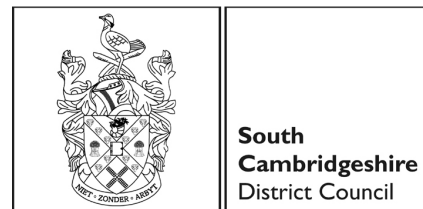


South Cambridgeshire Hall  
Cambourne Business Park  
Cambourne  
Cambridge  
CB23 6EA

t: 03450 450 500  
f: 01954 713149  
dx: DX 729500 Cambridge 15  
minicom: 01480 376743  
[www.scambs.gov.uk](http://www.scambs.gov.uk)



28 February 2011

To: Councillor Nick Wright, Portfolio Holder

Roger Hall

Scrutiny and Overview Committee  
Monitor

Dear Sir / Madam

You are invited to attend the next meeting of **PLANNING PORTFOLIO HOLDER'S MEETING**, which will be held in **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **TUESDAY, 8 MARCH 2011 at 10.00 a.m.**

Yours faithfully  
**GJ HARLOCK**  
Chief Executive

**Requests for a large print agenda must be received at least 48 hours before the meeting.**

---

## AGENDA

	PAGES
<b>PROCEDURAL ITEMS</b>	
1. <b>Declarations of Interest</b>	
2. <b>Minutes of Previous Meeting</b> The Portfolio Holder is asked to sign the Minutes of the meeting held on 25 January 2011 as a correct record.	1 - 4
<b>DECISION ITEMS</b>	
3. <b>Service Plans 2011/12 (Key)</b>	5 - 42
4. <b>Changes to the Council's Procurement Strategy</b>	43 - 46
5. <b>Economic Development Strategy for South Cambridgeshire 2010-15 (Key)</b>	47 - 52
6. <b>Cambridgeshire Local Transport Plan 3</b> Appendices 1 and 2 are on CD. Appendices 1, 2 and 3 are attached to the electronic version of this agenda on the Council's website.	53 - 74
7. <b>Carry forward of uncommitted grant balances to 2011-12</b>	75 - 78
<b>STANDING ITEMS</b>	
8. <b>Forward Plan</b> The Portfolio Holder will maintain, for agreement at each meeting, a	79 - 80

Forward Plan identifying all matters relevant to the Portfolio which it is believed are likely to be the subject of consideration and / or decision by the Portfolio Holder, Cabinet, Council, or any other constituent part of the Council. The plan will be updated as necessary and published on the Council's website following each meeting. The Portfolio Holder will be responsible for the content and accuracy of the forward plan.

**9. Date of Next Meeting**

19 May 2011 at 10.00am

**OUR VISION**

- We will make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation.
- We will be a listening Council, providing a voice for rural life and first-class services accessible to all.

**OUR VALUES**

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

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

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

While the District Council endeavours to ensure that visitors come to no harm when visiting South Cambridgeshire Hall, those visitors also have a responsibility to make sure that they do not risk their own or others' safety.

### **Security**

Members of the public attending meetings in non-public areas of the Council offices must report to Reception, sign in, and at all times wear the Visitor badges issued. Before leaving the building, such visitors must sign out and return their Visitor badges to Reception.

### **Emergency and Evacuation**

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

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

### **First Aid**

If someone feels unwell or needs first aid, please alert a member of staff.

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

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

### **Toilets**

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

### **Recording of Business and Use of Mobile Phones**

The Council is committed to openness and transparency. Until such time as the Council's Constitution is updated to allow public recording of business, the Council and all its committees, sub-committees or any other sub-group of the Council or the Executive will have the ability to formally suspend Standing Order 21.4 (prohibition of recording of business) for the duration of that meeting to enable the recording of business, including any audio / visual or photographic recording in any format or use of social media to bring Council issues to a wider audience. To minimise disturbance to others attending the meeting, all attendees and visitors are asked to make sure that their phones and other mobile devices are set on silent / vibrate mode during meetings.

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

No member of the public shall be allowed to bring into or display at any Council meeting any banner, placard, poster or other similar item. The Chairman may require any such item to be removed.

### **Disturbance by Public**

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

### **Smoking**

Since 1 July 2008, the Council has operated a new Smoke Free Policy. Visitors are not allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

### **Food and Drink**

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

This page is left blank intentionally.

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of the Planning Portfolio Holder's Meeting held on  
Tuesday, 25 January 2011 at 10.00 a.m.

Portfolio Holder: Nick Wright

**Councillors in attendance:**

Scrutiny and Overview Committee monitors: Roger Hall

Opposition spokesmen: John F Williams

Also in attendance: David Bard

**Officers:**

Gemma Barron	Partnerships Manager
David Bevan	Conservation Manager
Andrew Beyer	Building Control Manager
David Grimster	Accountant
Gareth Jones	Head of Planning
Nicole Kritzinger	Development Officer
Jo Mills	Corporate Manager, Planning and New Communities
Ian Senior	Democratic Services Officer

**28. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**29. MINUTES OF PREVIOUS MEETING**

The Planning Portfolio Holder agreed that the Minutes of the Planning Portfolio Holder meeting held on 14 December 2010 were a correct record.

**30. CAPITAL AND REVENUE ESTIMATES 2011/12: PLANNING PORTFOLIO**

The Planning Portfolio Holder considered a report on the Revenue Estimates up to the year 2011-12 and the Capital Programme up to the year 2015-16.

Those present noted an amendment to Appendix A that was distributed at the meeting. This related to legal costs awarded to South Cambridgeshire District Council in relation to the Linton Wind Farm appeal which, though unlikely to be received until 2011-12, had now been shown as income during 2010-11.

The Portfolio Holder noted the loss of Horizons Grant and Housing and Planning Delivery Grant monies in 2011-12, but that the New Homes Bonus, payable into the General Fund, would help mitigate that loss in due course. He also noted the financial implications of transferring the administration of concessionary bus fares to Cambridgeshire County Council.

The Planning Portfolio Holder reported that South Cambridgeshire District Council continued to receive good value for money from the County Council's tourism office.

The Portfolio Holder instructed officers to use their best endeavours to dispose of St. Denis' Church, Hatley on the open market, thus relieving the District Council of an ongoing

financial liability.

Those present noted that responsibility for the subscription paid to Horizons had been transferred from New Communities to the Planning estimates for 2011-12 so that provision could be made for contributing to the Local Enterprise Partnership (LEP). In addition, the money paid to the Greater Cambridgeshire Partnership in previous years might also be allocated to the LEP. At this stage, no formal request had been made to fund the LEP.

The Planning Portfolio Holder

1. **Endorsed** the Revenue Estimates as shown at Appendix A (as revised and circulated at the meeting), Capital Programme as shown at Appendix B, and associated proposal forms at Appendix C1 to C4.
2. **noted** the capital estimate for the Building Control System, which is for endorsement by the Policy and Performance Portfolio Holder.
3. **requested** that Cabinet include, on the list of precautionary items for 2011-12, £50,000 for possible additional expenditure on Appeals and Inquiries.
4. **instructed** officers to identify the appropriate method for transferring to the Housing Portfolio the budget for the Open Space Agreement (Cherry Hinton).
5. **recommended** that Cabinet send the revised estimates on to Council for final approval.

### 31. COMMUNITY TRANSPORT PLAN AND ACTION PLAN

The Planning Portfolio Holder **received** a report enabling him to monitor progress made with the Community Transport Strategy 2010-12 following implementation of the action plan in February 2010.

The Portfolio Holder congratulated officers for the success of the scheme to date, and highlighted the important role it would have in continuing to provide transport for vulnerable residents if bus services were withdrawn as a result of the likely reduction in subsidies.

### 32. SERVICE IMPROVEMENTS & PERFORMANCE INDICATORS 2010/11: THIRD QUARTER

The Planning Portfolio Holder **received and noted** a report detailing the progress made by the Planning Service in meeting its targets, as set out in the published 2010-11 Service Plan.

### 33. ADDRESSING THE ECONOMIC DOWNTURN - QUARTERLY REPORT

The Planning Portfolio Holder **received and noted** a progress report about the delivery of actions proposed to mitigate the impact of the recession on the South Cambridgeshire district, and about the formation of the Greater Cambridgeshire and Greater Peterborough Local Enterprise Partnership (GC-GP LEP). Those present noted that the Council had made provision to

Those present noted that, in paragraph 18 (Implications – Financial), the figure in the first line should have been £100,000 (one hundred thousand pounds).

### 34. FORWARD PLAN

Those present **noted** the Forward Plan for the Planning Portfolio attached to the agenda.

**35. DATE OF NEXT MEETING**

Those present **noted** that the next Planning Portfolio Holder meeting would take place on Tuesday 8 March 2011, starting at 10.00am.

---

**The Meeting ended at 11.35 a.m.**

---

This page is left blank intentionally.





**South Cambridgeshire District Council**  
**Planning & New Communities Services**



**SERVICE PLAN**  
**2011/12 to 2013/14**



**Approved by:**

<b>Portfolio Holder - Planning</b>	<b>Corporate Manager</b>
<b>Name:</b> Cllr. Nick Wright	<b>Name:</b> Jo Mills
<b>Signed:</b>	<b>Signed:</b>
<b>Date:</b>	<b>Date:</b>

<b>Portfolio Holder - New Communities</b>	<b>Corporate Manager</b>
<b>Name:</b> Cllr. Dr. David Bard	<b>Name:</b> Jo Mills
<b>Signed:</b>	<b>Signed:</b>
<b>Date:</b>	<b>Date:</b>

<b>Portfolio Holder - Northstowe</b>	<b>Corporate Manager</b>
<b>Name:</b> Cllr. Tim Wotherspoon	<b>Name:</b> Jo Mills
<b>Signed:</b>	<b>Signed:</b>
<b>Date:</b>	<b>Date:</b>

**Champions:**

<b>Cllr Jaime Dipple</b>	<b>2012 Olympics</b>
<b>Cllr Mervyn Lloynes</b>	<b>Business and Employment</b>
<b>Cllr Bridget Smith</b>	<b>Children and Young People</b>
	<b>Transport</b>
<b>Cllr Mark Howell</b>	<b>Equalities and Travellers</b>
<b>Cllr Tim Wotherspoon</b>	<b>Design</b>

**1. About Our Service**

South Cambridgeshire is one of the fastest growing districts in the country with plans for new jobs and homes so the population will grow by around a third over 20 years. The growth has been carefully planned so that large developments will be located sustainably, for instance, on the fringes of Cambridge. We also have a strong track record of delivering affordable housing in villages on 'rural exception sites', and have a positive attitude towards businesses. We are a district of 103 parishes, with many beautiful villages and 83 conservation areas. The number of planning and building control applications fell during 2008-9, but during 2010 there has been an upward trend. The service includes officers with a wide range of responsibilities, skills and experience. We are committed to working closely together and with other services and partners in order to make sure that we deliver the best outcomes for the district.

Our service incorporates:

**Planning Policy**

Influence land use and transport policies. Prepare and update planning policies and proposals for sustainable employment and housing development, protection of the built and natural environment.

**Development Management**

Determine approximately 2,500 applications (including major growth sites in South Cambridgeshire) and 1,500 significant amendments to these applications. Defend the Council's decisions at appeal, monitor development and S106 obligations and triggers within the District, as well as High Hedge applications. Our customers range from applicants and developers, to neighbours, interest groups and Parish Councils.

**Enforcement**

Enforce breaches of planning control by carrying out investigations and gathering evidence. Resolving these breaches through negotiation and if necessary legal action. Also work with partner agencies and teams to resolve complex problems.

**Building Control**

Enforce building regulations by determining building regulation applications and carrying out site visits to check works at specified stages of development. As well as building safety and accessibility, building regulations are a significant tool for delivering the Government's carbon reduction commitment. Also provide a dangerous structure service.

**Design and Conservation**

Conserve and enhance the historic, natural and built environment covering landscape, trees, wildlife, and historic buildings. The service deals with listed building and tree applications, and provides conservation and design input to policies and planning proposals to help produce attractive, high quality places.

**New Communities**

Supports rural life across the district as well as delivering high quality new developments through a multi-disciplinary team. Responsibilities include leading on growth sites, urban design, economic development and tourism, sports and leisure, art and culture, climate change including Sustainable Parish Energy Partnership, community development including engagement, community facility planning and capital grants.

## 2. Our Performance and Plans to Improve

### Our Performance:

1. Planning policies and proposals in 4 Development Plan Documents (DPDs), 3 Area Action Plans (AAPs) and 13 Supplementary Planning Documents (SPDs) were put in place between 2004 and 2010 to cover the planning period to 2016.
2. Substantial work has been undertaken to develop a Gypsy and Travellers DPD. This has been delayed because the government is due to publish a new approach to planning site provision. Work is continuing to explore new suggestions that arose during consultation.
2. The Development Management service re-structured to make savings and introduced a new planning application database and processing system (APAS) in July 2010. The upheavals of the changes resulted in a deterioration in the time taken to determine planning applications from quarter 2:

N.B. The new IT system was implemented at the end of July.

Month	Applications received	Applications determined	Large Majors Determined in 16 Weeks	Small Majors Determined in 13 weeks	Minors Determined in 8 weeks	Others Determined in 8weeks
August 2010	122	151	N/A	25%	27%	46%
September 2010	151	116	N/A	0%	20%	40%
October 2010	141	106	50%	0%	33%	45%
November 2010	164	137	100%	0%	40%	49%
December 2010	133	129	100%	50%	41%	70%

The figures for quarterly performance against PI targets are shown below:

	Target	Apr'09-Mar'10	1 <sup>st</sup> Qtr Apr-Jun	2 <sup>nd</sup> Qtr Jul-Sep	3rdQtr Oct-Dec
Majors-13 weeks	>71%	67%	83%	35%	22%
Minors- 8 weeks	>71%	77%	64%	40%	38%
Others	>86%	83%	71%	52%	56%
Customer satisfaction	>73%	83%	68%	56%	Not available PAS project
Appeals lost	<36%	35%	42%	39%	14%
Letter response in 10 days	>90%	84%	47%	44%	Not available

4. The breakdown of types of applications from August to December 2010 is:
  - 10 Large Majors
  - 23 Small Majors
  - 165 Minors
  - 498 Others including householder applications.
5. In addition, there were 129 applications to discharge conditions and 51 applications for non-material amendments over the same period.
6. Pre-application charging continues to add quality to development. It has exceeded revenue expectations.
7. Building Control considered 98% of all applications for Building Regulation approval within the statutory 5-8 week statutory time limit.
8. The number of applications for Historic Buildings Grants has increased. In the last quarter 3 buildings have been removed from the buildings at risk register which is positive.
9. With regard to the green environment, 100% of tree applications were dealt with in the statutory time frame. We have supported a range of community planting schemes, and the hedge and tree pack scheme is on course to plant 3000m of hedgerows.
10. Accessible wildlife schemes have been included in developments at Over, Trumpington Meadows, Milton and Hauxton. Once these developments commence there will be a significant increase in accessible wildlife space.
11. The Council Action for planting community orchards is on course to deliver the target of 6. The team have worked with groups, parish councils, and tree wardens. Two of the schemes involve restorative management rather than the creation of a new orchard. Three schemes have been supported with grants. We also continue to support projects to conserve, enhance and create other local wildlife habitats.
12. Through working with partners, we have enhanced local heritage sites and supported the Parish Paths initiative.
13. For Enforcement, the number of investigations remains high when compared to previous years. The number of enforcement notices for the period January to December totalled 28, which represents 6.02% against a target of 5%.
14. The Section 106 officer contract was made permanent. He has created a dedicated s106 webpage for developers and Parish Councils. There have been presentations to Parish Councils and training for members on development viability. A new policy has been implemented to secure funding for community facilities; successful s106 audit result.
15. In 2009/10 there were 70 Section 106 agreements signed and this figure will be exceeded in 2010/11. Also, it is expected that more than 30 Parish Councils will receive section 106 contributions this year.
16. The Joint Urban Design Team have worked on: Orchard Park Design Guidance SPD; Urban design guidance for Papworth West Central, NW Cambridge University Site Master plan, Cambourne 950 additional dwellings; Design Code for Trumpington Meadows; Gypsy & Traveller site layout guidance, and provided advice on planning applications as required.
17. Achievements on the major sites include consent for the Country Park at Trumpington Meadows, continuing development at Orchard Park including permission for a new hotel and opening of new Multi-Use Games Area. At Cambourne, progress includes permission for the Sports Centre, start on site of the new fire station and permission for an additional 950 homes.
18. The annual target to increase the number of teenagers taking part in positive activities by 500 exceeded. For example, in sports along, oaralympics events included youth games with 600 children from 20 schools. We also support street football in 5 villages.

19. We have helped a further 11 young athletes under elite athletes award scheme (total now 35 since launch in 2009)
20. We have secured £1m worth of public arts projects on 17 development sites.
21. A Climate Change Action Plan has been drafted and circulated for comments.
22. 8 parishes joined the Sustainable Parish Energy Project.( original target 6), aiming for 25% of district by year end
23. A Young Person's Plan has been approved.
24. Over 120 older people took part in six events to mark 'Cambridge Celebrates Age' throughout October
25. The Economic Development Strategy has been approved.
26. Local business has been supported using £150K dedicated by the Council. Measures have included rate relief, a business grants scheme, a 'Step Up Competition' to bring on new businesses.
27. We have played an active part in shaping and setting up the new Local Enterprise Partnership.
28. The Northstowe Eco-Demonstrator Projects were awarded funding and the retro-fit project will make energy improvements to be made to 15 homes in Rampton Drift.
29. Capital grants were awarded to support village hall improvements at Landbeach and Whaddon, the Elsworth community shop, sports facilities at Castle Camps and Swavesey, and arts equipment for Cottenham and Melbourn.

## **Key Areas for Improvement**

From the above, the key areas for improvement are:

- Improve performance in Development Control and Conservation.
- The Scrutiny Committee Task and Finish group focussing on the planning service is expected to highlight a number of areas for improvement.
- Reduce the number of complaints received; and improve response rate to correspondence.
- Closer working between conservation and development control to ensure that an integrated approach is taken to joint applications.

Our main priorities are shown in the Improvement Plan in Appendix B. Key areas include:

- Bringing forward major sites including 220 homes at Orchard Park, over 1000 homes in North West Cambridge, finalising consents for 950 homes at Cambourne, 600 homes at Trumpington and development at Northstowe.
- Strong participation in the Department for Transport A14 Improvements Work
- Preparatory work for a new Local Development Framework
- Implementing the new fee setting regime for planning applications
- Delivering Gypsy and Traveller sites
- Promoting opportunities under the forthcoming Localism Act
- Engaging with the new Greater Cambridgeshire and Greater Peterborough Local Enterprise Partnership
- Further development of the Sustainable Parish Energy Project
- Delivery of Council Actions

### 3. The Context for Our Plan

#### a) External Drivers

The following external factors are likely to influence the service:

- New Homes Bonus
- Localism Bill/Act
- New fee setting regime proposed for planning services
- Creation of Greater Cambridgeshire and Greater Peterborough Local Enterprise Partnership (LEP), and wind-up of Cambridgeshire Horizons
- Revised guidance for planning for gypsies and travellers
- Ability of other public bodies such as Highways and Environment Agencies to deliver planned improvements to support growth
- Capacity and prioritisation of public bodies such as Homes and Communities Agency (HCA), Natural England and English Heritage.
- Natural Environment White Paper

#### b) Our Key Partners

Partnership working is integral to the Planning and New Communities service. Key partners include:

- Parish Councils
- Neighbouring local authorities including Cambridge City Council and Cambridgeshire county Council
- Developers and Planning Agents, including Gallagher's, Countryside, Grosvenor Estates and the Cambourne Consortium
- Partnerships such as: Cambridgeshire and Peterborough Biodiversity Partnership
- National agencies including HCA, Natural England and English Heritage
- Voluntary sector including Cambridge Past, Present and Future
- Local groups such as River Mel Restoration Project, arts bodies and sports clubs
- Social landlords
- The nine Village Colleges in South Cambridgeshire
- Renewables East, Sport England and Living Sport
- Arts Council East
- Greater Cambridgeshire and Greater Peterborough LEP

For our major partnerships, robust partnership arrangements are in place and have been checked through the corporate review of partnerships and corporate partnerships register.



c) **Strengths and Weaknesses**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• A planning policy team with a proven record in delivery (secured £1m in PDG in 2009)</li> <li>• Joint working with local communities, Cambridgeshire local authorities and with service and infrastructure providers including joint planning arrangements.</li> <li>• Planning Parish Forums &amp; Agents' Forum</li> <li>• Pre-application protocol and charging</li> <li>• Improved website information including delegated reports</li> <li>• Quality of Building Control service, continuing to hit targets and signing two partners</li> <li>• Award winning services in conservation, arts, sports and community development</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Poor development management performance following introduction of new planning ICT system and restructure</li> <li>• An increase in complaints regarding conservation and development control</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Localism Bill, New Homes Bonus, new planning fees regime and simplified Local Plan system</li> <li>• Council's Aims and Approaches for 2011/12.</li> <li>• Enhanced pre-application advice and design guidance</li> <li>• New planning IT system will deliver a more linked up and effective service;</li> <li>• Political and other support for volunteering and importance of local places and actions</li> <li>• Current negotiations between HCA and Gallagher's offer potential for new approaches at Northstowe</li> <li>• Taking advantage of the sporting and cultural benefits of the Olympics in the lead up to 2012</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Loss of knowledge and experience through redundancies resulting from savings</li> <li>• Less income from applications and funding gap between removal of HPDG and introduction of New Homes Bonus</li> <li>• Uncertainty about Northstowe, NIAB, the University site and Orchard Park as a result of the withdrawal of the A14 upgrade scheme</li> <li>• Potential resource issues if development progresses at Northstowe</li> <li>• Non-relocation of Cambridge Airport</li> <li>• Loss of interim planning officer support may impact on performance</li> </ul>

d) **Are we meeting the diverse needs of all our Customers and communities?**

Our services impact upon everyone within the District.

**How needs are changing**

Customer demand and expectations have increased over time. Planning applications have increased over the past year by almost 10%. The Labour government introduced increased requirements for planning and heritage applications requiring greater assistance to applicants.

The population of the district is undergoing a transition. South Cambridgeshire has an ageing population. The percentage of the population aged 65 or above is expected to rise from 14.8% in 2001 to 23.5% by 2021.

Conversely, the percentage of under 20-year olds is forecast to decrease from 25% in 2001 to 22.6% by 2021. The Gypsy and Traveller population is also growing from the last known figure of 1,330 (1% of the total population in the District) in 2005. There is also information to suggest that the District has a high number of migrant workers, but details are not accurate at the current time.

**Results of consultation/engagement in the last year**

Customer satisfaction surveys are in place for users of Development Control. At present we have discontinued the use of our own survey forms while we participate in a Planning Advisory Service (PAS) benchmarking project including a survey of customer satisfaction.

Conservation survey their customers and feedback is currently mixed. Building Control survey their customers and the response continues to be generally favourable.

Agents' Forums are organised regularly for customers of Building and Development Control. Attendance at both forums continues to grow, and the meetings are mutually informative.

We consult with Parish Councils over every planning application and as we develop projects for arts, sports, sustainable energy and other matters. We hold Planning Parish Forum meetings every six months and approximately 60 people attend from 40 parishes. In addition, there is a Planning Parish IT Forum that had its first meeting in January 2011, and a Northstowe Parish Forum, both of which will meet approximately four times a year.

Community forums have also been established for the growth sites, notably Cambridge North West and Trumpington.

The Duty Officer System provides a direct line to a planning officer for general planning advice. In addition to the Duty Officer System, pre-application charging was introduced on 5 October 2009 to increase revenue and encourage better quality applications. This service provides the applicant with detailed formal advice intended to ease the path of planning applications.

**Customer service standards and how these are being delivered**

Planning and New Communities will continue to contribute to improvements in customer service to meet the Customer Service Excellence Standard in 2011.

**Complaints and how we have learnt from them**

There have been significant numbers of complaints particularly regarding development control and conservation over the last year.

The breakdown from April 2010 to February 2011 is:

Stage 1	37
Stage 2	7
Stage 3	1

The largest number of complaints concerned 'processes', and around half of these were upheld after investigation. Other complaints were about delays and staff conduct, including lack of communication.

Lessons include:

- Ensuring planning officers make contact with all applicants or their agents when the case is assigned
- Emphasis on stronger customer focus Decision for planning officers to send letters in own names
- Plan to strengthen performance management
- Agreement to provide two officers for complex appeal hearings.

There were 61 compliments received by the service during the same period of April – January.

e) **Our Resources**

	<b>Estimate 2011/12 £</b>
<b>Capital</b> Primarily for grants	
<b>Planning</b>	135,600
<b>New Communities</b>	248,240
	<b>383,840</b>
<b>Revenue</b>	
Expenditure	
Development Control	1,076,050
Building Control	96,910
Economic Development and Tourism	158,060
Conservation and Museums	222,300
Transport 16,800	
Planning Policy	631,160
New Communities Growth Agenda	1,226,630
Sustainability	101,860
Sports Development	170,450
Arts Development	134,390
Community Development	107,790
	<b>3,942,200</b>
<b>Income</b>	
Planning from Fees and Charges	1,363,030
Cams Horizons Grant	75,650
HPDG from reserves	285,100

The figures above are based on the Revenue Estimates 2011/12.

In October 2010, a new arrangement for setting fees for Building Control was implemented. Under the new government guidance, fees must reflect the actual cost of providing the service and be reviewed annually. It is expected that the government will introduce a similar scheme for planning applications to take effect from October 2011. This is expected to increase fee income by 15%.

In 2011/12, the Council will no longer receive Housing and Planning Delivery Grant because the scheme has ended, and will be partially replaced by New Homes Bonus. Cambridgeshire Horizons is winding up, and will no longer fund posts in the council.

**Workforce Overview**

Planning and New Communities has a skilled workforce with a wide range of skills and specialist knowledge. As a result of the restructure in Development Control which took place during the summer, twelve employees were promoted (following a competitive process) or assimilated to new posts. There were also redundancies from Development Control and Building Control. Interim planning officers were used to provide support during the restructure and the implementation of the new planning system in development control.

The breakdown of numbers of employees is shown below:

Service Area	Numbers of Employees (some posts are part-time)
Corporate Manager, Office Support Team, Senior Lawyer and s106 Officer	7
Development Control including enforcement	27
Building Control	7
Conservation and Museums	11
Planning Policy and Transport	8
New Communities including Growth Sites and Sustainable Communities teams, and members of Joint Urban Design Team	19

In the 10 months 1<sup>st</sup> April 2010 to 1<sup>st</sup> February 2011, 299.5 days were lost to sickness. This is a loss of 3.7% of the total workable hours during the 10 month period, or approximately 4 days per person. The vast majority of ill-health is short term.

Following the implementation of the new organisational structure in New Communities, a programme of team-building training was run for this service. Bespoke leadership and management training was provided for the managers of the service in the early months of 2011. In addition, employees participate in training identified in their personal development plans, and in corporate training including customer service and absence management.

**Risk Overview**

There are risks facing the service in the coming year that have a short or medium term impact on the ability of the service to deliver on its priorities. However, given the long-term nature of the many projects, there are also significant longer-term risks.

Key risks are listed below, and are managed through the service risk register that is reported to the Executive Management Team every four months. Major risks are managed through the corporate risk register. Control measures are listed in the register for each risk. The key risk areas in the Corporate and Service risk registers are:

- STR05 Lack of Development Progress – While there has been progress on Cambridge fringe sites, there is no progress yet at Northstowe and little likelihood of progress at Cambridge East in the immediate future, *leading to* the authority being unable to deliver its housing needs, *resulting in* the Council having to meet the shortfall in the short term from developments in existing villages and head off major planning applications outside the strategy.
  
- STR03 Illegal Traveller encampments or developments – Failure to find required number of site or sites identified do not meet the needs of local Travellers *leading to* illegal encampments or developments in the District *resulting in* community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.
  
- PNC1 Housing Trajectory – similar to STR05
  
- PNC2 Core Strategy DPD review delayed – delay in reviewing the Core Strategy DPD, which only provides a strategy until 2016 *leading to* failure to meet housing and employment needs, and policy revisions to respond to the economic downturn *resulting in* no response to the national climate change agenda and other changes in national planning policy; no provision for ongoing supply of land, a longer term development strategy (normally 15 years) or a strategy for the economic recovery.
  
- PNC5 Staffing restructure with reduced number of employees and new roles leading to loss of service delivery resulting in poor services to communities and poor reputation.
  
- PNC6 Underfunding from application fee income – more and lower fee earning applications *leading to* budget pressures and reduced resource in Development Control *resulting in* the delivery of high quality services being compromised
  
- PNC7 Posts are reliant on PDG and Horizons grant monies – lack of government funding *leading to* cost of redundancy or posts for staff for the council *resulting in* further financial pressure for the authority and/or failure to deliver against development pressures upon the Council

This page is left blank intentionally.

# ANNEX A-

# Value for Money Template

## Planning Service

Value for Money Scorecard  
Self Assessment Proforma



### Summary

Direction of Travel Risk Indicator	Cost Comparison	Cost Trend	Performance Comparison	Performance Trend	Current Assessment

The CIPFA assessment is based upon Audit Commission data for the Nearest Neighbour Comparison Group for 2010.

This group comprises sixteen non-Metropolitan Districts Councils

How well do the Council's Planning Service costs compare with others?		
<b>Planning Service</b> The net expenditure on the development control service including recharges as shown in the CIPFA returns for 2009/10 is £961k (line2)	<ul style="list-style-type: none"> <li>The published CIPFA figures for our comparator group show that in respect of the net cost per application, we were in the top quartile, 2 out of the 9 authorities that filed return (i.e. out of 17) in 2009/10</li> </ul>	Cost Comparison
		Cost Trend

### Planning Policy

The net expenditure on the planning service including recharges as shown in the CIPFA returns for 2009/10 is £741k

- This year we have significantly reduced staff costs, and the number of applications have increased and so the trend should continue to be positive

### Planning Policy

	Population	Cost/Head	New Homes	Affordable	Core Strategy
South Cambridgeshire	144,500	£5.13	610	350	2007
Uttlesford	75,600	£4.56	520	110	No
Stroud	111,100	£2.96	320	110	No
East Hampshire	111,900	£5.22	270	40	No
Test Valley	113,400	£8.34	440	130	No
East Hertfordshire	137,100	£4.57	470	190	No
Ashford	114,100	£4.47	500	270	2008
Sevenoaks	113,200	£6.01	210	70	No
South Northants	88,500	£7.57	260	10	No
Harrogate	157,900	£9.66	360	40	2009
South Oxfordshire	Incomplete	-	190	130	No
Vale of White Horse	118,700	£5.89	440	180	No
West Oxfordshire	Incomplete	-	380	90	No
Stratford-on-Avon	118,900	£7.24	200	80	No
Horsham	129,800	£6.76	230	80	2007
Mid Sussex	131,600	£7.01	240	180	2008

- The published CIPFA figures for our comparator group show that in respect of the net cost head, we are in the top quartile, 4 out of the 14 authorities that filed return (i.e. out of 16) spending £5.13 per head of population
- Since then salary costs have been held constant but costs on consultants and studies have been reduced by over £100k.



To what extent are costs commensurate with service delivery, performance and the outcomes achieved?		
Quality and standards achieved, including targeted investment to improve poorer services and quality of life.	<b>Planning Service</b> <ul style="list-style-type: none"> <li>The service met all the Governments' best value indicator targets in 2009/10</li> <li>Relative to our comparator group of 17 authorities we were 11<sup>th</sup> for majors, 9<sup>th</sup> for minors and 13<sup>th</sup> for others.</li> <li>Our performance dipped during 2010 and an improvement plan is in place. The trend is now upward.</li> </ul>	Performance Comparison
		Performance Trend

	<ul style="list-style-type: none"> <li>• The Council has focussed on working with parishes to improve their knowledge of the planning system and bring forward affordable housing (eg through the Parish Planning Forum).</li> </ul> <p><b>Planning Policy</b></p> <ul style="list-style-type: none"> <li>• South Cambridgeshire is the top performing Council by a considerable margin in terms of delivery of market housing (see table).</li> <li>• South Cambridgeshire is the top performing Council by a considerable margin in terms of delivery of affordable housing (see table).</li> <li>• South Cambridgeshire is the top performing Council by a considerable margin in terms of delivery of in plan-making (see table).</li> <li>• In addition to having adopted its Core Strategy in 2007, South Cambridgeshire has adopted 3 other Development Plan Documents, 4 Area Action Plans and 10 Supplementary Planning Documents with a further 3 in production.</li> </ul>	
<p>Results of service inspections</p> <p>Awards /Accreditations</p>	<ul style="list-style-type: none"> <li>• Internal audits of s106 and planning completed.</li> <li>• Green Apple Award for River Cam Enhancement Project</li> <li>• Landscape Institute Award for Cambourne</li> <li>• Living Sport Award for Try Sport Women’s Netball</li> </ul>	
<p>Range of discretionary services</p>	<ul style="list-style-type: none"> <li>• The duty officer system has proved to be highly valued, and the feedback on the system of</li> </ul>	

provided.	<p>pre-application charging has also been positive. The cost of the discretionary services provided will be identified as part of our work in setting new fees for planning applications.</p> <ul style="list-style-type: none"> <li>• Implementing the Councils transport policy aims by working with the County Council, the Highways Agency and other transport providers.</li> <li>• Planning policy advice service to Parish Councils, developers and the public.</li> <li>• Arts, Sports, Community and Economic Development, aspects of the Conservation service including tree planting</li> </ul>
-----------	--

<b>Do procurement and other spending decisions take account of full long term costs?</b>	
Identifiable savings achieved through procurement	<ul style="list-style-type: none"> <li>• The service met the identified savings targets and cost was a significant weight in the process of acquiring a new IT system.</li> <li>• Parts of the evidence base for the production of Development Plan Documents have been procured jointly with neighbouring authorities, e.g. the Strategic Flood Risk Assessment procured jointly with Cambridge City Council</li> <li>• Parts of the evidence base for the production of Development Plan Documents have been procured with Growth Fund monies showing a budget saving e.g. Local Infrastructure Study which will provide the evidence base of a Community Infrastructure Levy.</li> </ul>
Use of external funding to deliver Council priorities	<p>The service has performed very well in terms of its Planning Delivery Grant (£1.2m in 2009/10 with £356K for the planning service), relating to performance in Development Control and Planning Policy. The Council has also benefitted from Cambridgeshire Horizons funding including Joint Planning Budget and Housing Growth Fund (£650K in 2010/11) Going forward, the Authority is well placed to benefit from the Government's New Home Bonus payments, and the new planning fee regime.</p> <p>Fees are charged for Pre-Application Advice, Planning Applications and Building Control. The total income from fees was estimated at £1.3 m for 2010/11</p>

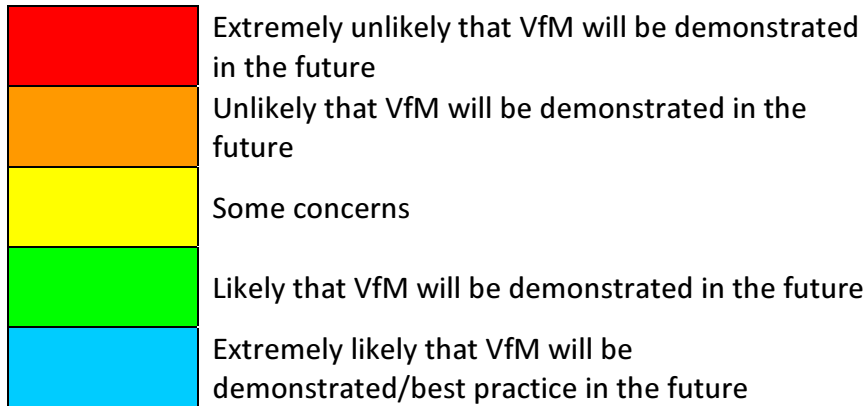
--	--



# Guidance Notes

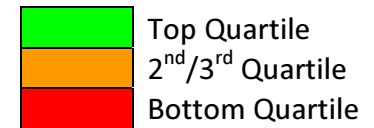
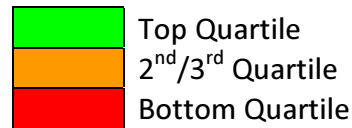
## Value for Money Scorecard Self Assessment Proforma

### Direction of Travel Risk Indicator

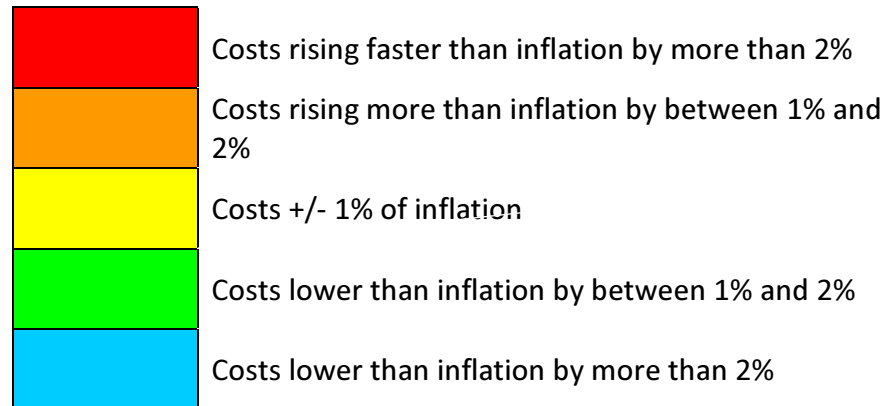


### Cost Comparison

### Performance Comparison







### Cost Trend



(For inflation rate – assume rate of 2.5%)

## Performance Trend

	Performance Strongly Improving
	Performance Improving
	Performance Worsening
	Performance Strongly Worsening

# Value for Money Template

## Building Control Service

Value for Money Scorecard  
Self Assessment Proforma



### Summary

Direction of Travel Risk Indicator	Cost Comparison	Cost Trend	Performance Comparison	Performance Trend	Current Assessment

This assessment is based upon the Benchmarking survey of adjoining Building Control services in the LABC Cambridgeshire group

How well do the Council's Building Control Service costs compare with others?		
Current level of service costs. The total cost of Building control service in 2009/10 was £521142	<ul style="list-style-type: none"> <li>This compares to an average across Cambridgeshire of £602000 for BC services. This combined with application numbers means SCDC is well above the local average</li> </ul>	<p>Cost Comparison</p> <div style="background-color: #00FF00; width: 100px; height: 30px;"></div>

	<ul style="list-style-type: none"> <li>This year, we have significantly reduced staff costs lowering the overall cost of the BC unit by £90k including on costs and the number of applications have increased.</li> </ul>	Cost Trend
<b>To what extent are costs commensurate with service delivery, performance and the outcomes achieved?</b>		
Quality and standards achieved, including targeted investment to improve poorer services and quality of life.	<ul style="list-style-type: none"> <li>The service has met all the statutory targets but due to reduced staffing levels we are struggling to meet internal performance targets set against the adjoining authorities.</li> <li>We have put in place revised procedures to improve service delivery and in response to customer feed back.</li> <li>Relative to our neighbours we are carrying out 40% more inspections and have 10-15% more applications, although our applications are generally relatively small.</li> <li>Our performance remains steady despite staff reductions.</li> </ul>	Performance Comparison
		Performance Trend
Results of service inspections Awards /Accreditations	<ul style="list-style-type: none"> <li></li> </ul>	
Range of discretionary services provided.	<ul style="list-style-type: none"> <li>We provide a full advice service to all our customers to ensure the smooth execution of work on site.</li> </ul>	

<b>Do procurement and other spending decisions take account of full long term costs?</b>	
Identifiable savings achieved	The new software package for building control will reduce long term costs

through procurement	
Use of external funding to deliver Council priorities	na



**ANNEX B -**

**SERVICE IMPROVEMENT ACTION PLAN: Planning & New Communities**

To be used to set out plans of the service to maintain and improve service levels in pursuance of the Council's strategic aims, informed by customer feedback and with regard to the local, regional and national context.

**Key for Improvement Plan**

**Relevant Council Aim/s:**

**Aim A - We Are Committed To Being A Listening Council, Providing First Class Services Accessible To All.**

**Relevant Council Approaches:**

- (i) listening to and engaging with our local community
- (ii) working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
- (iii) making South Cambridgeshire District Council more open and accessible
- (iv) achieving improved customer satisfaction with our services
- (v) ensuring that the Council demonstrates value for money in the way it works

Ref.	Improvement or Change Objective	Status	Actions	Completion Date	Link to relevant PI / Outcome	Lead Officers	Other Services directly affected in terms of input?	Additional Resources?	Progress Update – Q1/Q2/Q3/Q4
<b>Service Objective:</b>									
1	i) Provide high levels of performance focussing on improvement in Development Control and Conservation ii) Review performance indicators across Planning and New Communities, and improve benchmarking		Detailed actions are described in an Improvement Plan and include: i) New guidance for all procedures ii) Increase negotiated solutions for listed buildings works iii) Implement recommendations from Scrutiny T&F Group	i) June 2011 iii) T&F Group to report April 2011, timescale for implementing recommendations to be agreed at that time. iv) Performance	Outcomes: Improved performance. Target to achieve government target  PIs: NI157 SP921  C/Action: N/A	i) J Mills ii) G Jones		(Yes/No)  If 'yes', please specify.  i) No	

				indicator review to be completed by May 2011					
2	Communicate highly effectively with customers, parish councils and local Councillors. Achieve Customer Service Excellence standard across SCDC		<ul style="list-style-type: none"> <li>i) Review content of web pages</li> <li>ii) Hold regular meetings of Parish Planning Forum, Parish Planning IT Forum and Agents Forum</li> <li>iii) Provide earlier notification of planning applications to Parish Councils</li> <li>iv) Review how we engage with Children and Young people and deliver actions set out in Children and Young Person's Plan,</li> </ul>	i) September 2011 (and action plan for upkeep)	<p>Outcomes: Improved levels of customer satisfaction</p> <p>PIs:</p> <p>C/Action: A1</p>	Jane Green i) Julie Ayre ii) Nigel Blazeby iv) Tracy Mann	i) ICT	i) No	
3	Streamline planning decisions to facilitate quicker delivery of development		<p>Actions include:</p> <ul style="list-style-type: none"> <li>i) Promote take up of pre-application advice</li> <li>ii) Reduce number of conditions</li> <li>iii) Negotiate % s106 agreements before planning decisions issued</li> </ul>	<ul style="list-style-type: none"> <li>i) September 2011</li> <li>ii) March 2012</li> <li>iii) June 2011</li> </ul>	<p>Outcomes: Quicker delivery of development</p> <p>PIs: NI157</p> <p>C/Action: N/A</p>	Nigel Blazeby James Fisher	Legal Services	No	
4	Complete systems thinking review and review structures in enforcement and conservation in order to ensure teams are organised to best meet service priorities and provide good value for money. Also consider benefits of shared service options including for Building Control and Urban Design (the Joint UD Team agreement expires June 2011)		<ul style="list-style-type: none"> <li>i) Review enforcement service</li> <li>ii) Review conservation team with urban design team</li> <li>iii) Consider shared service options including for Building Control</li> </ul>	<ul style="list-style-type: none"> <li>i) September 2011</li> <li>ii) July 2011</li> <li>iii) June 2011</li> </ul>	<p>Outcomes: Efficient and cost effective services</p> <p>PIs: N/A</p> <p>C/Action: N/A</p>	Jo Mills	Environmental Health  Cambridge City Council	Yes – Improvement East funding	

5	<p><b>COUNCIL ACTION A2</b> Engage proactively with parish councils and local communities through the promotion of a more open section 106 system and explore the opportunities for local people to influence community priorities for funding by developers in light of forthcoming government policy.</p>		<ul style="list-style-type: none"> <li>i) Revise s106 requirements for Northstowe</li> <li>ii) Identify forthcoming major applications and work with parish councils to identify community requirements <ul style="list-style-type: none"> <li>- Orchard Park 220</li> <li>- Other sites to be identified</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>i) June 11</li> <li>ii) Sept 11 and dates to be set as other sites identified</li> </ul>	<p>Outcomes: Community benefits from development</p> <p>Pls:</p> <p>C/Action: A2</p>	James Fisher	Community and Customer Services	No	
6	<p>Implement new Building Control, Trees and Historic Buildings IT modules without service disruption</p>		<ul style="list-style-type: none"> <li>i) Implement Building Control system</li> <li>ii) Implement Trees module</li> <li>iii) Implement Historic Buildings Module</li> </ul>	<ul style="list-style-type: none"> <li>i) June 2011</li> <li>ii) Date tbc</li> <li>iii) Date tbc</li> </ul>	<p>Outcomes: Effective IT systems, with good customer access</p> <p>Pls:</p> <p>C/Action: N/A</p>	Gareth Jones Andy Bayer Roz Richardson David Bevan Cat Morton	ICT and Legal Services (Land Charges)	Yes – identified in budget	
7	<p>Ensure Conservation and New Communities grants regime reflects council priorities and delivers VFM</p>		<ul style="list-style-type: none"> <li>i) Review of Conservation and New Communities grants as part of a wider corporate review of grants, and consider opportunities for volunteering and social enterprise</li> <li>ii) Ensure funding for Farmland Museum at Denny Abbey is linked to clear plan</li> <li>iii) Plan</li> </ul>	<ul style="list-style-type: none"> <li>i) June 2011</li> <li>ii) April 2011</li> <li>iii) December 2011</li> </ul>	<p>Outcomes: Effective Grants programmes</p> <p>Pls: N/A</p> <p>C/Action: N/A</p>	Jane Green David Bevan	Community and Customer Services	No	

			developed for long-term management of St Denis church						
8	<p>i) Introduce new fee regime for planning applications in accordance with guidance due to be issued by the Government.</p> <p>ii) Review Building Control fees to ensure fees cover costs.</p>		<p>i) Keep timesheets for officers</p> <p>ii) Assess costs</p> <p>iii) Assess time spent for each type of application</p> <p>iv) Consult on charging categories</p> <p>v) Set fees</p> <p>vi) Review BC fees</p>	Tbc after guidance is issued	<p>Outcomes: Local charging system</p> <p>PI's: N/A</p> <p>C/Action:N/A</p>	Jo Mills Gareth Jones	Accountancy	tbc	
9	<p>Make Public Consultation Documents simpler and more direct.</p>	•	<p>i)Focus on the key issues, using integrated assessment for background information.</p> <p>ii) Focus representations onto the key questions.</p> <p>iii)Provide clearer advice on the best way to format representations.</p> <p>iv)Consider content/format of the consultation document whilst drafting so the public can respond more easily</p> <p>v)Avoid planning jargon.</p> <p>vi)Use alternative and more flexible methods of consultation, particularly at the Issues and Options stage, e.g. surveys, questionnaires.</p> <p>Use social networking sites e.g. facebook to highlight consultations</p>	With immediate effect on all consultation documents	<p>Outcomes: More effective and better understood consultation.</p> <p>PIs: N/A</p> <p>C/Action: N/A</p>		Keith Miles	None	<p>Make Public Consultation Documents simpler and more direct.</p>

**Relevant Council Aim/s:**

**Aim B - We Are Committed to Ensuring that South Cambridgeshire Continues to be a Safe And Healthy Place for You and Your Family.**

**Relevant Council Approaches:**

- (i) working closely through our Crime and Disorder Reduction Partnership to reduce crime and the fear of crime
- (ii) working with partners to combat Anti Social Behaviour
- (iii) promoting active lifestyles and increasing opportunities for sport and recreation to improve the health of all age groups
- (iv) understanding where health inequalities exist and focusing on areas of need

Ref.	Improvement or Change Objective	Status	Actions	Completion Date	Link to relevant PI / Outcome	Lead Officers	Other Services directly affected in terms of input?	Additional Resources?	Progress Update – Q1/Q2/Q3/Q4
<b>Service Objective:</b>									
10	Produce new Local Development Framework – in accordance with agreed timetable		i)Combine Core Strategy, Site Specific Policies, Development Control Policies into a single Development Plan Document.	March 2014	Outcomes: <ul style="list-style-type: none"> <li>• Shorter Timetable for adoption.</li> <li>• Cost savings</li> <li>• Stronger focus on equalities impacts</li> </ul> Pls: N/A  C/Action: N/A	Keith Miles	Housing, Environmental Health, Community and Customer Services	None beyond normal plan-making budget,	
11	<b>COUNCIL ACTION B1</b> We will take an inclusive approach to enhancing the quality of life for older people in our community through actions:		i) Review planning guidance to ensure appropriate design of new developments and open spaces ii) Strengthen SCDC role in Cambridgeshire Celebrates Age	i) March 2012 ii) Plan in place April 2011	Outcomes: High quality new developments, and positive activities for older people  Pls:  C/Action: B1	i)David Bevan/Ian Howes  ii) R Hales, Kirsty Human			

12	<p><b>COUNCIL ACTION B2</b> We will encourage the development of existing, and the creation of new, sporting opportunities for all age groups:</p>		<p>i) Maximise developer contributions towards new sporting facilities to serve developments of over 10 dwellings.</p> <p>ii) Work with dual-use sports centres (school &amp; community), local clubs and partners to increase participation and seek opportunities for funding.</p> <p>iii) Work with partners to run specific events as part of the build-up to London 2012 and prepare to take advantage of the Olympic legacy for participation and economic development.</p> <p>iv) Continue to work with statutory and voluntary health and community partners to increase participation in sport and recreation</p>	<p>i) March 2012  ii) March 2012  iii) July 2011  iv) March 2012</p>	<p>Outcomes:  Strong sports development programme and good/improved sports facilities through new development</p> <p>PIs:  ?</p> <p>C/Action:  B2</p>	Kirsty Human			
13	Take forward plans for the provision of new sites for Gypsies and Travellers		This will include measures such as working with landowners and local stakeholders, including parish councils and local Members, to explore opportunities to identify and deliver suitable sites ahead of the proposed South Cambridgeshire Development Plan.	March 2012	<p>Outcomes:  Gypsy &amp; Traveller pitch provision</p> <p>PIs:  N/A</p> <p>C/Action:  N/A</p>	Jo Mills	Housing and Community & Customer Services	Yes, using external funding inc HCA Grant	

**Relevant Council Aim/s:**

**Aim C - We are Committed to Making South Cambridgeshire a Place in which Residents can Feel Proud to Live.**

**Relevant Council Approaches:**

- (i) making affordable housing more available to local people
- (ii) ensuring that affordable housing is in balance with the community
- (iii) achieving a sustainable future for the Council's housing stock
- (iv) working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- (v) extending and encouraging the use of recycling opportunities
- (vi) working to improve the cleanliness of our villages
- (vii) taking account of climate change in all the services that we deliver
- (viii) promoting low carbon living and delivering low carbon growth through the planning system

Ref.	Improvement or Change Objective	Status	Actions	Completion Date	Link to relevant PI / Outcome	Lead Officers	Other Services directly affected in terms of input?	Additional Resources?	Progress Update – Q1/Q2/Q3/Q4
<b>Service Objective:</b>									
14	Work with County Council, Joint Promoters and other stakeholders to deliver Northstowe		<ul style="list-style-type: none"> <li>i) Review s106 requirements</li> <li>ii) Undertake viability/affordability modelling</li> <li>iii) Review masterplan</li> <li>iv) Bring forward planning application</li> </ul>	tbc	Outcomes: Planning Consent and delivery of first phase of Northstowe  Pls:  C/Action: N/A	Jo Mills	County Council	To be identified – may be funding from CLG or Joint Promoters	
15	Bring forward plans for additional homes to meet housing need and deliver New Homes Bonus		<ul style="list-style-type: none"> <li>i) Bring forward planning application for 220 homes at Orchard Park</li> <li>ii) Bring forward planning application for 1100 homes at NIAB 2</li> <li>iii) Bring forward planning application for over 1000 homes in Cambridge</li> </ul>	<ul style="list-style-type: none"> <li>i) March 2012</li> <li>ii) 2012-13.</li> <li>iii) July 2011.</li> <li>iv) October 2011</li> </ul>	Outcomes: Additional new homes including affordable housing; New Homes Bonus  Pls: Milestones in respective site project plans and Trajectory in Annual Monitoring Report.	Jo Mills Gareth Jones Jane Green	County Council	No	

			<p>iv) North west Finalise Consents for Cambourne 950.</p> <p>v) Identify additional opportunities for development</p>		C/Action: N/A				
16	<b>COUNCIL ACTION C2</b> We will carry out a 'Pride in South Cambs' campaign to build community cohesion and increase the attractiveness of the environment for everyone, through the following specific actions:		<p>(ii) Work with our County and Parish Council partners to develop a system to identify and remove unnecessary street clutter from our roadsides, which have the potential to cause key road safety warnings to be neglected to the detriment of highway safety.</p> <p>iv) Celebrate Her Majesty's Diamond Jubilee in 2012 through a flag-flying campaign and advice and guidance advising on protocols and issues relating to planning consent.</p>	tbc	<p>Outcomes: Good layout of signs etc in villages and on highways. Safely positioned flags.</p> <p>PIs: N/A</p> <p>C/Action: C2ii</p>	David Bevan Gareth Jones	County Council	No	
17	Support Parish Councils and neighbourhoods to take advantage of measures in the Localism Act (when it becomes law)		Provide guidance to neighbourhood groups on the preparation of Neighbourhood Plans and other measures in the Bill	Determine nature of advice by the time the Localism Bill is enacted and then ongoing.	<p>Outcomes: Neighbourhood Plans which are supported locally and provide additionality to the Councils Plans.</p> <p>PIs: N/A</p> <p>C/Action: N/A</p>	Jo Mills Keith Miles	Planning & New Communities	Yes. Government funding for Neighbourhood Plans	Q4
18	Secure revenue from renewable energy generation to fund community sustainable energy projects		Devise plans for pilot projects linked to Cambourne 950 and Rampton Drift Retrofit Project	Proposals set out by April 2011	<p>Outcomes: Income generated to invest in carbon reduction projects</p> <p>PIs: ?</p> <p>C/Action:</p>	Richard Hales		Yes - External support from Energy Saving Trust and Renewables East	



--	--	--	--	--	--	--	--	--	--

**Relevant Council Aim/s:**

**Aim D - We are Committed to Assisting Provision of Local Jobs for You and Your Family.**

**Relevant Council Approaches:**

- (i) working closely with local businesses
- (ii) promoting economic development
- (iii) using cultural activities effectively to promote tourism

Ref.	Improvement or Change Objective	Status	Actions	Completion Date	Link to relevant PI / Outcome	Lead Officers	Other Services directly affected in terms of input?	Additional Resources?	Progress Update – Q1/Q2/Q3/Q4
<b>Service Objective:</b>									
19	Ensure SCDC secures maximum benefit from the Greater Cambridgeshire and Greater Peterborough Local Enterprise Partnership		tbd	tbc	Outcomes: Strong and vibrant economy  Pls:  C/Action: D	Jo Mills Keith Miles Nicole Kritzinger		(Yes/No)  If 'yes', please specify.  No	Narrative commentary on progress
20	<b>COUNCIL ACTION D1</b> We will work with our partners as part of the Local Enterprise Partnership (LEP) and complete key actions within our Economic Development Strategy to:		(i) encourage jobs for local people through the advantageous use of our own policies and procedures  (ii) explore methods of reducing unemployment and filling training and qualification gaps amongst hard to reach groups within our community.  (iii) Create and maintain a favourable climate for local	i) March 2012 ii) March 2012 iii) March 2012	Outcomes: ED Strategy delivered including job creation, training in district,  Pls: N/A  C/Action: D1i,ii,iii	Nicole Kritzinger	HR Revenues and Benefits		

			businesses, encouraging enterprise, focussing on the proven strengths of the districts business sector and measures to attract and retain the most talented people and to ensure a ready supply of affordable office space.						
21	<b>COUNCIL ACTION D2</b> We will build our reputation as a 'business-friendly' authority by carrying out further actions to promote the district to new businesses, building on the local area's international reputation for excellence in learning and research to assist start-ups and grown-on companies especially in its very high calibre research and business parks. This will include hosting and enabling at least 12 business development workshops within the district.		i) Host 12 business development workshops	March 2012	Outcomes: Good rate of success for new businesses  Pls: N/A  C/Action: D2	Nicole Kritzinger		Yes – With funding approved to support business	
22	<b>COUNCIL ACTION D3</b> We will build on the success of the first Step Up* event for local entrepreneurs to organise a second event to seek and discover local start-ups with world-class prospects of success.		i) Hold Step Up Competition	November 2011	Outcomes: New businesses are encouraged and supported  Pls: N/A  C/Action: D3	Nicole Kritzinger			
23	<b>COUNCIL ACTION D4</b> We will allocate specific funding of £150,000 to continue our support for businesses during the difficult economic climate		Programme of actions to be defined	May 2012	Outcomes: ?  Pls: N/A  C/Action: D4	Nicole Kritzinger			

24	Ensure SCDC secures maximum benefit from the Department for Transport A14 Study		Effective representation on the Project Board	June 2012	Outcomes: Improvements to the A14, aiding the economy  PI's: N/A  C/Action: N/A	Jo Mills Keith Miles		No	
----	---	--	---	-----------	---	-------------------------	--	----	--

**Relevant Council Aim/s:**

**Aim E** - We are Committed to Providing a Voice for Rural Life.

**Relevant Council Approaches:**

- i) protecting existing communities, villages and the countryside
- ii) working more closely with Parish Councils and local Groups
- iii) implementing planning policies to achieve successful new communities
- iv) maximising planning gain for neighbouring communities
- v) playing our part in improving rural services including transport links

Ref.	Improvement or Change Objective	Status	Actions	Completion Date	Link to relevant PI / Outcome	Lead Officers	Other Services directly affected in terms of input?	Additional Resources?	Progress Update – Q1/Q2/Q3/Q4
------	---------------------------------	--------	---------	-----------------	-------------------------------	---------------	---	-----------------------	-------------------------------

**Service Objective:**

25	<b>COUNCIL ACTION E1</b> We will build on our successful work with parish councils in the Sustainable Parish Energy Partnership* to complete key projects set out in our Climate Change Action Plan to contribute to the county-wide target for the reduction of CO2 with links to the Northstowe Demonstrator Project.		<ul style="list-style-type: none"> <li>i) Maintain and develop SPEP</li> <li>ii) Promote Climate Change Charter to local business</li> <li>iii) Deliver Rampton Drift retro-fit project, monitor and evaluate outcomes</li> </ul>	<ul style="list-style-type: none"> <li>i) Ongoing</li> <li>ii) March 2012</li> <li>iii) Retrofit completed July 2011, 2 year evaluation project</li> </ul>	Outcomes: Reduction in CO2 emissions  PIs: ?  C/Action: E1	R Hales John King		(Yes/No)  If 'yes', please specify.  Yes – DCLG funding for Rampton Drift Retrofit	Narrative commentary on progress
----	---	--	---	--	--	----------------------	--	--	----------------------------------

26	<p><b>COUNCIL ACTION E3</b> We will work with parish councils and local communities, providing advice and support to encourage local ownership of environmental enhancement schemes, led by:</p>	<p>(i) Further support to develop the successful Community Orchard initiative launched during 2009-10 and explore a similar scheme for community hedgerows;</p> <p>(ii) Undertake a tree-planting campaign of long-lived and large species for the enjoyment of future generations and review our arboriculture policies to ensure a wide range of species is planted including non-native specimen trees.*</p> <p>(iii) Work to identify suitable areas for tree planting, landscaping and walking paths for public enjoyment and the protection of wildlife, including corridors of trees and other vegetation to connect existing woodlands.</p> <p>(iv) Work with local history and archaeological societies to identify and preserve sites of historical and cultural interest, including use of the Conservation award scheme.</p>	i) March 2012	<p>Outcomes: ?</p> <p>Pls: 1) 6 Orchards</p> <p>C/Action: E3i,ii,iii,iv</p>	<p>David Bevan Rob Mungovan Roz Richardson</p>		No	<p>* The Council provides the expertise and planting stock before working with local communities to identify sites and seek volunteers to plant and maintain new trees.</p>
----	--	--	---------------	---	--	--	----	---

	<b>Estimate 2011/12 £</b>
<b>Capital</b>	
<b>Planning</b>	135,100
<b>New Communities</b>	248,240
	<b>383,340</b>
<b>Revenue</b>	
Net Expenditure	
Development Control	1,151,050
Building Control	96,910
Economic Development and Tourism	158,060
Concessionary Fares	15,000
Conservation and Museums	222,300
Planning Policy and Transport	632,960
Travellers Issues	213,640
New Communities Growth Agenda	1,226,630
Sustainability	101,860
Sports Development	170,450
Arts Development	134,390
Community Development	107,590
	<b>4,230,840</b>
<b>Income (included in Net Expenditure)</b>	
Planning & Conservation Fees and Charges	905,270
Planning Pre-Application Fees	44,100
Building Control Fees	332,500
Arts – Section 106 and Partnerships	36,000
HPDG – use of reserves	320,130
Other - use of reserves	180,830
	<b>1,818,830</b>

The figures above are based on the Revenue and Capital Estimates 2011/12.

This page is left blank intentionally.

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

---

 REPORT TO: Planning Portfolio Holder

8 March 2011

AUTHOR/S: Executive Director – Corporate Services

---

**CHANGES TO THE COUNCIL'S PROCUREMENT STRATEGY**
**Purpose**

1. To link the Procurement Strategy to the Climate Change Action Plan 2010-13 and incorporate Safeguarding Children and Vulnerable Adults into the Procurement Strategy.
2. This is not a key decision but it has been brought before the Planning Portfolio Holder as it is important to update the Procurement Strategy in line with other Council policies and it is good practice to regularly review policies, strategies and procedures, to ensure that they remain relevant, adequate and effective. The proposed changes to the Procurement Strategy will support the Climate Change Action Plan 2010-13, Safeguarding Children Policy 2009 and Safeguarding Vulnerable Adults Policy 2010.

**Recommendations**

3. That the Planning Portfolio Holder approves amendments to the Procurement Strategy to link to:
  - (a) the Climate Change Action Plan 2010-13:
    - (i) amend paragraph 4.8.6 of the Procurement Strategy (new wording shown in ***bold italics***)  
***“As part of the Council's Climate Change Action Plan 2010-13 the Council is committed to reducing its own carbon footprint and procurement can play a part in achieving this aim. The Council will therefore place significant weight upon seeking to ensure that the level of life-cycle carbon emissions associated with the materials, products, services and utilities that it procures are in line with its carbon reduction commitments.”***
    - (ii) amend paragraph 4.8.9 of the Procurement Strategy (new wording shown in ***bold italics***)  
***“The strategy is concerned with adopting a consistent approach for assessing the environmental impact of procurement activity within all the Council's service areas. To this end technical guidance, support documents and training sessions will be made available to staff. **This includes the use of life cycle assessments, eco-labels (e.g. energy star) and sustainability criteria in tender documentation.**”***
  - (b) the Safeguarding Children Policy 2009 and Safeguarding Vulnerable Adults Policy 2010:
    - (i) insert a new section in the Procurement Strategy:
      - 10 Safeguarding Children and Vulnerable Adults**
      - 10.1 The Council needs to safeguard the welfare of children and vulnerable adults. Therefore Contract Regulations will ensure that where procurement involves contractors coming into contact with children or vulnerable adults, the service will include criteria in the specification relating to the conduct of employees, health & safety, Safeguarding Children and

Vulnerable Adult terms and put suitable reporting processes in place to mirror the Council's internal procedures.

## **Reasons for Recommendations**

4. Amending the Procurement Strategy as recommended will ensure that it is aligned with the Climate Change Action Plan 2010-13, the Safeguarding Children Policy 2009 and the Safeguarding Vulnerable Adults Policy 2010 and that these are taken into account in relevant procurement exercises.

## **Background**

5. The Procurement Strategy was last reviewed and approved by the Planning Portfolio Holder in March 2010. It is now due for review and re-approval, in order to take account of actions to meet Council aims, improvements to reflect best practice, audit recommendations, etc.

## **Considerations**

6. An action was included in the Corporate Services' service plan for 2010/11, under the Safeguarding Children cross cutting theme, to ensure that appropriate Safeguarding Children considerations are taken into account in relevant procurement exercises. This action was extended to apply also to Vulnerable Adults considerations.
7. An action was also included in the Corporate Services' service plan for 2010/11, under the Climate Change cross cutting theme, to ascertain ways in which procurement can assist reduction of CO<sub>2</sub> emissions.
8. These amendments will ensure that the cross cutting themes of Climate Change, Safeguarding Children and Vulnerable Adults are incorporated into the Procurement Strategy and that Council staff take these into account when procuring goods and services.
9. Other document changes
  - (a) Contract Regulations will be updated to reflect the changes to the Procurement Strategy and will provide practical advice and guidance on incorporating Climate Change, Safeguarding Children and Vulnerable Adults criteria into procurement exercises.
  - (b) Procurement checklists will be amended and Invitation To Tender and quotation documents (including intranet copies) will be reviewed in light of these changes and updated as required.
10. The latest Internal Audit review of procurement did not result in any other changes to the Procurement Strategy being recommended.

## **Options**

11. The options are:
  - (a) To accept the recommended changes to the Procurement Strategy, allowing these changes to be made.
  - (b) To suggest amendments or additions to the Procurement Strategy.



## Implications

12. Financial	The changes to the strategy should not increase the costs of goods/services that the Council purchase. Evaluation of tenders/quotes will be based on weighted percentages of finance and quality criteria.
Legal	N/A
Staffing	N/A
Risk Management	Safeguarding Children and Vulnerable Adults is key to avoiding unnecessary risks when appointing contractors to work in our community.
Equality and Diversity	N/A
Equality Impact Assessment completed	No The Procurement Strategy passed an equality impact assessment in March 2010. The modifications proposed in this report are minor alterations to link to other Council Strategies/Policies and will not effect equalities.
Climate Change	The changes will link to the Climate Change Action Plan 2010-13, reinforcing the Council's commitment to tackling climate change.

## Consultations

13. The following people have been consulted:
- (a) Alex Colyer, Executive Director - Corporate Services
  - (b) Susan Gardner Craig, Human Resources Manager
  - (c) Anita Goddard, Housing Services Manager
  - (d) Richard Hales, Team Leader (Communities)
  - (e) Steve Hampson, Executive Director - Operational Services
  - (f) Executive Management Team

## Effect on Strategic Aims

14. The recommendations of this report will impact positively on the following strategic aims of the Council:
- (a) Aim: We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family – linking the Procurement Strategy to the Council's Safeguarding Children and Vulnerable Adults Policies contributes towards this strategic aim by ensuring that action is taken by Council staff to implement systems and procedures for the protection of children and vulnerable adults when contracting.
  - (b) Aim: We are committed to making South Cambridgeshire a place in which residents can feel proud to live:
    - (i) Approach: by working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community – linking the Procurement Strategy to the Council's Safeguarding Children and Vulnerable Adults Policies contributes towards this strategic aim through assessing whether children or vulnerable adults will be affected as a result of the service being procured and if so putting in systems and procedures to provide suitable protection.
    - (ii) Approach: by taking account of climate change in all the services that we deliver – linking the Procurement Strategy to the Council's Climate

Change Action Plan 2010-13 underlines its commitment to this strategic aim by incorporating sustainability criteria into tender documentation so that it can be assessed as part of the evaluation during a tender exercise and appropriate actions to reduce CO<sub>2</sub> emissions and address other climate change issues can be incorporated in the contract.

**Conclusions / Summary**

15. The Procurement Strategy needs to be updated to link to the Council's Climate Change Action Plan 2010-13 and include amendments to cover Safeguarding Children and Vulnerable Adults.
16. The changes will impact positively on the Council's strategic aims.

**Background Papers:** the following background papers were used in the preparation of this report:

Procurement Strategy  
Climate Change Action Plan 2010-13  
Safeguarding Children Policy 2009  
Safeguarding Vulnerable Adults Policy 2010

**Contact Officer:** Sean Missin – Procurement Officer  
Telephone: (01954) 713378

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

---

**REPORT TO:** Planning Portfolio Holder

8 March 2011

**AUTHOR/S:** Executive Director (Operational Services) / Corporate Manager (Planning and New Communities)

---

**ECONOMIC DEVELOPMENT STRATEGY FOR SOUTH CAMBRIDGESHIRE 2010-2015****Purpose**

1. The purpose of this report is to present the Planning Portfolio Holder with:
  - (a) The results of the consultation on the draft proposed Economic Strategy for South Cambridgeshire (2010 – 2015)
  - (b) Highlights of the key themes and actions from the strategy
  - (c) The final Economic Strategy, for approval.
2. This is not a key decision.

**Recommendations and Reasons**

3. It is recommended that the Planning Portfolio Holder:
  - (a) Note the content of this report
  - (b) Adopt the Economic Development Strategy, attached in Appendix 1, because it will raise the profile of economic development in South Cambridgeshire, attract business, funding, investment, infrastructure and research, provide a focus for partnership working including with the Local Enterprise Partnership, and integrate economic development with other Council activities

**Background**

4. The proposed Economic Development Strategy for South Cambridgeshire District, prepared by the Council (in consultation with internal and external partners and stakeholders at various stages) is attached in Appendix 1.
5. It combines policy implications with a local economic assessment, commissioned from economic consultants, PACEC. The aim of the economic assessment was to provide evidence and information on the local economy and local issues, which would help identify actions to be taken for the benefit of residents, businesses, and other organisations in the area. The full results of the economic assessment are available as a separate document.<sup>1</sup>
6. The Economic Development Strategy is something which every member of the community (business and individual) can contribute to and from which they can benefit. It aims to:
  - (a) Raise the profile of economic development within the District
  - (b) Attract business, funding, investment, infrastructure and research to the District

---

<sup>1</sup> South Cambridgeshire District Council Local Economic Assessment. July 2010.  
[http://www.scambs.gov.uk/documents/retrieve.htm?pk\\_document=909415](http://www.scambs.gov.uk/documents/retrieve.htm?pk_document=909415)

- (c) Provide a focus for partnerships working including with the Local Enterprise Partnership
  - (e) Integrate economic development with other Council activities.
7. The period of the Strategy is 2010-2015. It will be reviewed annually and updated through service planning.
8. The aim of the Strategy reflects the overall vision of the Council:
- To ensure South Cambridgeshire is a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation.
  - To ensure the Council is a listening Council, providing a voice for rural life and first-class services accessible to all.
9. Through the Strategy, the Council will seek to underpin the economic wellbeing of the District, maintaining a balanced and resilient economy, and welcoming new business.
10. South Cambridgeshire District Council members and officers with partners and the economic consultants have contributed to develop the strategy. The methodology has included:
- Internal SCDC liaison - meetings with key Councillors and staff
  - Desk Top Study covering a wide range of policy and research reports
  - Economic Profile of South Cambridgeshire
  - Economic projections for the district focusing on employment, key sectors and major development such as Northstowe.
  - Discussions with wide range of stakeholders
  - Survey of 400 businesses covering cross section of size, sector, and location
  - Survey of 300 residents across different ages, gender and location
  - Formal consultation on the draft Economic Strategy
11. The Economic Development Strategy has six strategic themes relating to local economic priorities. These are:
- **The role of South Cambridgeshire** - housing growth and a world class economy
  - **Support for business** - objectives to support new & existing business
  - **A low carbon economy** - reduce carbon and fossil fuel dependence and support "clean" tech industries
  - **Building sustainable communities** – providing the right supply of housing, skills, facilities etc
  - **Improving the infrastructure** - roads, broadband etc
  - **Key intervention areas: Recession** - assisting businesses in challenging economic times

### **Considerations, Consultation, Results and Delivery**

12. A formal consultation period was organised from October 2010 to early January 2011. This included a workshop, meetings and presentations with partners in the area to examine the evidence, policies and themes.

13. Comments have been taken on board but no significant changes to the strategy were required. Responses have been favourable towards the Economic Strategy, as demonstrated in the table below:

<b>Strategy Theme</b>	<b>Agreement expressed as a percentage (rounded)</b>
The Role of South Cambridgeshire	75%
Support for Business	86%
Low Carbon Economy	75%
Building Sustainable Communities	71%
Improved Infrastructure	71%
Key Sector Support: Recession	71%

14. The strategy will be delivered by South Cambridgeshire District Council and its partners, including the newly created Local Enterprise Partnership (LEP). The strategy will be monitored and adjusted where necessary to reflect opportunities, need and resources.
15. Internally, economic development occurs across a local authority and incorporates: policy; procurement; finance; regulatory services; licences; planning; housing; employment, business rates and sustainability. The table below summarises SCDC departments, in addition to Economic Development/New Communities, responsible for delivery of certain actions:

<b>Council Service</b>	<b>Objectives &amp; Actions</b>	<b>Theme/s</b>
Planning – Policy, Conservation & Development Control (including major developments)	<ul style="list-style-type: none"> <li>• Review planning applications impacting on the delivery of economic development benefits (e.g. jobs, investment)</li> <li>• Include economic considerations in policy reviews (LDF, core strategies, SPDs, Employment Land Reviews and so forth)</li> <li>• Ensure District's needs are reflected in strategic planning actions with partners.</li> <li>• Aid economic development associated with major applications (e.g. Northstowe).</li> </ul>	<ul style="list-style-type: none"> <li>• Role of South Cambridgeshire</li> <li>• Supporting Business</li> <li>• Improved Infrastructure</li> <li>• Low Carbon Economy</li> <li>• Sustainable Communities</li> <li>• Key Intervention areas: Economic Downturn</li> </ul>
Finance & Operations	<ul style="list-style-type: none"> <li>• Procurement help and practice</li> <li>• Business Rates (e.g. Hardship)</li> <li>• Prompt payment of contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting Business</li> <li>• Low Carbon Economy</li> <li>• Key Intervention areas: Economic Downturn</li> </ul>

Environmental Health and licensing	<ul style="list-style-type: none"> <li>• Aid business with regulation and licensing</li> <li>• Work with businesses relating to tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting Business</li> <li>• Low Carbon Economy</li> <li>• Key Intervention areas: Economic Downturn</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Working with communities on economic development issues e.g. rural business</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting Business</li> <li>• Improved Infrastructure</li> <li>• Key Intervention areas: Economic Downturn</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Provide affordable housing in partnership with housing providers</li> <li>• Encourage utilisation of low carbon technology</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting Business</li> <li>• Low Carbon Economy</li> <li>• Sustainable Communities</li> <li>• Improved Infrastructure</li> <li>• Key Intervention areas: Economic Downturn</li> </ul>

16. It should be noted that the policy context for preparing this strategy has changed significantly since the credit crunch, the recession, and the formation of the Coalition Government in May 2010. There are new and emerging policies on public spending and the governance arrangements for implementing economic development, planning, and business support services. For example, Business Link is changing and the East of England Development Agency is winding up. In particular the new Local Economic Partnership (LEP) and its services will potentially be important in improving economic prospects for South Cambridgeshire.

### Implications

17. The context is likely to continue to change in the future and hence our strategy will be flexible and adapted to meet changing circumstances and opportunities while retaining its overall aims and vision. Any impact, financial and otherwise will be dealt with through the normal Council processes and service planning.

18.

Financial	£10k for 2011/12 with part of £150k for the economic downturn.
Legal	All measures and actions will be referred for legal advice as relevant.
Staffing	Development Officer (Economic Development) in New Communities with support from other SCDC services as shown in paras 15 – 17.
Risk Management	Identified risks will be managed through the Planning and New Communities risk register.
Equality and Diversity Equality Impact Assessment completed	Partial EQIA completed with neutral and positive outcomes. Full EQIA not required.
Climate Change	Theme: Low Carbon Economy (and other themes) focuses on measures linked to tackling climate change.

### Effect on Strategic Aims

19. The Economic Development Strategy supports the Council's corporate aims and commitments:
- To be a listening Council providing first class services accessible to all
  - To ensure that South Cambridgeshire continues to be a safe and healthy place for residents and their families
  - To make South Cambridgeshire a place in which residents feel proud to live
  - To assist with the provision of local jobs for residents
  - To provide a voice for rural life

## **Conclusions / Summary**

20. The Economic Development Strategy has been developed following a thorough assessment of local need, in consultation with businesses, residents, and partners.
21. The formal consultation revealed support for the draft Strategy. The strategy has been developed to be flexible to adapt to changing circumstances.

**Background Papers:** the following background papers were used in the preparation of this report:

Draft Economic Strategy – January 2011 – Appendix 1  
Report to Scrutiny Committee – Assessment of the District and Draft Economic Strategy – September 2010  
Report to SMT - Assessment of the District and Draft Economic Strategy – 25 August 2010  
South Cambridgeshire District Council: Local Economic Assessment – July 2010

**Contact Officer:** Nicole Kritzingler – Development Officer  
Principal Lead: Economic Development and Tourism  
Telephone: (01954) 713-454

This page is left blank intentionally.



## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

---

**REPORT TO:** Planning Portfolio Holder

8 March 2011

**AUTHOR/S:** Executive Director (Operational Services) / Corporate Manager (Planning and New Communities)

---

**CAMBRIDGESHIRE LOCAL TRANSPORT PLAN 3****Purpose**

1. The purpose of the report is to endorse the approach being taken by the County Council in its review of the Local Transport Plan (LTP) and to approve the District Council's statement for inclusion within LTP3.
2. This is a key decision because:
  - it is likely to be significant in terms of its effects on communities living or working in an area of the District comprising two or more wards (affecting all wards).
  - it raises new issues of policy, or is made in the course of developing proposals to amend the policy framework, or is a decision taken under powers delegated by the Council to amend an aspect of the policy framework.and it was first published in the December 2010 Forward Plan.

**Recommendations**

3. The Portfolio Holder is recommended:
  - (a) To support the emerging Local Transport Plan 3.
  - (b) To endorse the District Statement for inclusion within LTP3 (attached at Appendix 3).

**Executive Summary**

4. The County Council is required by the Transport Act 2000 and the Local Transport Act 2008 to produce a third Local Transport Plan (LTP3) for the period from April 2011. LTP3 attempts to find a balance between realism over the funding position, the need to have a vision for the future and the need for strategies and programmes against which developer funding can be negotiated and bids for funding from sources can be made. The support of the District Council is crucial in bidding for and achieving adequate funding for transport infrastructure investment. The District Statement, which will be included within LTP3, outlines the Council's support for the LTP and key issues and priorities for the Council.

**Background**

5. The County Council is required by the Transport Act 2000 and the Local Transport Act 2008 to produce a third Local Transport Plan (LTP3) for the period from April 2011. The coalition government has confirmed their continued commitment to the role of LTPs as a key tool in delivering transport investment and services at the local level.
6. The LTP3 guidance allows more flexibility to develop plans that focus on local circumstance. Unlike previous LTP, there will no longer be national review of plan quality and content, and the requirement to review and replace plans in a five year cycle has been replaced by a requirement to keep the plan current. LTP3 seeks to take advantage of this flexibility and local focus in a number of ways, including:
  - Separating the Strategy and the Implementation Plan into separate documents.

- Having a longer timeframe for the Strategy, initially from 2011 - 2026.
  - Having a shorter term detailed Implementation Plan which will be reviewed annually and look 2-3 years ahead.
  - Taking a modular approach to LTP3, with the intent that individual sections will be updated in timescales that fit with other local plans, policies and processes.
7. The Draft LTP3 Policies and Strategy document and Implementation Plan can be viewed on the County Council's website at:  
<http://www.cambridgeshire.gov.uk/transport/strategies/local/>

### Local Transport White Paper

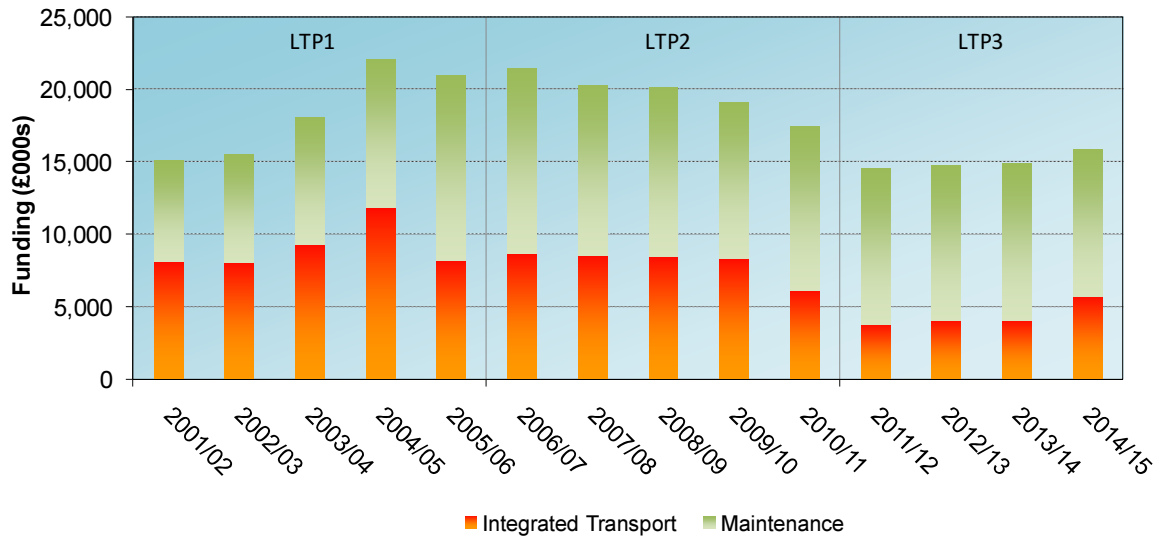
8. In January 2011 the Government published its Local Transport White Paper: Creating Growth, Cutting Carbon - Making Sustainable Transport Happen, together with guidance on bidding for Local Sustainable Transport Funding. LTP3 is consistent with the White Paper, focussing on delivering economic growth whilst being greener, safer and improving quality of life in local communities. This means focussing on implementing packages of local solutions enabling people to make sustainable transport choices.

### Funding

9. There are very challenging times ahead in terms of financial restraint. Funding from Government for transport is allocated to local transport authorities from five sources. These are:
- **Integrated Transport Block.**
  - **Maintenance Block.**
  - **Major Schemes Pot.**
  - **Sustainable Transport Fund.** A new funding pot that has been established by Government with a total of £560 million capital and revenue funding available across England in the four years from 2011/12.
  - **Regional Growth Fund.** Another new funding pot that has been established by Government with a total of £1.4 billion capital and revenue funding is available across England in the three years from 2011/12.
10. The capital grants from Government for **Integrated Transport** (used primarily for relatively small scale physical improvements to local transport networks) and **Maintenance** (major maintenance works to the transport network, including major resurfacing, maintenance or replacement of bridges, tunnels and other highway structures) for 2011/12 and 2012/13 and indicative funding for 2013/14 and 2014/15 were published on 13 December, as detailed in Figures 1 and 2.

**Figure 1 Capital grants for LTP3**

Programme Area	Av. LTP2 funding 2006/07 – 10/11	LTP3 funding		Indicative funding		Av. cut from LTP2
		2011/12	2012/13	2013/14	2014/15	
Integrated Transport	£8.431M	£3.805M	£4.059M	£4.059M	£5.707M	-48%
Maintenance	£11.658M	£10.712M	£10.695M	£10.801M	£10.104M	-9%
<b>Total</b>	<b>£20.089M</b>	<b>£14.517M</b>	<b>£14.754M</b>	<b>£14.860M</b>	<b>£15.811M</b>	<b>-25%</b>

**Figure 2 Capital funding from Government for LTP1, LTP2 and LTP3**

11. In October 2010, the Government announced the **Major Schemes** (local schemes of total cost greater than £5 million) it will support or consider for funding in the next four years. In Cambridgeshire, there were no schemes on these lists. There is therefore no scope to fund priority projects such as Chesterton Interchange or the Ely Southern Link Road from this source prior to 2015/16.
12. Although the County Council and its partners are likely to bid for funding from The Regional Growth Fund and Local Sustainable Transport Fund, they cannot be relied upon to supplement the reduced core budgets.
13. There are a number of further sources of funding raised locally that are used to undertake maintenance or improvement of the transport network, including:
  - **County Council revenue funding.** Used for management and maintenance of the local transport network; including pothole filling, winter maintenance, road safety education and maintenance of traffic signals and street lighting.
  - **County Council capital funding.** Used to supplement government funding in the Integrated Transport and Maintenance Block programmes.
  - **District Council and Parish Council funding / contributions towards schemes.** Contributions towards the delivery of transport infrastructure and services that help deliver local priorities in their areas.
  - **Developer funding.** Funding negotiated from developers towards schemes to mitigate against the impact of development proposals on the transport network.
  - **Grant funding from other sources.** Possible sources include European funding, funding from government departments other than the Department for Transport, and funding from local stakeholders.

14. The LTP3 Policies and Strategy document therefore attempts to find a balance between realism over the funding position, the need to have a vision for the future and the need for strategies and programmes against which developer funding can be negotiated and bids for funding from sources such as the Local Sustainable Transport Fund and the Regional Growth Fund can be made.

### **Process to develop the draft strategy**

15. The Strategy to 2026 has been developed following public and stakeholder consultation which took place from January to July 2010. Strong partnership working has been integral to the formulation of the consultation materials and development of the draft Strategy. The Cambridgeshire district councils have contributed to the production of the strategy by means of a joint officer steering group.

### **LTP3 Objectives**

16. The objectives of the LTP are the County Council's five strategic objectives and reflect the national policy position by placing a focus on tackling carbon emissions and growing the economy. They are also broadly similar to the Council's own aims and objectives and are listed below:
1. Enabling people to thrive, achieve their potential & improve their quality of life.
  2. Supporting & protecting vulnerable people.
  3. Managing & delivering the growth & development of Cambridgeshire's communities.
  4. Promoting improved skills levels and economic prosperity across the county, helping people into jobs and encouraging enterprise.
  5. Tackling climate change.

### **LTP3 Challenges**

17. The Strategy is based on the need to address eight key transport challenges. These challenges, set out below, have been identified through public and stakeholder consultation, local and national research, including drawing on census data, transport modelling data and environmental data. They are:
- Reducing the length of the commute and the need to travel by private car.
  - Influencing national and local decisions on land-use and transport planning that impact on routes through Cambridgeshire.
  - Improving the reliability of journey times by managing demand for road space and maximising the capacity and efficiency of the existing network.
  - Making sustainable modes of transport a viable and attractive alternative to the private car.
  - Future-proofing our maintenance strategy and new transport infrastructure to cope with the effects of climate change.
  - Ensuring people – especially those at particular risk of social exclusion – can access the services they need within reasonable time, cost and effort wherever they live in the county.
  - Addressing the main causes of road accidents in Cambridgeshire.
  - Protecting and enhancing the natural environment by minimising the environmental impact of transport.

18. Although LTP3 sets out measures for addressing the above challenges on a countywide basis, as a modular plan it will comprise a suite of documents and in due course will also include:
- **Cambridge Area Transport Strategy (CATS)** will set out how additional growth planned for the city and surrounding area will be accommodated and the transport improvements needed. It will also be an important mechanism for securing funding towards transport improvements (and will replace the current Cambridge Corridor Area Transport Plans).
  - **Market Town Transport Strategies (MTTS)** consider in detail the transport needs of each particular town and set out a programme of measures to encourage use of more environmentally sustainable transport and improve safety over the longer term. Like CATS, they will also be used to help secure funding.
  - **Rural Transport Strategy (RTS)** a strategy for the rural areas of the county.
19. The development of CATS (currently underway) and the RTS will be of particular interest to South Cambs, and Members and officers will be closely involved in their development. It will be important to ensure packages of measures that will, in combination, meet the plan objectives and have the best chance of meeting the bidding criteria for Government funding.
20. The Cambridgeshire Councils are currently working together to draw up a proposal to bid for Local Sustainable Transport Fund monies, which is likely to include a proposal to expand and co-ordinate community transport services across the county in the wake of the proposed withdrawal of bus service subsidies.

#### District Statement

21. The District Council needs to submit a short statement to be incorporated into the LTP which sets out the Council's transport priorities and key issues for South Cambridgeshire. Support of the District Councils as major partners in the LTP process has been a major factor in securing improved funding for transport infrastructure for the area in recent years. One of the bidding criteria for future funding is local support and partnership working. A draft Statement for South Cambridgeshire is attached at Appendix 2 for endorsement.

#### Next Steps

22. The final LTP3 will be submitted to Government by the end of March 2011. Although the Government is stepping back from monitoring, national guidance makes it clear that local authorities should continually look to improve their own performance. Authorities are accountable to their communities rather than to the DfT for both the quality of the transport strategies prepared and for ensuring effective delivery. Performance monitoring should be an integral part of managing the LTP programme therefore the Implementation Plan will be reviewed on an annual basis, although looking ahead 2-3 years.

#### Implications

23.	Financial	There are no direct financial implications for the Council. However, LTP3 sets out strategies and programmes against which developer funding can be negotiated and bids made for funding from other sources, therefore there is a need for the Council to work in partnership with the County Council to achieve positive outcomes as funding opportunities arise.
	Legal	None.
	Staffing	Within existing staff resources.

Risk Management	The lower level of funding present challenges to the delivery of the strategies and programmes.
Equality and Diversity	LTP3 has been subject to an Equality Impact Assessment.
Equality Impact Assessment completed	Yes <a href="http://www.cambridgeshire.gov.uk/transport/strategies/local/">http://www.cambridgeshire.gov.uk/transport/strategies/local/</a> The EqIA has been shown to have a neutral and / or positive impact on Equal Opportunities.
Climate Change	LTP3 is important for the delivery of sustainable transport, with resultant climate change benefits.

### Consultations

24. Cambridgeshire County Council undertook stakeholder and public consultation in Spring 2010 prior to the preparation of the Strategy document. The Strategy has also been developed in partnership with the District Councils.
25. Internal officer consultation has been undertaken on the draft Strategy and in the preparation of the District Statement. An early draft of LTP3 and District Statement has also been shared with the New Communities and Planning Portfolio Holders and the Member Champion for Children and Young People.

### Effect on Strategic Aims

26. **We are committed to being a listening Council, providing first class services accessible to all:** The stakeholder and public consultation in Spring 2010 has enabled the Councils to receive comments prior to the preparation of the strategy.
27. **We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family:** LTP3 sets out a broad range strategies and programmes for the delivery of sustainable transport accessible to all, and maintenance of the existing network.
28. **We are committed to making South Cambridgeshire a place in which residents can feel proud to live:** LTP3 sets out a broad range strategies and programmes for the delivery of sustainable transport accessible to all, and maintenance of the existing network.
29. **We are committed to assisting provision of local jobs for you and your family:** LTP3 will ensure adequate infrastructure is in place to accommodate further development.
30. **We are committed to providing a voice for rural life:** The stakeholder and public consultation in Spring 2010 has enabled the Councils to receive comments prior to the preparation of the strategy.

### Conclusions / Summary

31. The LTP has been reviewed and will be submitted to Government at the end of March. LTP3 attempts to find a balance between realism over the funding position, the need to have a vision for the future and the need for strategies and programmes against which developer funding can be negotiated and bids for funding from sources such as the Sustainable Transport Fund and Regional Growth Fund can be made. The support of the District Council is crucial in bidding for and achieving adequate funding for transport infrastructure investment. The District Statement outlines the Council's support for the LTP and key issues and priorities for the Council.

**Background Papers:** the following background papers were used in the preparation of this report:

Cambridgeshire Local Transport Plan 2011-2026 Policies and Strategy  
Cambridgeshire Local Transport Plan 2011-2026 Implementation Plan

**Contact Officer:** Claire Spencer – Senior Planning Policy Officer  
Telephone: (01954) 713418

**Appendices:**

1. Executive Summary for Local Transport Plan 3 (Policies and Strategy)
2. Executive Summary for Local Transport Plan 3 (Implementation Plan)
3. District Statement

## Appendix 1

### LTP3 Policies and Strategy Executive Summary

This is Cambridgeshire's Third Local Transport Plan (also referred to as this LTP, LTP3 and the Plan) and covers the period 2011-2026.

The Plan is split in to two main parts; this first part is the Policies and Strategy, which sets out the Plan's objectives, problems and challenges and the strategy to meet the challenges.

The second part is the Implementation Plan, which is essentially a business plan detailing how we will deliver the LTP3 Strategy. It details our programmes for the delivery of transport improvements to the networks managed by the County Council, and also for the day-to-day management and maintenance of the network. It sets out the schemes and measures we expect to deliver in the first year of the Plan in detail, and sets out the processes by which future years' programmes will be developed. It also details the indicators and targets we will use to monitor our performance.

The LTP demonstrates how our policies and plans for transport will contribute towards the County Council's vision – Creating communities where people want to live and work: now and in the future. While we must have a vision for the future, we must also be realistic and recognise that we do not have the resources to deliver all of the measures we would wish to over the lifetime of the Plan. Indeed, given the current economic climate, our ability to implement schemes in the short-term may be particularly limited, although we will try and be innovative in the way that we use funds that are available. In this respect, it is important that the LTP sets the policy framework that leaves us well prepared to take advantage of opportunities that may occur to bring in additional or alternative funding and resources.

As a flexible and dynamic document, the LTP Policies and Strategy document will be updated to reflect changes in the wider local and national policy context, council priorities and local consultation as and when needed. The Implementation Plan will be updated on an annual basis. As with our previous Plans, this LTP3 has been produced in partnership with Cambridge City Council and the district councils of East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire. We have had a strong working relationship for many years and have been very successful in bringing together the planning and transport responsibilities of these authorities, to ensure an integrated approach to the challenges.

LTP3 seeks to address existing transport challenges as well as setting out the policies and strategies to ensure that planned large-scale development can take place in the county in a sustainable way. In addition to working with Cambridge City and the District Councils, our Policies and Strategy and Implementation Plan documents have also been informed by public and stakeholder consultation, so that these documents reflect local people's views and concerns. This LTP has been produced during a period of significant change, particularly in terms of the regional planning framework and tough financial climate. However, the County Council is committed to its overarching vision – Creating communities where people want to live and work: now and in the future.

#### Funding

In the short to medium term our ability to deliver transport improvements in Cambridgeshire will be limited compared to previous years. For Integrated Transport we have £3.805 million for 2011/12 compared to £8.4 million on average in the previous five years. For maintenance we £10.695 million compared to £11.658 million on average in the previous five years. This means that we will not be able to implement large-scale transport schemes such as new roads, public transport improvements or road safety initiatives. In addition, there will be less money for road maintenance.

We will endeavour to secure additional funding through bidding opportunities such as the Regional Growth Fund and the [Local Sustainable Transport Fund](#). Through the fund £560million will be available to the fund for the 4-year period to 2014-15 and will comprise both revenue and capital



funding. The first round of bids must be submitted by 18<sup>th</sup> April 2011, authorities can bid for up to £5 million. Bids for packages of measures up to £50 million will be short listed in July 2011.

## Objectives and challenges

The County Council's priorities are set out below. These reflect the most important things we will do as a Council.

- Supporting and protecting people when they need it most
- Helping people to live independent and healthy lives in their communities
- Developing our local economy for the benefit of all

The LTP will contribute towards the Council's overall priorities, while also focusing on five LTP objectives set out below.

1. Enabling people to thrive, achieve their potential and improve quality of life
2. Supporting and protecting vulnerable people
3. Managing and delivering the growth and development of sustainable communities
4. Promoting improved skills levels and economic prosperity across the county, helping people into jobs and encouraging enterprise
5. Meeting the challenges of climate change and enhancing the natural environment

In response to Government's priorities – the economy and climate change – and the views expressed locally in our public and stakeholder consultation, all these objectives are important and the strategy will enable economic growth and tackle climate change.

Key among the issues affecting Cambridgeshire is the large-scale growth planned across the county, with the associated pressure on the transport network and the environment, and the risks of increased congestion and carbon dioxide emissions and worsening air quality. In parallel, many rural areas of the county continue to suffer from poor access to key services and leisure facilities and the risk of social exclusion.

We have translated the issues and problems related to each of the objectives, into a set of eight challenges for transport, under which, we have set out our strategy for addressing them. The challenges and summarised strategies are:

### ***Challenge 1: Improving the reliability of journey times by managing demand for road space and maximising the capacity and efficiency of the existing network***

We will continue to investigate the potential to manage demand using the experience we have already gained within the county where this can help to improve conditions for sustainable modes of transport and maximising the capacity of the network. Furthermore, we will support measures which encourage the transfer of more freight onto rail and continue to work with freight operators to promote the use of the most appropriate routes for road freight, particularly where that is passing through the county.

### ***Challenge 2: Reducing the length of the commute and the need to travel by private car***

Our transport strategy supports the development strategy for Cambridgeshire by aiming to reduce the need to travel and by providing sustainable travel options for new developments. We will focus on securing school, workplace and residential travel plans and support and encourage employers to adopt smarter choices measures to help reduce the need to travel. We will also support and

encourage journey planning tools to improve information available for journeys by sustainable modes.

***Challenge 3: Making sustainable modes of transport a viable and attractive alternative to the private car***

Countywide, we will continue to push forward in making sustainable modes of transport more attractive by continuing to develop sustainable networks for walking and cycling, making it easier for people to change between modes of transport and working with bus operators to provide high quality bus services. In addition, our aim is to improve the environment and safety for pedestrians, cyclists and public transport users, in accordance with our user hierarchy and focus on raising awareness of the transport choices available, including the health and environmental benefits of cycling and walking. This will include work with local planning authorities to ensure provision for sustainable modes that form an integral part of new developments.

***Challenge 4: Future-proofing our maintenance strategy and new transport infrastructure to cope with the effects of climate change***

To address these issues our strategy will use a risk management approach to help determine priority areas for adapting to climate change. We have developed an adaptation action plan to set out how we will meet our objectives. We will take account of the projected impacts of climate change at the scheme design stage, make use of emerging technologies as they become available and build new infrastructure to the latest standards for withstanding the impacts of climate change.

***Challenge 5: Ensuring people – especially those at risk of social exclusion – can access the services they need within reasonable time, cost and effort wherever they live in the county***

Our strategy focuses on access to key services for our communities to the nearest main service centre, e.g. large village or market town. We will consider the whole journey, including the interaction between different modes of transport and aiming to provide suitable transport provision for necessary journeys, whilst also recognising the importance of car borne access in many of our rural areas. We will continue to support the development and work of community transport schemes as well as investigating alternative forms of public transport where traditional bus services do not meet community needs. This will include work with service providers to be innovative in the way services are delivered locally recognising that it is not simply about providing a transport service but as much about where and how the service is provided based on need.

***Challenge 6: Addressing the main causes of road accidents in Cambridgeshire***

To continue to reduce casualties our strategy will focus on education, training and publicity to improve road user behaviour, particularly targeting young drivers and riders, users of rural roads and children. In addition, we will progress our programme of measures aimed at reducing casualties at accident cluster sites that will give the highest casualty reduction and work with the police and other agencies through the Cambridgeshire and Peterborough Road Safety Partnership.

***Challenge 7: Protecting and enhancing the natural environment by minimising the environmental impact of transport***

Our strategy to protect and enhance the environment will focus on working with the district councils to reduce levels of air pollution in order to meet national objectives. This will be achieved through managing and reducing vehicle emissions and encouraging increased usage of sustainable modes of transport. Additional demand management measures will also be investigated where appropriate in order to manage car use and we will investigate the use of new technologies as they become available. Environmental issues such as protecting biodiversity and impacts on the landscape will be considered at the design stage of transport projects and we will support the provision of green infrastructure. Furthermore, we will reduce carbon dioxide emissions through a programme of smarter choices measures, improvements to sustainable travel options and the management of car use.

***Challenge 8: Influencing national and local decisions on land-use and transport planning that impact on routes through Cambridgeshire***

We will reflect national policies in our local plans, policies and strategies and continue to lobby for rail improvements as well as improvements to the trunk road network, including the A14. While aiming to address all the challenges we have identified, the main focus of our strategy will be on measures and initiatives that maintain and enhance the economy and also those that tackle climate change. This reflects both the outcomes from public and stakeholder consultation as well as the direction of national transport policy. The strategy recognises the tensions between enabling economic growth and tackling climate change, and will aim to balance the two objectives.

Monitoring and performance

Monitoring the effectiveness of our Policies and Strategy document and Implementation Plan is a key part of our LTP. We want to ensure that the delivery of our Plan is as effective as possible and is providing value for money, and therefore have a robust monitoring framework of indicators and targets to check our progress towards delivering our strategy and achieving our objectives. The indicators we have chosen reflect the issues which are most important to Cambridgeshire while at the same time enabling us to compare our progress against other local authorities in the country.

Conclusion

Our LTP3 Policies and Strategy document and Implementation Plan set out how we will help to address existing transport related problems and meet the transport needs of the large-scale development planned for the county. It is important that our strategy provides the right balance between being aspirational, and outlining what we want to achieve against a backdrop, in the shorter term at least, of significantly less funding than during previous LTP periods whilst still being able to respond to the changing environment as and when needed.

As such, our LTP3 is a flexible and dynamic suite of documents which will respond to the changing environment, as and when needed. This LTP aims to provide maximum value for money through close partnership working, by closely integrating our Policies and Strategy document and Implementation Plan and by monitoring our performance against indicators relevant to local communities.

### LTP3 Implementation Plan Executive Summary

This Implementation Plan is the second of the two core documents in the suite of documents that make up the Third Cambridgeshire Local Transport Plan (LTP3). It shows how the Implementation Plan fits in with and draws from the LTP Policies and Strategy, and from policy guidance, key objectives and more detailed local strategies.

As the mechanism for managing our delivery of the whole LTP, the Implementation Plan is essentially a business plan detailing how we will deliver the LTP Policies and Strategy. It details our programmes for the delivery of transport improvements to the networks managed by the County Council, and also for the day-to-day management and maintenance of the network. It sets out the schemes and measures we expect to deliver over the first year of the plan in detail, and sets out the processes by which future years' programmes will be developed.

The Transport Capital Programme for 2011/12 focuses on the delivery of improvements to the transport network in Cambridgeshire, and the undertaking of major maintenance schemes. The types of measures that are funded from this programme include:

- Traffic calming schemes
- Pedestrian crossings
- Major road maintenance and structural maintenance schemes
- Cycleway schemes
- Junction improvements
- Major schemes (e.g. Guided Busway, Papworth Everard Bypass)

The Transport Revenue Programme for 2011/12 focuses on the day-to-day management and maintenance of the local transport network in Cambridgeshire. The types of measures that are funded from this programme include:

- Routine ongoing minor maintenance (e.g. pothole filling, gully emptying, grass cutting)
- Road safety education
- Winter maintenance
- Travel planning with schools and businesses
- Supported bus services / concessionary bus fares
- School crossing patrols

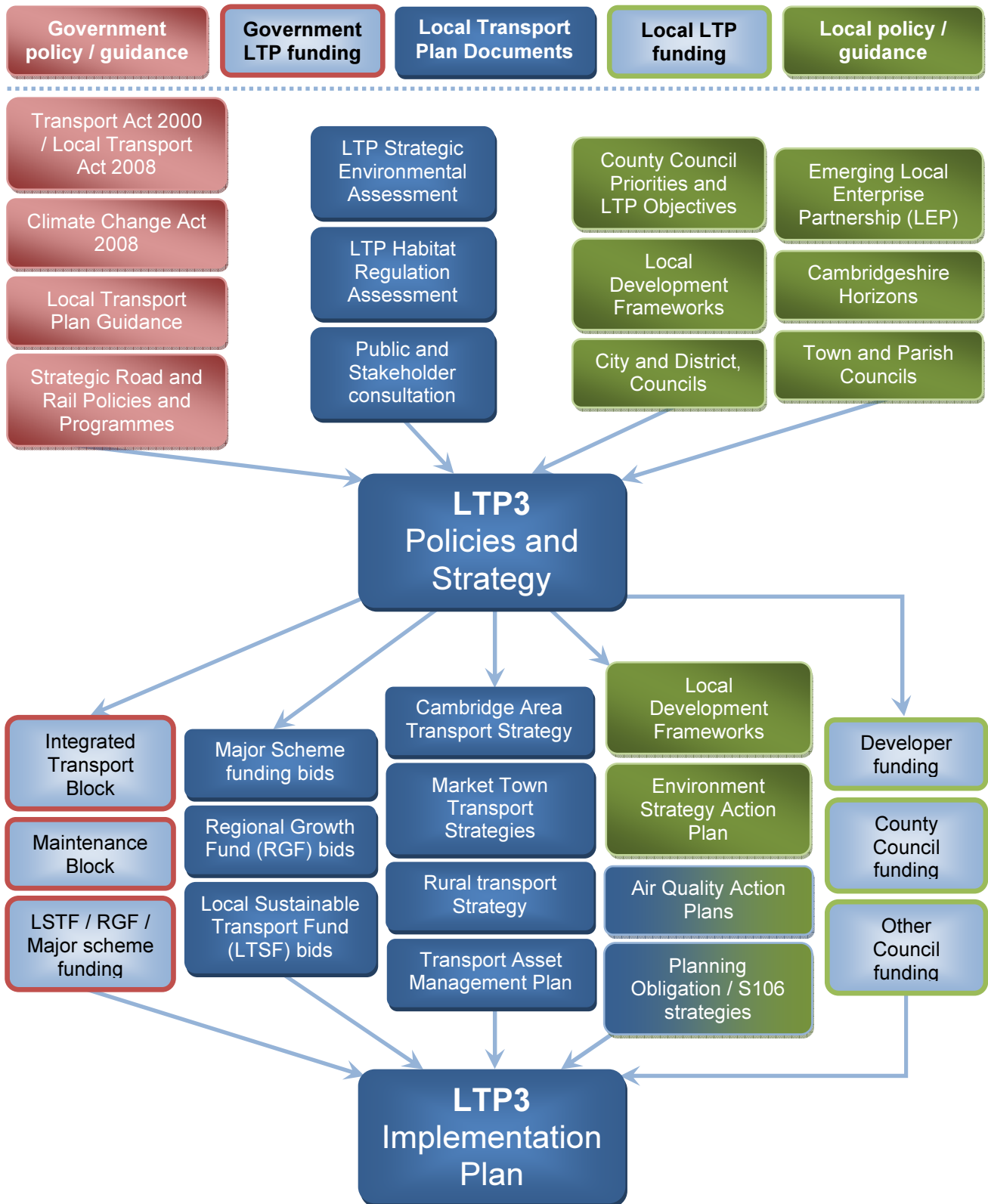
Funding levels for at least the first four years of this plan will be extremely challenging, with cuts to core funding of around 25% from levels seen over the period of the second Cambridgeshire Local Transport Plan (LTP2). Revenue funding for transport will also reduce over the Plan period. There are new opportunities such as the Regional Growth Fund and the Sustainable Transport Fund, but these are bidding funds, and cannot be relied upon to supplement our reduced core budgets.

The significant challenges that the current funding environment brings therefore requires the County Council and its partners to review not only the scope of the programmes that can be delivered, but also the organisational structures that deliver them.

We have therefore set out the process which we will undertake through 2011 to develop the detailed programme for 2012/13 onwards. A detailed programme looking a year ahead will be maintained, along with a less detailed programme setting out the expected expenditure in programme areas of the following 3-4 years. Both will be updated on an annual basis, to ensure that the Implementation Plan remains aligned with our District Councils' Local Development Frameworks (LDFs) and the needs of partner delivery agencies, local stakeholders and the public.

The 2011/12 programme addresses the views of stakeholders and communities by reflecting their views on our LTP objectives and priority areas. For future years, work will be undertaken in 2011 to consider areas or programmes where decision making on priorities and schemes can be devolved to a more local level, but also to identify those areas where it will remain critical to maintain the strategic overview needed to ensure the safe and effective operation of the transport network.

**Figure 0.1 The Local Transport Plan suite of documents within local and national guidance**



Effective programme management and monitoring of performance is essential if the best possible outcomes are to be achieved from available resources, particularly in times when funding and resources are reducing. Cambridgeshire County Council seeks to ensure that the management of its transport programmes is effective and appropriate, and is accountable to Members of the Council, the Council's partners and the wider community in Cambridgeshire.



**CAMBRIDGESHIRE LOCAL TRANSPORT PLAN**  
**STATEMENT BY SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

This is the third Cambridgeshire Local Transport Plan (LTP) produced as a result of the continuing partnership between the Cambridgeshire local authorities.

The Council recognises that the scope of the new LTP is constrained by the reduced level of Government funding available, and it therefore cannot fully address all the transport measures that people desire and sometimes require in order to continue to enjoy a high quality of life, facilitate new development and sustain the local economy.

As a result, the challenge for this LTP will be one of finding alternative sources of funding, including developer funding, and deliverable schemes which have an impact. There is already an established culture of co-operation between the Councils in Cambridgeshire, particularly the three Councils in the Cambridge Area, on all transport modes. The Coalition Government's 'Big Society' agenda and Localism Bill present new opportunities through extended partnership working at the local level, which must be fully explored. Local people will be able to become more actively involved in planning and delivering transport in their area.

The LTP will help with the delivery of the Council's vision describing our long-term aspirations for service delivery:

*To make South Cambridgeshire a safe and healthy place where residents are proud to live, and where there will be opportunities for employment, enterprise and world-leading innovation. We will be a listening Council, providing a voice for rural life and first-class services accessible to all.*

This will be achieved through the following five strategic aims:

- Committed to being a listening Council, providing first class services accessible to all
- Ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- Making South Cambridgeshire a place in which residents can feel proud to live
- Assisting provision of local jobs for you and your family
- Providing a voice for rural life

## **1. THE AREA**

1.1 South Cambridgeshire is a predominantly rural district entirely surrounding the City of Cambridge, with villages ranging in size from small hamlets to Sawston, which has around 8,000 people. The district also includes parts of the urban fringe of Cambridge, notably to the north and at Cherry Hinton.

Cambridge is the natural focus, although villages towards the periphery of the district look beyond its boundaries to the surrounding ring of market towns, such as Royston and Haverhill. Nevertheless, Cambridge is the sub-regional centre, and access to it is of great importance.

- 1.2 A number of strategic routes run through the district, both north / south and east / west, reflecting the strategic importance of Cambridge in the region. These routes include the M11, A14 and A428 and the London / Ely / Kings Lynn railway.
- 1.3 In many parts of the district public transport is good, especially along the main roads or 'corridors'. However, there are several villages where access to a bus or train service is poor or absent - only 6 villages are served by a railway station, for example. This, coupled with the rural nature of the district, means that many people feel isolated within and from their communities. Accessing appropriate transport for essential and social journeys is challenging for many people, including the elderly and infirm, disabled, parents with young families and those who don't drive, including children and young people. The possible withdrawal of subsidies for marginal rural bus services could have a major impact on accessibility for smaller communities unless new services come forward to take their place. The LTP Rural Transport Strategy will be crucial as a starting point for addressing the transport needs of these people in the rural area.

## **2. POLICY BACKGROUND**

- 2.1 The South Cambridgeshire Local Development Framework (LDF) contains a number of plans ([www.scambs.gov.uk/ldf](http://www.scambs.gov.uk/ldf)). The Core Strategy Development Plan Document (DPD) was adopted in 2006 and sets out the strategy for the district for the period to 2016 and beyond. The Council has adopted two further DPDs and four Area Action Plans, the last of which was adopted in January 2010. 13 Supplementary Planning Documents provide further guidance on the implementation of these policies.
- 2.2 In the past much of the housing development has been focused on the villages and towns beyond the city. Whilst there has been employment growth elsewhere, Cambridge has remained the dominant centre of employment. As demand has outstripped the supply of housing close to Cambridge, people have located further from Cambridge increasing commuter flows through the district.
- 2.3 The LDF provides for most of the new development in the district to take place on the edge of Cambridge, including on the north western, eastern and southern fringes, and in a new town near to Longstanton and Oakington, known as Northstowe. Developments in these locations will maximise opportunities to reduce the need to travel, and provide modal choice by public transport, cycling and walking.



- 2.4 The district has higher than county average levels of car ownership, particularly for the number of households with 2 or more cars, 41.2% compared to 33.8% countywide (2001 Census). The district is also characterised by a high level of commuting and congestion on a number of strategic routes. Although travel by non-car modes will be encouraged in the new development areas, the high level of development being planned will mean that traffic will continue to increase.
- 2.5 The LDF plans for an almost 40% increase in housing development between 1999 and 2016. Whilst the recent economic downturn has resulted in a decline in house building, as the economy recovers housebuilding is expected to return to pre-recession levels by 2014. In addition, most of the major development sites, on the edge of Cambridge and at Northstowe, are reliant upon the A14 improvements to increase capacity of the road in order to accommodate the growth. However, the Highways Agency's proposed A14 Ellington to Fen Ditton Improvement Scheme, upgrading the road to three lanes, will not now happen as proposed and new measures to increase capacity are being explored by the Department for Transport.
- 2.6 In the meantime the Council is working with the Councils in the Cambridge area and the Highways Agency to explore other ways of facilitating additional growth in advance of any A14 improvements. The LTP Cambridge Area Transport Strategy will also have a crucial role to play in accommodating additional growth in a sustainable way without harm to the economy and environment.
- 2.7 The Council is beginning a review of the Core Strategy and Development Control Policies DPDs in 2011 and may need to consider new housing allocations to make up for delays in housebuilding on sites affected by the delay in improving the A14.

### **3. LAND-USE & TRANSPORT POLICIES**

- 3.1 The policy is to locate the majority of development in sustainable locations close to existing employment and services, or where there is an opportunity to improve local services. This will minimise the need to travel and facilitate modal choice for new and existing residents through the provision of new infrastructure and public transport services.
- 3.2 The Area Action Plans detail the transport objectives and policies applying to the major developments. Cambridge East will be served by a rapid transit system, providing dedicated public transport to key destinations in the city. Development in the Cambridge Southern Fringe will be within easy walking distance of Trumpington Park and Ride site, and The Busway. Like Cambridge East, development in the North West of Cambridge will seek to achieve a modal share of no more than 40% of trips by car. The new town of Northstowe will develop to an ultimate size of up to 10,000 dwellings, together with associated community facilities and services, and some employment provision. The Busway will directly serve the new town, with a dedicated local

busway through the heart of the new development, providing High Quality Public Transport.

- 3.3 In the rest of the district the Council's transport objectives and policies are set out in the Local Development Framework Development Control Policies DPD: [www.scambbs.gov.uk/ldf/dcpoliciesdpd](http://www.scambbs.gov.uk/ldf/dcpoliciesdpd).
- 3.4 The transport issues vary across the district. The population of the growth areas is likely to be younger and economically active, often with families who themselves need transport. Conversely, the population of the rural areas is likely to become older and issues of isolation and accessibility risk becoming increasingly prevalent. It must also be recognised that for some journeys and for many people in the rural area no alternative is possible and the car will remain indispensable. Therefore it is important to provide alternatives to the car before further traffic restraint is applied.
- 3.5 However, the Council recognises that whilst it is difficult to reduce traffic levels in the area because of continuing development, subject to reductions in public expenditure over coming years there may be scope to increase the proportion of journeys undertaken by more sustainable forms of transport. The Council will seek to secure Travel Plans through Section 106 agreements, together with contributions towards mitigating the impact of the trips generated by new development through the adopted Cambridge Corridor Area Transport Plans and a Community Infrastructure Levy. The existing Corridor Area Transport Plans have provided a useful approach to securing developer contributions, which complement LTP funding. These Plans are currently being reviewed as part of the Cambridge Area Transport Strategy.

## **6. PUBLIC AND COMMUNITY TRANSPORT**

- 6.1 In a rural district commercial public transport services are very often not viable without significant levels of subsidy and tend to provide a very limited service frequency. Given the current funding situation, many rural bus services may therefore be in jeopardy without intervention.
- 6.2 Therefore the Council supports the creation of rural interchanges at key locations along the main corridors served with higher frequency bus services, which may help increase patronage on these services and improve their viability. There is already evidence that people are cycling to bus stops, for example along the former A428. Provision of infrastructure such as cycle parking, a shelter, seating and real time information would enable people from nearby villages to walk, cycle, use community transport or be dropped off at a bus stop in order to interchange with a high frequency bus service.
- 6.3 Community Transport was one of the Council's objectives in 2009/10, and this led to the production of a Community Transport Strategy (CTS) with the aim of complementing conventional means of transport in order to aid independent living, increase access to services and reduce rural isolation, which particularly affects the elderly and young people. The CTS is

supported by an Evidence Base and Action Plan, which provide the first steps towards a more comprehensive approach to the improvement of transport services within South Cambridgeshire.

- 6.4 The objectives of the CTS are to understand the level of need for community transport within the district; developing capacity, self-sufficiency and environmental sustainability of service providers to meet the need; and to enable easy access to community transport. Community transport delivery must be linked to and integrated with public transport policy to help 'plug the gaps', therefore it is crucial for the Council to continue to work with partners in order to manage change effectively.
- 6.5 The Council would also like to explore the provision of Demand Responsive Travel, whereby people can ring a central number and ask to travel the same day to their destination. This would provide greater flexibility in public transport services to the most isolated communities to travel when they want or need to, rather than when the service is provided. Experience elsewhere shows it can offer a cost effective means of providing a better public transport service to people in rural areas compared to subsidising conventional buses. When funding can be found the Council would support a major expansion of Community Transport services in South Cambridgeshire. In the meantime, the Council would support a pilot project to investigate the feasibility, potentially using Community Transport services. Demand Responsive Travel may also have a role in providing access to rural interchanges from poorer served villages.
- 6.6 As Community Transport is becoming increasingly important to 'plug the gaps' in public transport it is important to the Council that every opportunity is taken to extend the discretionary element of the Concessionary Fares Scheme to allow Concessionary Bus Passes to be used on Community Transport services, particularly in those areas where there are no public transport alternatives.
- 6.7 With Cambridge the focus of many trips by public transport it is important that bus journey times into and interchange within the city are improved, to help minimise journey times, and improve journey reliability and ease of access. Congestion along the radial routes approaching Cambridge as well as in and around the city centre, including the large number of buses utilising the Drummer Street area, is currently a problem that is impacting on the overall quality of bus services. The LTP Cambridge Area Transport Strategy will be crucial to addressing these issues.
- 6.8 The Council supports the development of an interchange at Chesterton which will substantially improve accessibility for residents living to the north of the city to rail and bus services without the need to travel into the city centre or railway station.

## 7. **CYCLING**

- 7.1 In June 2008 South Cambridgeshire District Council became a partner in the Cycle Cambridge project, working with Cambridgeshire County Council and Cambridge City Council, utilising £3.6m of funding (match funded) to improve cycling in Cambridge and within a 5-6mile radius, which includes the necklace villages in South Cambridgeshire.
- 7.2 Much progress has been made to date on several routes in South Cambridgeshire, and other infrastructure measures including the implementation of cycle parking at primary schools and village locations, the launch of Cycling Sorted, an online mapping system that will allow the public to plot onto digital maps their suggested locations for cycle parking and minor improvements to cycleways. In addition, many soft measures have been carried out, including Bikeability training in primary schools and for adults, and various marketing and promotion events. The results are already visible, with completed routes already well used.
- 7.3 The route between Cottenham, Histon and Impington into Cambridge is already heavily used. However, the A14 junction can be seen as a barrier to some less accomplished or confident cyclists. As a result there may be a high level of latent demand, particularly for children accessing schools in the area. Therefore the Council commissioned a study to establish what improvements to the junction are feasible. Improvements to this junction, through the installation of cycle crossings on the slip roads, will be delivered as part of the Cycle Cambridge programme.
- 7.4 The network of routes from South Cambs to the city is now well developed. However, it is important that routes are considered in their entirety as the standard of the network as a whole is critical to whether people choose to cycle. At present many cycle paths 'stop short' of desired destinations, such as the city centre, with cyclists directed onto roads where they have to compete with vehicles, often at busy bottlenecks or junctions, or they face longer, circuitous routes. The Council would like future funding on cycleways focussed on addressing these gaps in the network.

## **8. ROAD & RAIL FREIGHT**

- 8.1 As outlined in paragraph 1.2, a number of strategic routes run through the district, resulting in considerable freight traffic on roads through the district. The Council therefore supports the Felixstowe to Nuneaton (F2N) rail improvements to increase capacity between the east coast ports and the midlands and beyond. Removing freight from the roads will help reduce congestion on strategic routes, particularly the A14, improve road safety and reduce CO<sub>2</sub> emissions by around three-quarters, all to the benefit of local communities living in villages close to these routes.
- 8.2 Changes in legislation and standards require HCV drivers to take regular rest breaks. However, there is insufficient secure serviced parking provision at present, leading to the use of industrial and residential areas for overnight stops. This has caused much local concern from the local communities

affected, for example at Histon, Impington and Bar Hill. As well as undermining the amenity of the highway, lorry parking in residential areas also raises environmental health issues, particularly when drivers are taking overnight stops in areas where there are no public amenities available.

- 8.3 The Department for Transport (DfT) Strategy for Lorry Parking in England was published in November 2009, outlining the Department's Strategic Objectives and Action Plan. As part of this work the DfT undertook a survey as part of a Lorry Parking Audit Study in June 2010. Therefore slow progress is being made, however it is imperative that the Cambridgeshire authorities continue to press for a comprehensive national approach.
- 8.4 A substantial amount of new development is planned in the district which will require the transportation of building materials, thus further increasing the movement of lorries through the district. The Council is working with the County Council and developers to ensure freight traffic utilises the most appropriate routes to minimise impact on communities. The Council is also seeking the inclusion of a routing strategy in the County Council's Minerals and Waste Core Strategy.

South Cambridgeshire District Council fully supports the Cambridgeshire Local Transport Plan.

Cllr Nick Wright  
Planning Portfolio Holder  
South Cambridgeshire District Council

This page is left blank intentionally.

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

---

**REPORT TO:** Planning Portfolio Holder 8 March 2011  
**AUTHOR/S:** Executive Director (Corporate Services)/Head of Accountancy

---

**CARRY FORWARD OF UNCOMMITTED GRANT BALANCES TO 2011-12****Purpose**

1. To seek the approval of Planning Portfolio Holder to carry forward the uncommitted grant balance in respect of Heritage Initiative Grants and the total balance on the Historic Buildings Preservation Fund.

**Recommendations**

2. It is recommended the Planning Portfolio Holder resolve that the following uncommitted grant balances be carried forward into the 2011/12 financial year:

Heritage Initiatives Grants	£29,061
Historic Buildings Preservation Fund	£54,622

**Background**

3. The current budget and policy framework rules allow that any uncommitted grant balance that is unused at the end of a financial year can be carried forward into the following year with the approval of the relevant Portfolio Holder. This unused sum carried forward is then available in the new financial year in addition to the approved budget estimate. Until last year, the balances that were over two years old were required to be approved by Cabinet, but as the items still to be considered had dwindled to just two, which both related to Conservation, the approval was delegated to the Planning Portfolio Holder.
4. It should be appreciated that, in addition to the presented uncommitted grant balances, the Council's reserves also include amounts necessary to meet the payment of grant commitments already approved but not yet paid over. The period between approval of grant and final payments can be years in some cases. These amounts will be carried forward except where it is established that the grant is no longer required.

**Considerations**

5. Currently, it is anticipated that the only uncommitted grant balances to be considered for carry forward relate to the Conservation and Design Service, on items where there is no annual budget available. They are as follows:
  - Heritage Initiatives £29,061
  - Historic Buildings Preservation Fund £54,622

It is possible that some other grant balances within the Council could be uncommitted at the year-end, if the full budget has not been allocated. In general, however, carrying forward uncommitted balances on headings where an annual budget is available is not recommended, unless there are exceptional circumstances.

6. Heritage Initiatives (£29,061): This reserve was set up in 1996/97 with a one-off contribution of £200,000, for use over a number of years. The balance reduced steadily and in 2007, Cabinet decided that the unused £16,320 in the Millennium Working Party Grants Reserve be added to this reserve. The reserve has not been used over the last two years, due to lack of resources to initiate new schemes. However, the Conservation and Design Manager advises that the balance will be used to help fund projects contributing to the Green Infrastructure. The Cambridgeshire Green Infrastructure strategy sets out priorities to be delivered over a 20-year period. It has been developed with Cambridgeshire Horizons and is supported by all local authorities and other stakeholders. The strategy will help deliver the essential green element of growth needed to provide a good quality of life for existing and new communities. Therefore, it is recommended that the balance of £29,061 be carried forward.
7. Historic Buildings Preservation Fund (£54,622, of which £5,500 is required next year to fund works approved by Cabinet): This is not strictly a grants reserve, but historically it has been treated in the same way as grants. This was first established in 1982 to provide the means, in the last resort, to save buildings at risk. It has enabled the Council to use its statutory powers, which could lead to compulsory purchase, repair and resale of such property. In 2006, Cabinet approved that a large proportion of the reserve be used to carry out work at St. Denis Church, which is owned by the Council. Grants were received from English Heritage and Hatley Parish Council towards this expenditure. The works consisted of re-roofing and general repair works to arrest the deterioration of the former church. In 2008, Cabinet agreed that further works be carried out at a total cost of £22,000, with funding being provided by means of £16,500 from English Heritage and the remaining £5,500 from this fund. This expenditure is being reviewed for 2011-12. There is no further expenditure planned in the capital programme. However, the Conservation and Design Manager considers that the remainder of the fund will allow his Section to continue to initiate action to secure the future of threatened historic buildings (e.g. by supporting feasibility studies and providing match-funding to attract external grants); the fund will help the Council fulfil its responsibilities for Listed Buildings at Risk and respond to community led initiatives; its retention will make a substantial contribution to both securing the historic fabric of the district and saving cherished local landmarks. Therefore, it is recommended that the £54,622 balance be carried forward.

### **Options**

8. The decision is simply whether or not to carry forward the balance in each case. The current Medium Term Financial Plan assumes that all uncommitted balances are carried forward until used for grant expenditure. The recommendation is to carry forward the balances. The recommendation follows the wishes of the Conservation and Design Manager, whose plans would be compromised by the loss of funds needed for future grants or possible action to protect key listed buildings at risk. The outstanding balances brought forward could then be reviewed again at any stage in the future.



**Implications**

9. Financial	Balances carried forward overall will have nil effect on Council expenditure, in accordance with the Medium Term Financial Plan. The balances provide the only means of funding any further Heritage Initiatives Grants or expenditure to initiate action to secure the future of key listed buildings at risk. Any balances not carried forward will result in an under-spending in the old year and will add to the overall General Fund Reserve.
Legal	None
Staffing	None
Risk Management	Failure to carry forward grant reserves would have a detrimental effect on the plans of the Conservation Design Service.
Equality & diversity	None
Equality Impact Assessment completed	No No implications
Climate Change	None

**Consultations**

10. The comments and recommendations of the Conservation and Design Manager have been incorporated into the considerations reported above.

**Effect on Strategic Aims**

11. The proposals in the report seek to ensure the continued availability of funding to support the spending plans of the Council.

**Background Papers:** the following background papers were used in the preparation of this report: Schedules of Grants 2010/11  
S.C.D.C. Budget Booklet 2011/12  
Previous minutes and agenda

**Contact Officer:** D Grimster, Accountant  
Telephone: (01954) 713075

This page is left blank intentionally.

**Forward Plan – Planning Portfolio as at 28 February 2011**

19 May 11	Service Improvements & PIs Q4 2010/11		Monitoring	Jo Mills	
	Financial Performance Q4 2010/11		Monitoring	Jo Mills	
	Papworth Conservation Area Appraisal		For decision	Jo Mills	David Bevan

This page is left blank intentionally.