from its revenue income and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.23 Actual £m
Capital Financing Requirement	72.3
Less: Other debt liabilities ⁽¹⁾	(0.6)
Total Loan CFR	71.7
External borrowing	(34.4)
Internal borrowing	(37.3)
<u>Balance Sheet Resources⁽²⁾</u>	90.9
Net Investing or (New Borrowing)	53.6⁽³⁾

⁽¹⁾Finance lease for Phoenix Court

⁽²⁾Includes debtors, stock, cash, reserves, less overdraft, creditors, provisions, long term liabilities, unusable reserves.

⁽³⁾This figure will approximate to the investment balance; it will not exactly match because of day-to-day cash flow fluctuations.

The Council pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, to reduce risk and keep interest costs low. The treasury management position as at 30th September 2023 and the change during the period is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.23 Balance £m	Movement £m	30.9.23 Balance £m	30.9.23 Rate % ⁽¹⁾
Long-term borrowing	34.36	(0.08)	34.28	2.83
Short-term borrowing	0.00	0.00	0.00	0.00
Total borrowing	34.36	(0.08)	34.28	2.83
Long-term investments	4.00	0.00	4.00	4.34 ⁽²⁾
Short-term investments	40.00 ⁽³⁾	13.00	53.00 ⁽³⁾	5.29
Cash equivalents	11.52	1.42	12.44	5.14
Total investments	55.52	13.92⁽⁴⁾	69.44	5.21
Net borrowing/(Investing)	(21.16)	(14.00)	(35.16)	

⁽¹⁾ Weighted average

⁽²⁾ Based on face value of investment and based on Q1 income projected for full year.

⁽³⁾ This does not include loans to local organisations, as these are not considered investments. These are DMO deposits.

⁽⁴⁾ This is a net movement, investments made were £241.050m and investments returned £227.135m.

The movement in the cash and cash equivalent has been as result of increased reserves and working capital. In general levels of cash are at their lowest towards the year end, when council tax is not being taken. The funds were invested in bank deposits, the DMO and Money Market Funds to ensure easy access to maintain liquidity.

3.1 Borrowing

CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority.

PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans.

3.2 Borrowing Strategy and activity during the period

As outlined in the treasury strategy, the Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest

costs and achieving cost certainty over the period for which funds are required, this is achieved by borrowing from PWLB if required. The PWLB borrowing rates are based on gilt prices.

Gilt yields and PWLB certainty rates were on a generally rising trend throughout the first half of 2023/24. At the beginning of April, the 5-year rate was the cheapest part of the curve and touched 4.14% whilst the 25-year rate was relatively expensive at 4.58%.

July saw short-dated rates peak at their most expensive. The 1-year rate spiked to 6.36% and the 5-year rate to 5.93%. Although, in due course, short-dated rate expectations fell, the medium dates shifted higher through August and the 10-year rate pushed higher to 5.51% and the 25-year rate to 5.73%. The 50-year rate was 4.27% on 5th April but rose to 5.45% on 28th September.

Forecast rates are expected to fall back over the next two to three years as inflation dampens. The CPI measure of inflation is expected to fall below 2% in the second half of 2024, and Link forecasts 50-year rates to stand at 3.90% by the end of September 2025. However, there is considerable gilt issuance to be absorbed by the market over the next couple of years, as a minimum, so there is a high degree of uncertainty as to whether rates will fall that far.

At 30th September 2023, the Council held £34.28m of loans, a decrease of £0.08m from 31st March 2023. Outstanding loans on 30th September are summarised in Table 3 below.

Table 3: Borrowing Position

	31.3.23 Balance £m	Net Movement £m	30.9.23 Balance £m	30.9.23 Weighted Average Rate %	30.9.23 Weighted Average Maturity (years)
Public Works Loan Board	34.34	(0.08)	34.26	2.83%	21
Salix Loan	0.02	0.00	0.02	0.00%	3
Short-term	0.00	0.00	0.00	0.00%	0
Total borrowing	34.36	(0.08)	34.28	2.83%	21

The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required.

With short-term interest rates remaining much lower than long-term rates, the Council considered it to be more cost effective in the near term to use internal

resources or short-term loans instead. The Council had not used a short-term loan facility so far in this financial year.

Although it was anticipated that the Council's CFR would increase due to the capital programme, delays in the capital programme and availability of internal funds, has meant no new borrowing has been taken out.

Table 4: Borrowing Schedule

Long-dated Loans borrowed	PWLB Reference	Amount £	Rate %	Period (Years)
PWLB 1	495152	5,000,000	3.90	35
PWLB 2	495153	5,000,000	3.91	34
PWLB 12	506436	5,000,000	2.78	14
PWLB 13	508696	7,291,685	2.49	15
PWLB 15	509389	11,963,000	2.18	16
Salix Loan		21,939	0.00	2
Total borrowing		34,276,624	2.83	(weighted) 21

The Council's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of medium-term and long-term borrowing is maintained.

Table 5: Gross Debt and the Capital Financing Requirement

	2023/24 Budget £m	2023/24 Forecast £m
Debt (including leases)	34.9	34.9
Capital Financing Requirement	75.3	76.7

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from the table above, this requirement has been complied with.

3.3 Treasury Investment Activity

CIPFA revised TM Code defines treasury management investments as those which arise from the Authority's cash flows or treasury risk management activity that ultimately represents balances which need to be invested until the cash is required for use in the course of business.

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the period from 1st April 2023 to 30th September 2023 the balances invested (excluding loans and property fund) ranged between £35.82m and £73.07m, and actual interest received was £0.883m, this does not include interest owed but not yet paid (ie on investments not yet matured).

The investment position is shown in table 6 below.

Table 6: Treasury Investment Position

The weighted average rate for the investment portfolio up to 30.09.2023 was 5.28%.

	31.3.23	Net	30.9.23	30.9.23	30.9.23
	Balance	Movement	Balance	Weighted	Weighted
	£m	£m	£m	Return^(1,2)	Average
				%	Maturity⁽³⁾
					Days
Banks & building societies (unsecured)	1.12	(0.68)	0.44	1.45	1
Government (DMO)	40.00	13.00	53.00	5.29	96
Money Market Funds (8 Funds)	10.40	(1.60)	12.00	5.27	1
Loans to other organisations	2.08	(0.09) ⁽⁴⁾	1.99	7.58 ⁽⁵⁾	>365
Other Pooled Fund					
- Property fund (CCLA)	4.00	0.00	4.00	4.34	>365
Total investments	57.60	13.83	71.43	5.28	

⁽¹⁾Weighted Income return is based on the rate of return and the investments held as at 30/09/2023.

⁽²⁾Returns as at 31/03/2023, Banks and Building Societies 0.10%, Government 3.96%, MMFs 3.68%, Loans 4.24%, Property Fund 3.98%.

⁽³⁾Based on the date the investment was made.

⁽⁴⁾The loan to Cambridge Regional College and the loan to Huntingdon Gym were both fully repaid in the quarter.

⁽⁵⁾This includes the quarter 2 end rate for the Urban and Civic loan of 7.59%, which is a variable (monthly) rate, the rate has increased from 6.02% in April.

3.4 Risk Management

Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Short-dated cash market investment rates ranged between 4.15% as at 1st April 2023

to 5.2% on 29th September 2023 for the overnight rate.

By the end of September, the rates on DMADF deposits ranged between 5.17% (overnight) and 5.29% (6 months). In April rates had been 4.05% to 4.19%. The return on the council's sterling low volatility net asset value (LVNAV) Money Market Funds ranged between 5.20% to 5.35%, in April the equivalent rates were 4.16% and 4.24%

Given the risk of short-term unsecured bank investments and the low returns, the Council has maintained a diversified portfolio of asset classes as shown in table 4 above. An amount of £4m has been maintained in the long-term property fund (CCLA) over the period.

The progression of risk and return metrics are shown in the extracts from Link Group's quarterly investment benchmarking in Table 7 below.

Table 7: Investment Benchmarking – Treasury investments managed in-house.

	Portfolio Risk Score⁽¹⁾	Average Credit Rating	Weighted Average Maturity (days)	Rate of Return
				%
30.09.2022	n/a	AA-	15	0.82
31.03.2023	1.04	AA	17	3.92
30.09.2023	1.03	AA	42	5.27

⁽¹⁾This is a new measure from Link, will be used as a comparative from the next report, it works on a scale of 1 to 7, with 7 highest risk.

£4m of the Council's investments are held in externally managed strategic pooled property funds – CCLA Property Fund where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. This fund generated a total return in quarter 1 of £43,369 and 4.34% (2022/23 Q1 £36,976 3.70%) for period of 1st April to 30th June 2023 which is used to support services in year.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed. The council was notified in October 2022 that the notice period for withdrawals from the fund was being increased from 90 days to 6 months. The council has never made a withdrawal and views the fund as a long-term investment, so in the short to medium term this is not expected to cause any issues, quarterly dividends are expected to be paid as normal.

The fund altered the notice period in response to uncertainty in the property market, redemptions from the fund are currently relatively low.

Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates. In light of their performance over the medium-term and the Council's latest cash flow forecasts, investment in these funds has been maintained.

3.5 Non-Treasury Investments

The definition of investments in CIPFA's 2021 Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).

Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) also includes within the definition of investments all such assets held partially or wholly for financial return.

The Authority also held investments in:

- directly owned property £70.9m

Table 8: Property held for investment purposes.

Property	31.3.2022	31.3.2023 Actual*	
	Value in accounts £000s	Gains or (losses) £000s	Value in accounts £000s
Existing Portfolio	33,966	(3,638)	30,328
2 Stonehill	2,338	143	2,481
80 Wilbury Way	1,775	98	1,873
Shawlands Retail Park	5,523	532	6,055
1400 & 1500 Parkway, Fareham	4,150	(113)	4,037
Units 21a, 21b,23a,b,c Little End Road, St Neots	3,290	31	3,321

Rowley Centre, St Neots	3,303	3,338	6,641
Tri-link, Wakefield	14,200	548	14,748
Alms Close	1,522	(75)	1,447
TOTAL	70,067	864	70,931

These investments generated £2.8m of investment income for the Authority from April to September 2023 after taking account of direct costs.

The main changes to the valuations are for Rowley Centre and for the existing portfolio. The increase in property value at the Rowley Centre is as a result of an increase in rents since the ending of reduced rents during covid. For the existing portfolio, the Oak Tree Centre has been reduced in value by £2.3m (as a result of rent reductions), and land at St Peters Road has been reduced in value by £1.1m because of changes to the valuation basis. There were other less significant changes in value (gains and losses) in the remainder of the portfolio.

The Authority is dependent on profit generating investment activity to achieve a balanced revenue budget. The table below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Authority is dependent on achieving the expected net profit from investments over the lifecycle of the Medium-Term Financial Strategy. The current forecast is showing a decrease in expected gross investment income of £155,000 due to vacant units, leases ending, and a reduced number of new tenants.

Table 9: Proportionality of Investments

	2022/23 Actual £000s	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Gross service expenditure	83,432	75,115	75,115	73,433
Investment income	4,177	2,806	2,752	2,697
Service Investments	92	78	78	139
Proportion	5%	4%	4%	4%

Table 10: Net Income from Commercial and Service Investments to Net Revenue Stream

	2022/23 Actual £000s	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Total Net Income from Services and Commercial Investments	4,269	2,884	2,830	2,836
Net Revenue Stream (Total Service Expenditure)	17,303	24,113	24,344	23,142
Proportion of net revenue stream	25%	12%	12%	12%

(1)This includes CCLA property fund, loans to local organisations, and commercial estates.

Table 11: Proportion of Financing Costs to Net Revenue Stream

	2022/23 Actual £000s	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Net Revenue Stream (Total Service Expenditure)	17,303	24,113	24,344	23,142
Financing Costs (MRP and Interest Payable)	3,600	3,866	3,866	3,869
Proportion of Net Revenue Stream	21%	16%	16%	17%

4.0 Compliance

The Chief Finance Officer (s151 officer) reports that all treasury management activities undertaken during the first half year complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 9 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 8 below.

Table 12: Debt Limits

	30.9.23 Actual £m	2023/24 Operational Boundary £m	2023/24 Authorised Limit £m	Complied?
General	10.60 ⁽¹⁾	70.00	80.00	Yes
Loans	0.00 ⁽²⁾	15.00	20.00	Yes
CIS	24.25	30.00	35.00	Yes
Total debt	34.85	115.00	135.00	

⁽¹⁾ This includes £560,000 relating to the finance lease of Phoenix Court

⁽²⁾The loan from PWLB of £83,000 to finance the loan to Cambridge Regional College was paid off in August 2023. Two loans to other organisations Urban and Civic £1.9m and Somersham Parish Council £4,000, neither of these loans were financed by borrowing. The Urban and Civic loan was financed by a government grant and the Somersham PC loan was financed by working capital.

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt was below the operational boundary all through the half year.

Table 13: Investment Limits

	30.9.23 Actual £m	2023/24 Limit £m	Complied?
Deposit Accounts			
NatWest ⁽¹⁾	0.44	4.00	Yes
Debt Management Office (DMO)	53.00	Unlimited	Yes
Barclays	0.001	2.00	Yes
Money Market Funds			
Aberdeen Liquidity Fund	0.80	4.00	Yes
BlackRock Institutional sterling liquidity Fund	1.80	4.00	Yes
CCLA Public Sector Deposit Fund	1.80	4.00	Yes
Federated Short Term Prime Fund	1.80	4.00	Yes
HSBC Global Liquidity ⁽³⁾ Funds ESG	1.90	4.00	Yes
Insight Liquidity Funds	1.00	4.00	Yes
Invesco	1.90	4.00	Yes
Legal & General Sterling Liquidity Fund	1.00	4.00	Yes
Property Fund			
CCLA Property Fund	4.00	5.00	Yes
Total	69.44		

⁽¹⁾Natwest is the council's transactional bank, the balance held is sufficient for operational needs.

5.0 Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators.

Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Table 14: Average Credit Rating

	30.9.23 Actual	2023/24 Target	Complied?
Portfolio average credit rating	AA	A-	Yes

⁽¹⁾Credit ratings (Fitch, investment grade) are in descending order AAA, AA+, AA, AA-,A+,A,A-,BBB+,BBB,BBB-.

Liquidity

The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Table 15: Total Cash Available

	30.9.23 Actual £m	2023/24 Target £m	Complied?
Total cash available within 3 months	53.44	10	Yes

Interest Rate Exposures (Discretionary local measure)

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interests was:

Table 16: Interest Rate Risk

Interest rate risk indicator	30.9.23 Actual	30.9.23 Theoretical ¹	2023/24 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£0	£190,000	£630,000	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£0	£190,000	£630,000	Yes

¹In reality all borrowing is at a fixed interest rate (with PWLB) and so changes in rates will only be realised when and if the loans need to be refinanced. The loans that may need refinancing (ie those linked to asset purchases) have a weighted average years to maturity of 15 years. CIPFA no longer recommends setting limits for interest rate exposure, this is a locally adopted indicator.

The impact of a change in interest rates is calculated on the weighted average rate of interest (2.84%) being increased or reduced by 1%.

Maturity Structure of Borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

Table 17: Maturity Structure

	30.9.23 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	0.0%	80%	0%	Yes
12 months and within 24 months	0.0%	80%	0%	Yes
24 months and within 5 years	0.1%	80%	0%	Yes
5 years and within 10 years	0.0%	100%	0%	Yes
10 years and above	99.9%	100%	0%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than a Year.

Table 18: Sums Invested for Beyond One Year

	2023/24	2024/25	2025/26	Beyond
Actual principal invested beyond year end. (CCLA Property Fund)	£4.00m	£4.00m	£4.00m	£4.00m
Limit on principal invested beyond year end	£12.00m	£10.00m	£8.00m	£6.00m
Complied?	Yes	Yes	Yes	Yes

Other Indicators - CIS

The council has adopted voluntary indicators for the Commercial Investment Strategy properties.

Table 19: Other Indicators

Indicator	2022/23 Actual	2023/24 Forecast
Interest Cover Ratio	2.3	1.7 ⁽¹⁾
Loan to Value Ratio	106.0%	106.0%
Gross Rent Multiplier	14.4	12.7 ⁽¹⁾

⁽¹⁾ Rents lower because of vacant properties, so cover of interest and rent multiplier reduced

6.0 Treasury Management Training and Resilience Activities

During the period the Treasury and Financial Accountant undertook training including Link's Strategic Treasury Issues webinar (update on the economy, credit environment, and new government risk metrics), CCLA's ESG and mental health benchmark (CCLA corporate mental health benchmark UK 100), and Natwest fraud webinar (an update on the latest fraud trends). In addition, the Finance Business Partner that provides treasury cover has undertaken the Strategic Treasury Issues webinar and is taking CIPFA's Introduction to Treasury Management e-learning course. The Finance Manager has also attended Link's Strategic Treasury Issues webinar.

The Treasury Management Practices (treasury processes and procedures) have been updated, and basic instructions on how to perform daily treasury management tasks have also been rewritten and updated. These have been shared with the relevant treasury officers.

6.2 Environmental, Social and Governance

For investing ESG means the consideration of ESG factors alongside financial factors in the investment decision making process. An organisation with a high carbon footprint would not score well on environmental impact; one that negatively affects people’s health would not score well for social impact; and one without appropriate structures and processes to ensure good corporate decision-making and behaviour would not rate highly for governance.

ESG is a developing area for treasury management, progress will be monitored and any ESG related updates to the Treasury Management Strategy will be made where recommended by CIPFA or Link Group and beneficial to the council’s treasury strategy.

Even at this early stage all of the money market funds the council uses are signatories to the UN Principles for Responsible Investments. The UN Principles provides possible actions for incorporating ESG issues into investment practice. By implementing these practices organisations contribute to developing a more sustainable global system. In addition, the council’s bank Natwest is a signatory to the UN Principles of Responsible Banking. The UN Principles support banks to take action to align their core strategy, decision making, lending and investing with the UN Sustainable Goals and international climate agreements.

7.0 Interest Rate Forecast for 2023/24 and beyond (Provided by Link Group)

The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012.

The latest forecast on 25th September sets out a view that short, medium and long-dated interest rates will be elevated for some little while, as the Bank of England seeks to squeeze inflation out of the economy.

The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps) which has been accessible to most authorities since 1st November 2012.

Link Group Interest Rate View	25.09.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

Capital Prudential Indicators

Capital expenditure is where the Council spends money on assets, such as property or vehicles that will be used for more than one year. This includes spending on assets owned by other bodies, loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

The summary of the capital expenditure is shown in the Table 1 below. The quarter 2 financial monitoring report will provide further detail.

The updated budget includes rephased schemes from 2022/23, and growth schemes funded by grants, in addition to the schemes included in the original budget.

Table 1: Summary of Capital Expenditure

	2023/24 Original Budget £000s	2023/24 Current Budget ⁽¹⁾ £000s	2023/24 Forecast Outturn £000s
Property, Plant and Equipment	4,661	6,291	4,515
Investment Properties	1,802	2,262	2,851
Intangible Assets	102	168	99
REFCUS	19,419	20,916	11,437
Community Assets	3,202	3,207	531
Loans	206	306	100
Total	29,392	33,150	19,533

⁽¹⁾This includes new schemes funded from grant and rephased schemes from 2022/23

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing and leasing).

Table 2: The summary of Capital financing

	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Capital Receipts Applied	359	359	359
Capital Grants and Contributions	19,030	21,666	7,651
Community Infrastructure Levy	3,476	3,476	4,215
Minimum Revenue Provision	2,771	2,771	2,771
Internal Borrowing/Resources	3,756	4,878	4,537
Total	29,392	33,150	19,533

Debt is only temporary source of finance since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP).

Table 3: The summary of Capital Financing Requirement.

	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Opening CFR	71,592	72,260	72,260
Net expenditure	6,527	7,649	7,308
MRP	(2,771)	(2,771)	(2,771)
Closing CFR	75,348	77,138	76,797

The actual opening CFR for 2023/24 is £72.260m, taken from draft statement of accounts, CFR note, closing position 2022/23.

When a capital asset is no longer needed, it may be sold so that the proceeds known as capital receipts can be spent on new assets or to repay debt. Repayments of capital grants, loan and investments also generate capital receipts.

The summary of the capital receipts is shown in Table 4 below.

	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Forecast Outturn £000s
Housing Clawback	350	350	350
Loan Repayments	9	9	9
Total	359	359	359

GLOSSARY**Bail in Risk**

Bail in risk arises from the failure of a bank. Bondholders or investors in the bank would be expected to suffer losses on their investments, as opposed to the bank being bailed out by government.

Bank Equity Buffer

The mandatory capital that financial institutions are required to hold, in order to provide a cushion against financial downturns, to ensure the institution can continue to meet its liquidity requirements.

Bank Rate

The official interest rate of the Bank of England, this rate is charged by the bank on loans to commercial banks.

Bank Stress Tests

Tests carried out by the European Central Bank on 51 banks across the EU. The tests put banks under a number of scenarios and analyse how the bank's capital holds up under each of the scenarios. The scenarios include a sharp rise in bond yields, a low growth environment, rising debt, and adverse action in the unregulated financial sector.

Basis Point

1/100th of 1% ie 0.01%. 10 basis points is 0.1%.

Bonds

A bond is a form of loan, the holder of the bond is entitled to a fixed rate of interest (coupon) at fixed intervals. The bond has a fixed life and can be traded.

Call Account

A bank account that offers a rate of return and the funds are available to withdraw on a daily basis.

Capital Financing Requirement (CFR)

The CFR is a measure of the capital expenditure incurred historically but has yet to be financed; by for example capital receipts or grants funding. The current CFR balance is therefore financed by external borrowing, and internal borrowing (i.e. use of working capital on the balance sheet – creditors, cash etc).

Certificate of Deposit

Evidence of a deposit with a financial institution repayable on a fixed date. They are negotiable instruments, and have a secondary market, and can be sold before maturity.

Collar (Money Market Fund)

The fund "collar" forms part of the valuation mechanism for the fund. LVNAV funds allow investors to purchase and redeem shares at a constant NAV calculated to 2 decimal places, i.e. £1.00. This is achieved by the fund using amortised cost for valuation purposes, subject to the variation against the

marked-to-market NAV being no greater than 20 basis points (0.2%). (This compares to current Prime CNAV funds which round to 50 basis points, or 0.5%, of the NAV.)

Constant Net Asset Value (CNAV)

Constant Net Asset Value refers to funds which use amortised cost accounting to value all of their assets. They aim to maintain a Net Asset Value (NAV), or value of a share of the fund at £1 and calculate their price to 2 decimal places.

Counterparty

Another organisation with which the Council has entered into a financial transaction with, for example, invested with or borrowed from.

Credit Default Swaps (CDS)

A financial agreement that the seller of the CDS will compensate the buyer in the event of a loan default. The seller insures the buyer against a loan defaulting.

Credit Ratings

A credit rating is the evaluation of a credit risk of a debtor and predicting their ability to pay back the debt. The rating represents an evaluation of a credit rating agency of the qualitative and quantitative information, this result in a score, denoted usually by the letters A to D and including +/-.

DMADF

The Debt Management Account Deposit Facility. This is run by the UK's Debt Management Office and provides investors with the ability to invest with UK central government.

ECB

The European Central Bank, one of the institutions that makes up the EU. Its main function is to maintain price stability across the Eurozone.

ESG

Environmental, society, and governance investing, makes reference to a set of standards for an organisation's behaviour, which can be used by a socially aware investor to make investment decisions. Environmental factors include how an organisation safeguards the environment, social criteria look at how the organisation manages its relationships with the community, employees, suppliers, and customers, and governance deals with leadership, internal controls and audits.

Federal Reserve (Fed)

The central bank of the United States.

Forward Deal

The act of agreeing today to deposit/loan funds for an agreed time limit at an agreed date and rate.

Gilts

Bonds issued by the Government.

Link Group

The council's treasury advisors, who took over from Arlingclose in March 2023.

Liquidity

The degree to which an asset can be bought or sold quickly.

LVNAV Money Market Fund

Low volatility net asset value. The fund will have at least 10% of its assets maturing on a daily basis and at least 30% of assets maturing on a weekly basis.

MiFID

Markets in Financial Instruments Directive, is a regulation that increases the transparency across the EU's financial markets and standardises the regulatory disclosures required. In force since 2008.

Minimum Revenue Provision (MRP)

An amount set aside from revenue to repay debt.

Money Market Funds

An open-ended mutual fund that invests in short-term debt securities. A deposit will earn a rate of interest, whilst maintaining the net asset value of the investment. Deposits are generally available for withdrawal on the day.

Public Works Loans Board (PWLB)

The PWLB is an agency of the Treasury, it lends to public bodies at fixed rates for periods up to 50 years. Interest rates are determined by gilt yields.

REFCUS

Revenue Expenditure Funded from Capital Under Statute. Expenditure which would normally be considered revenue expenditure, but has been statutorily defined as capital expenditure, including the giving of a loan, grant or other financial assistance to any person, whether for use by that person or by a third party, towards expenditure which would, if incurred by the authority, be capital expenditure. Or expenditure incurred on the acquisition, production or construction of assets for use by, or disposal to, a person other than the local authority which would be capital expenditure if those assets were acquired, produced or constructed for use by the local authority.

SONIA

Sterling overnight index average interest rate. On each London business day, SONIA is measured as the trimmed mean, rounded to four decimal places, of interest rates paid on eligible sterling denominated deposit transactions.

Transactional Banking

Use of a bank for day-to-day banking requirement, e.g. provision of current accounts, deposit accounts and on-line banking.

UN Principles for Responsible Banking

Are a unique framework for ensuring that signatory banks' strategy and practice align with the vision society has set out for its future in the Sustainable Development Goals and the Paris Climate Agreement.

The framework consists of 6 Principles designed to bring purpose, vision and ambition to sustainable finance. They were created in 2019 through a partnership between founding banks and the United Nations. Signatory banks commit to embedding these 6 principles across all business areas, at the strategic, portfolio and transactional levels.

- **Principle 1:** Alignment, align business strategy with individual's goals as expressed in the sustainable development goals, the Paris Climate Agreement and national and regional frameworks.
- **Principle 2:** Impact and Target Setting, increase positive impacts and reduce negative impacts on, and managing the risks to people and environment.
- **Principle 3:** Clients and Customers, work with clients and customers to encourage sustainable practices and enable economic activities that create shared prosperity.
- **Principle 4:** Stakeholders, engage with stakeholders to achieve society's goals.
- **Principle 5:** Governance and Culture, implement the commitment to these principles through effective governance.
- **Principle 6:** Transparency and Accountability, periodic review of the implementation of these principles, and be transparent about and accountable for the positive and negative impacts, and the contribution to society's goals.

A 3-step process guides signatories through implementing their commitment:

1. **Impact Analysis:** identifying the most significant impacts of products and services on the societies, economies and environments that the bank operates in.
2. **Target Setting:** setting and achieving measurable targets in a banks' areas of most significant impact.
3. **Reporting:** publicly report on progress on implementing the Principles, being transparent about impacts and contributions.

UN Principles for Responsible Investments

The 6 principles for responsible investments offer possible actions for incorporating ESG issues into investment practice.

The principles that the signatories sign up to are;

- **Principle 1:** We will incorporate ESG issues into investment analysis and decision-making processes.
- **Principle 2:** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- **Principle 3:** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- **Principle 4:** We will promote acceptance and implementation of the Principles within the investment industry.
- **Principle 5:** We will work together to enhance our effectiveness in implementing the Principles.

- **Principle 6:** We will each report on our activities and progress towards implementing the Principles.

The Principles for Responsible Investment were developed by an international group of institutional investors reflecting the increasing relevance of environmental, social and corporate governance issues to investment practices. The process was convened by the United Nations Secretary-General.

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MEETINGS OF THE COUNCIL'S COMMITTEES AND PANELS SINCE THE LAST ORDINARY MEETING

OCTOBER 2023

16. DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ 5 Applications requiring Reference to Development Management Committee
- ❖ Appeal Decisions

17. CABINET

- ❖ Planning Services Update
- ❖ Market Towns Programme Autumn Update
- ❖ Market Town Programme Autumn Update (Exempt)

NOVEMBER 2023

1. OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)

- ❖ Work Programme
- ❖ Review of the Council's Risk Management Strategy
- ❖ Finance Performance Report
- ❖ Treasury Management 6 Month Performance Report
- ❖ Performance Management Framework Refresh
- ❖ Corporate Performance Report, Quarter 2 2023/24

2. OVERVIEW AND SCRUTINY PANEL (ENVIRONMENT, COMMUNITIES AND PARTNERSHIPS)

- ❖ Work Programme
- ❖ Council Tax Support Scheme 2024/25
- ❖ Transfer of Open Spaces Policy
- ❖ Garden Waste Subscription Service Implementation Update
- ❖ A14 Tree Planting Update.

14. CABINET

- ❖ Review of the Council's Risk Management Strategy
- ❖ Finance Performance Report (Quarter 2)
- ❖ Treasury Management Six Month Performance Review
- ❖ Performance Management Framework Refresh
- ❖ Corporate Performance Report 2023/24, Quarter 2
- ❖ Council Tax Support Scheme 2024/25
- ❖ Transfer of Public Open Spaces

20. DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ 2 Section 106 Agreements
- ❖ 5 Applications requiring reference to Development Management Committee
- ❖ Appeal Decisions

22. EMPLOYMENT COMMITTEE

- ❖ Workforce Information Report – Quarter Two 2023-24
- ❖ Workforce Strategy
- ❖ HR Policy Update
- ❖ Representatives of Employees

29. CORPORATE GOVERNANCE COMMITTEE

- ❖ Internal Audit Service: Progress Report
- ❖ Corporate Governance Committee: Progress Report
- ❖ Corporate Governance Committee Effectiveness (Exempt Item)

DECEMBER 2023

6. OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)

- ❖ Work Programme
- ❖ Infrastructure Funding Statement (IFS)
- ❖ Community Infrastructure Levy Update
- ❖ Market Towns – Winter Update 2023/2024
- ❖ Market Towns Programme – Winter Update Part Two (Exempt)

7. OVERVIEW AND SCRUTINY PANEL (ENVIRONMENT, COMMUNITIES AND PARTNERSHIPS)

- ❖ Work Programme
- ❖ Business Rates – Rural Settlements List

12. SENIOR OFFICERS COMMITTEE

- ❖ Recruitment of Corporate Director (Place) (Exempt Item)

12. CABINET

- ❖ Infrastructure Funding Statement 2023/24
- ❖ Community Infrastructure Levy Update
- ❖ Non-Domestic Rates Rural Settlements List
- ❖ Market Towns – Winter Update 2023/2024
- ❖ Hinchingsbrooke Country Park Joint Group
- ❖ Market Towns Programme – Winter Update Part Two (Exempt)
- ❖ Senior Officer Committee – Cabinet Notification: Corporate Director (Place) (Exempt Item)