

Cambridge City and South Cambridgeshire Local Strategic Partnership

Friday 1 April 2011

To: Members of the Cambridge City and South Cambridgeshire Local Strategic Partnership Board

Dear Sir / Madam

You are invited to attend the next meeting of **CAMBRIDGE CITY AND SOUTH CAMBRIDGESHIRE LOCAL STRATEGIC PARTNERSHIP BOARD**, which will be held in the Council Chamber of **THE GUILDHALL, CAMBRIDGE, CB2 3QJ** on **MONDAY, 11 APRIL 2011** at **2.00 p.m.**

Yours faithfully
Councillor Ray Manning
Chairman

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

| AGENDA | | PAGES |
|---------------|--|--------------|
| 1. | Introduction and Apologies (2.00 pm) | |
| 2. | Declarations of Interest | |
| 3. | Parish Plan Presentation: Horningsea (2.05 pm) Horningsea Parish Council will present their Parish Plan and invite Partner input. | |
| 4. | Public Questions (2.20 pm) | |
| 5. | Minutes of Previous Meeting Please note that amendments have been suggested to the minutes after they were distributed. These suggested amendments are highlighted in the attached document, but need to be formally agreed by the Board. | 1 - 6 |
| 6. | Summary of the LSP's conversation with Andrew Lansley MP (2.25 pm) Ray Manning will give an oral report about the recent discussion between Andrew Lansley MP and LSP members. The meeting was organised in response to concerns raised by Dr. Peter Bailey, representing CATCH, in a presentation to the Board at its last meeting. | |
| 7. | Community Fund: Task and Finish Group Proposal (2.30 pm) Jonathan Barker will give an oral update on the developing proposal to establish a Community Fund for Cambridge and South Cambridgeshire. | |

- 8. LPSA Reward Grant Update (2.45 pm)** **7 - 10**
Graham Saint will present a progress report on the spend and invite members to agree a process for using the remaining balance of the LPSA grant allocated to Cambridge City Council.

BREAK: AN OPPORTUNITY FOR REFRESHMENTS AND NETWORKING

PART 2:

- 9. Update on the development of the Local Enterprise Partnership (LEP) (3.05 pm)**
Sian Reid will give an oral update on progress being made with the establishment of the LEP and the voice the locality can have within it.
- 10. Discussion about the future role of the LSP (3.10 pm)** **11 - 16**
Members are invited to discuss the future role of the LSP and its structure.
- 11. Forward Plan (4.00 pm)**
Board members are asked to agree topics for discussion at the next few meetings, to improve partnership working and help identify and resolve any performance issues.
- 12. Date of Next Meeting**
2pm on 11 July 2011 at South Cambridgeshire Hall.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cambridge City and South Cambridgeshire Local Strategic Partnership
Board held on
Tuesday, 25 January 2011 at 2.00 p.m.

PRESENT: Councillor Ray Manning – Chairman
Councillor S Reid – Vice-Chairman

Members: D Ball (Business Sector), P Barlow (Faith Groups), N Buckley (Cambridge University), Tom Bygott (District Council), T Cracknell (GET Group), Michael Farrar (CPALC), C Gohler (Cambridge Past Present & Future), A Jackson (City Council), S Johnson (Cambridgeshire ACRE), M Lawrence (Cambridgeshire and Peterborough Fire & Service Service), S Moir (Cambridgeshire County Council), R Needle (Cambridgeshire Constabulary), Ms I O'Meara (NHS Cambridgeshire), Gill Prangnell (Business Sector), J Reeve (Voluntary Sector), John Reynolds (County Council), I Sandison (Love Cambridge Partnership) and T West (Anglia Ruskin University)

Officers: PJ Adams (Clerk), G Barron (District Council), Ms L Browne (District Council), I Green (District Council), SJ Hampson (District Council), P Howes (District Council), Jean Hunter (District Council), G Saint (City Council), A Speed (Cambridgeshire County Council) and T Woollams (City Council)

External: Dr P Bailey (CATCH) A Ray (Little Shelford Parish Council)

22. INTRODUCTION AND APOLOGIES

Apologies were received from Jon Maxwell, Tony Orgee and David Spreadbury.

23. DECLARATIONS OF INTERESTS

None.

24. PUBLIC QUESTIONS

None.

25. PARISH PLAN PRESENTATION: LITTLE SHELFORD (2.10PM)

Andrew Ray of Little Shelford Parish Council presented the newly completed Little Shelford Parish Plan. The Board congratulated the Parish Council on securing a return rate of 66% of the questionnaires sent to all the parish's households.

It was suggested that a map of the parish would improve the Plan. Andrew Ray recommended the use of a computer programme to analyse the survey results.

It was noted that traffic noise had been a big concern and road improvements had partly addressed that problem. It was understood that fear of crime was an issue, although the actual level of reported crime in the parish was very low. It was noted that there was considerable support for the green belt in the parish.

The Chairman thanked Mr Ray for his informative presentation and hoped that Partners would be able to work with Little Shelford Parish Council in delivering the Plan's actions.

The Board **NOTED** the report.

26. MINUTES AND MATTER ARISING

The minutes of the meeting held on 23 July 2010 were agreed as a correct record.

Health representative

It was noted that Mary Gyte had been replaced by Inger O'Meara as the Board's Health representative.

Letter to Government

It was noted that the Government had not responded positively to the Board's representations regarding the withholding of the LPSA Reward Grant.

Forward Plan

It was noted that the Orwell Parish Plan was not yet ready to be presented to the Board and that events had overtaken the issue of Hospital transport and transfers of care from hospital.

27. GP CLUSTERS/CONSORTIA (2.25PM)

Dr Peter Bailey Vice Chair of CATCH (~~Cambridgeshire Association to Commission Health) a General Practitioners' (GP) Consortia covering most of Cambridge City and South Cambridgeshire,~~ gave a presentation on a GPs view of the challenges of the proposed health reforms.

CATCH was set up as a practice based commissioning group back in 2006 and is now a wave one pathfinder commissioning consortium that facing public healthcare in this country includes the majority of the GP practices based in the Cambridge City and South Cambs areas. There are also clusters of practices within the consortium.

In his presentation, Dr Bailey provided a flow diagram of the structure of the new NHS and also demonstrated the number of meetings/relationships that the consortium would need to attend/ maintain. As part of the overall changes, NHS public health budgets had been ringfenced and were to be transferred to the local authority (County Council). The presentation gave quotes of concerns on the NHS Reforms that have been raised by organisations such as the NHS Federation; King's Fund; NICE; Royal College of Practitioners, Royal College of Physicians; Royal College of Surgeons; BMA and other unions.

Dr Bailey ~~He~~ expressed concern that GPs were being asked to be budget managers on top of their practitioner role. To illustrate this point Dr Bailey explained that he would be standing down had resigned as Vice-Chairman of CATCH as he did not feel that he had the available time to help organise-manage an organisation with a £250 million budget. ~~organisation.~~ It was noted that for this year CATCH was within budget.

Dr Bailey went on to propose practical steps that could be taken by agencies to help secure good patient outcomes. These steps included planning service models around patient needs; focusing on admission avoidance; GPs working with councils and Public Health on Joint Needs Assessment; working in partnership to improve efficiency; sharing physical locations and back office functions, and testing working practices with emergency scenarios.

In response to questioning discussion, Dr Bailey explained that it was currently illegal for the public health service to charge in return for a betterfor additional -services. He stated

that nationally £20 billion had to be saved and that it was likely that part of the service would be privatised. He expressed concern that private organisations would only bid for the most lucrative contracts, leaving the public sector to provide the most expensive and difficult services.

Concern was expressed that as local authority funding declined for sport/leisure -and other activities ~~which that~~ helped to promote healthy living, ~~there would be an adverse impact on the local population's health.~~ e-strain on public health would increase. Dr Bailey felt there was a risk that GP commissioning resources would not be used for public health and preventative work. ~~explained that there was unlikely to be any resources in public health for preventative medicine.~~ He also explained that it was crucial to ensure that there was a system in place to ensure that finite resources were allocated to provide the best possible health care outcomes, and that a population needs based approach was used to plan services.

It was noted that the Bill proposing these changes was not law and so it was suggested that representatives from the Board lobby the MPs of Cambridge and South Cambridgeshire.

The Board

AGREED To arrange an extraordinary meeting to discuss the challenges arising from the NHS Reforms facing public health provision, which the Health Secretary and South Cambridgeshire MP Andrew Lansley would be invited to.

28. FUTURE ROLE OF THE LOCAL STRATEGIC PARTNERSHIP (2.50PM)

The Chairman presented this report regarding what the Board can offer and the role it should play in the future.

Reason for having a Local Strategic Partnership

It was noted that a Local Strategic Partnership was required to prepare a Sustainable Community Strategy. It was also suggested that it would be beneficial to have a forum to discuss big changes that affected all Partners such as the Localism Bill and to provide challenge to the emerging partnerships, such as the LEP, to ensure the voice of the area was properly represented.

Frequency of meetings

It was agreed that as the Board had no funding or a role in monitoring the LAA there was little reason for it to continue to meet four times a year. There was a discussion on how often the Board should meet. Some members suggested that the Board should meet either once or twice a year, with active working groups that would report to the main Board. It was suggested that initiatives could be more easily assessed if they were monitored after six months and so the Board should meet twice a year. It was suggested that full meetings of the Board should be replaced with smaller themed meetings, only attended by those with the relevant expertise.

The Board agreed to set up a Task and Finish Group to define a role for the LSP and to propose an appropriate meeting cycle, which would report back to the next LSP Board meeting.

Greater Cambridgeshire & Greater Peterborough Local Enterprise Partnership

It was noted that the LEP covered a wider area than the Board and focussed on promoting economic development.

Voluntary Sector

The Board meetings were seen as an ideal forum for the voluntary sector to raise wider concerns with Partners.

Developing a Community Transport Working Party Fund

Jonathan Barker volunteered to lead a Task and Finish Group Community Transport Working Party made up of representatives from both the city of Cambridge and the District of South Cambridgeshire, which will work with voluntary groups and seek funding from local businesses to develop a proposal for a community fund, which will be submitted to the next LSP Board meeting. The Board **agreed** to support this initiative.

~~The Board AGREED~~

~~To discuss the following two options at its next meeting:~~

~~(A) The Local Strategic Partnership holds one or two full meetings a year, to review plans, set priorities and targets.~~

~~(B)(A) The Local Strategic Partnership becomes a network that maintains contact with a wide range of stakeholders and holds events around issues or topics.~~

29. DRAFT SUSTAINABLE COMMUNITY STRATEGY (3.35PM)

This item was discussed after agenda item 6, GP Clusters/Consortia.

Gemma Barron presented this item on the draft new Sustainable Community Strategy. The Board made the following suggestions:

- The Strategy should be written in plain English.
- The Strategy should focus on promoting its priorities.
- The priorities needed to be targeted to ensure the Board maximised its limited resources.
- The Strategy should be shorter and focus on what it will achieve.
- There should be more detail in the Executive Summary.
- The Strategy should include something on Well-Being.
- Promoting sustainable transport should be one of the Strategy's priorities.

It was noted that the survey had shown that crime was not a major concern amongst residents.

Mobile Wardens

It was noted that improving the independence of older people was one of the Strategy's priorities. It was understood that Mobile Warden Schemes allowed people to remain in their own homes, which is what they wanted and cost far less than residential care.

The Board **NOTED** the report.

30. PRESENTATION: JOBCENTRE PLUS (4.00PM)

Val Rickson gave a presentation on the work of Jobcentre Plus and asked that the organisation be given full membership of the Board.

The Board

AGREED To appoint Jobcentre Plus as a full member of the Board.

31. LPSA REWARD GRANT UPDATE (4.15PM)

Graham Saint presented this report on the status of projects that were supported by the Board. It was noted that there was no available money for projects in South Cambridgeshire and that there was no prospect of any new funds.

The Board **NOTED** the report.

32. FORWARD PLAN (4.25PM)

The Board **AGREED** to meet on the following dates:

- Monday 11 April 2011 at 2pm
- Monday 11 July 2011 at 2pm

It was noted that an extra meeting to discuss the future of health provision would also have to be scheduled.

The Forward Plan was amended to include:

- Discussion on future of the Partnership included in April's Forward Plan.
- Update on Local Enterprise Partnerships and Infrastructure Strategy in April.
- Hospital transport and transfers of care from hospital in April.
- Election of Chairman and Vice-Chairman moved from April's meeting to July.

The Chairman expressed the Board's thanks to Gemma Barron, Partnerships Manager, who was about to go on maternity leave.

The Meeting ended at 5.00 p.m.

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Progress with reward grant projects and use of balance

1. Purpose

- 1.1 The purpose of this report is to set out the status of projects, to allow members to assess their progress, and to seek direction about the use of £23,000 balance in the grant provided to Cambridge City Council.

2. Activity during the period

- 2.1 Do to the timing of the LSP Board meeting returns from projects have not been processed at the time this paper was prepared. During the last quarter, January to March 2011, the following projects were delivering services:
- **Handy Person Service:** providing practical help with small household jobs to elderly people in Cambridge and South Cambridgeshire, to make their homes more safe and secure
 - **Delivery of Climate Change Charter:** providing support to help small businesses reduce their carbon use
 - **Specialist Alcohol CPN** based in Cambridge Crime Initiatives Outreach Team: treating and diverting people in Cambridge away from a street-drinking culture
 - **Improving Management of Wildlife Sites:** increasing the level of biodiversity by improving the level of active conservation management
 - **Community Recycling Champions:** encouraging local people to improve their recycling rate
 - **Bling-Ya-Thang:** encouraging people from different communities to come to together in talent shows. The final show is on 5 April 2011
 - **Street-sweeping:** continued revenue funding of a street-sweeper as part of the extension of a service.
- 2.2 The **Street-sweeping** project and **Community Recycling Champions** projects will continue until March 2012 and December 2011, respectively. Originally the Community Recycling project was expected to conclude at the end of June but, as previously reported, it is now looking to improve the capacity of local community groups rather than recruit volunteers, to ensure the project can be sustained in the future. This change of focus has allowed it to extend its work. There is presently an under-spend of £5,000 in the project to **Support Vulnerable People**, led by Cambridge Citizen's Advice Centre, based on the extent of outreach work carried out. This is presently being discussed with CAB. Other projects maybe continuing, having found other sources of support.

**Cambridge and South Cambridgeshire LSP
11 April 2011 Board Meeting**

3. Additional Funding

3.1 The County Council has provided to the City Council an additional £23,000, which is available for distribution by the LSP.

3.2 The options for allocating this spend broadly falls into the following 4 areas:

- Redistributing the sum to the projects that we were originally committed to but had to withdraw from because they hadn't got going. This includes:
 - Establishing a Community Fund for the City
 - Funding a Health Improvement Officer
- Topping-up projects that were reduced in scale. This includes:
 - Handy Person Service
 - Improving Community Cohesion Projects
 - Recycling Champions
 - The Streets, ASB Awareness
 - Improving Exclusion Through Learning
- Reinvesting in the existing LPSA projects that have been successful and could be extended, such as:
 - Buying additional CAB advisor time
 - Running further workshops with vulnerable young people in the North of the City
 - Supporting the specialist CPN working within the Outreach Team
 - Improving Community Capacity (CCVS)
 - Management of Wildlife Sites
 - Cambridge Business Against Crime: City Centre Initiative
- Investing in a new project in the City that fall within one of the LSP's priority areas, looking to commission work based on sound business case.

3.3 **Members are invited to give guidance about the area where they feel investment should be made to ensure that it achieves the best outcomes for Cambridge.** The extent of the spend of the City Council's administered projects, including reductions is shown in Appendix 1.

Cambridge and South Cambridgeshire LSP
11 April 2011 Board Meeting

Appendix 1.

| LPSA Reward Grant Project Details for Cambridge City | | Project Costs | | |
|--|--|----------------------|-----------------|-----------------------------|
| Topic Area | Project Name | Total | Spend | Reduction/ Owing |
| Local projects lead by County | Improving Pupil Performance | £60,000 | £53,800 | £6,200 |
| | Work with at Risk Young Men - OCYPS | £60,791 | £28,966 | £31,825 |
| | The Streets ASB awareness schools programme - OCYPS | £24,146 | £14,010 | £10,136 |
| | Improving exclusion through learning | £179,500* | £13,188* | £166,312* |
| | A. Subtotal of local projects administered by County Council | £324,437 | £109,964 | £214,473 |
| Local projects lead by City Council | Delivery of Climate Change Charter | £60,000* | £60,000* | £0 |
| | Handyperson Service | £70,000* | £55,000* | £15,000 |
| | Specialist Alcohol Community Psychiatric Nurse to reduce levels of street drinking in the City | £118,468 | £118,468 | £0 |
| | Management of Cambridge Wildlife Sites - Wildlife Trust | £20,000 | £20,000 | £0 |
| | Income maximisation - CAB | £28,000 | £28,000 | £0 |
| | Community Fund for City - CCDF | £157,500 | £0 | £157,500 |
| | Empowering Communities - CVS capacity building | £60,890 | £60,890 | £0 |
| | LSP Support Officer | £41,355 | £41,355 | £0 |
| | Improving Community Cohesion | £105,000 | £67,500 | £37,500 |
| | Health Improvement Officer | £47,000 | £0 | £47,000 |
| | Community Recycling Champions | £44,000 | £39,000 | £5,000 |
| | Street Cleaning | £76,000 | £76,000 | £0 |
| | Cambridge Business Against Crime - supporting a programme of City Centre initiatives | £44,000 | £44,000 | £0 |
| | Supporting vulnerable people during economic downturn | £31,500 | £30,000 | £1,500 |
| | Contingency | £3,102 | £0 | £3,102 |
| | B. Subtotal of local projects administered by the City Council on behalf of the LSP | £906,815 | £640,213 | £266,602 |
| | C. (A+B) Subtotal of all local projects (City and County administered) | £1,231,252 | £750,177 | £481,075 |
| | D. County-wide projects (top-sliced) | £282,085 | | |
| | E. (Sum A –D) Total of LPSA Reward Grant allocated/actual spend | £1,513,337 | | |

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Future Role of the Local Strategic Partnership

1. Introduction

- 1.1 The LSP Board began a discussion at its last meeting about its future role and structure but this was constrained by the time available and it was agreed that a sub-group should meet to give the matter more attention. However, for a variety of reasons, the group were not able to meet and therefore the Board is asked to give more time to considering this subject.
- 1.2 The paper provided to the Board on 7 March 2010 set out the changed landscape that the LSP found itself in, with the demise of the Local Area Agreement and its associated partnership structures and the emergence of new structures. Individual partners have also come under increasing pressure to justify existing arrangements, where they still exist, because of cost pressures. A paper showing this changing partnership environment is at Appendix 1.
- 1.3 In recent discussions partners from the community and voluntary sector have reiterated the view that any change in structure carries the risk that their voice and ability to engage and inform statutory partners will diminish. Any discussions on a new structure for the LSP will need to take this into account.
- 1.4 The main role of the LSP in the recent past has been to oversee the local implementation of the Local Area Agreement for Cambridgeshire, encouraging better performance, and overseeing projects delivering outcomes in the LSP's priority areas using reward grant. The LSP has maintained links with local partnerships that are taking forward actions in its Sustainable Community Strategy and has been tasked by the local authorities to prepare a new strategy for its area.
- 1.5 A new Sustainable Community Strategy is being prepared and the LSP Board at its last meeting agreed four priority issues. Under each issue a more limited number of things for the LSP and its partners to do over the next 3 years has been set out. Members will be invited to approve a final draft at the 11 July 2011 meeting. This meeting will also be an opportunity to confirm any new role and structure for the LSP, based on decisions taken at this meeting.
- 1.6 To help guide members in their thinking about the role of the LSP, suggested questions to prompt discussion are shown on the following page.

2. Suggested questions for Consideration by the LSP Board

- 2.1 Is the role of the LSP to oversee the delivery of the Sustainable Community Strategy? Does it have a wider role to play? What do you think this role, if any, might be and what do we need to do to make it happen?
- 2.2 Are the things for partners to do, at Appendix 2, shown in the draft Sustainable Strategy, the right points to concentrate on? Should we focus on a smaller number of points? How should these be delivered? Should we follow the new countywide approach of 'subsidiarity'? Will it be by individual partners, partnerships or will task and finish groups be necessary and, if so, who should they be commissioned by and report to?
- 2.3 A number of options are open for discussion by the board including;
- a) a small group covering both districts that meets four times a year, as at present?
 - b) a larger meeting once a year, reviewing plans, setting priorities and targets and receiving feedback/outcomes from relevant task and finish groups?
 - c) a network only that maintains contact with a wide range of stakeholders and holds events around issues or topics?
 - d) a combination of the above?

The Changing Partnership Environment

On 23 November 2010 the Cambridgeshire Together Board agreed a new model of partnership working for Cambridgeshire. The new model includes disbanding the Cambridgeshire Together Board in favour of an annual stakeholder assembly and disbanding all but three countywide strategic thematic partnerships. Other work will be carried out via task and finish groups and overseen by the Cambridgeshire Public Service Board.

The three countywide strategic partnerships that will remain are the Children's Trust, the Local Enterprise Partnership (new, but including some Greater Cambridge Partnership and Cambridgeshire Horizons responsibilities) and the Health and Wellbeing Board (developed out of the Community Wellbeing Partnership).

The Making Cambridgeshire Count projects that are to continue will become task and finish groups under the new structures.

The Localism and Decentralisation Bill was published on 13 December 2010. The Bill aims to shift power from the state to local communities via six actions:

- to lift the burden of bureaucracy,
- to empower communities to do things their way,
- to increase local control of public finance,
- to diversify the supply of public services,
- to open up government to public scrutiny,
- to strengthen accountability to local people.

The Bill builds upon earlier decisions by Communities and Local Government to abolish the Comprehensive Area Assessment, Local Area Agreements (LAA) and the Audit Commission.

Communities and Local Government introduced a new draft single data list to replace the National Indicator set (many of which are no longer required for submission). The draft single data list includes all of the data that central government believes it will require from local government in the future.

Local Strategic Partnerships (LSPs)

The Cambridge City and South Cambridgeshire Local Strategic Partnership set its terms of reference in April 2010, when the former Cambridge Local Strategic Partnership and South Cambridgeshire Local Strategic Partnership merged. This merger was in recognition of the common issues faced by our communities and the presence of a number of cross boundary partnerships. It was agreed that the joint LSP should be reviewed after one year of its existence.

**Cambridge City and South Cambridgeshire LSP
11 April 2011 Board Meeting**

There are a number of local partnerships presently linked to the LSP:

- Community Safety / Crime and Disorder Reduction (statutory)
- Informal Adult Learning
- Children and Young People
- Health Improvement
- Biodiversity (Cambridge only)
- Affordable Housing
- Transport and Access (South Cambs only)

The local partnerships have contributed to the Sustainable Community Strategies of the former Cambridge LSP and South Cambridgeshire LSP and have been the bodies the LSP has looked to for an account of how local work is impacting on its priority areas.

Many of these local partnerships were ready-made partnerships that existed before the LSP and may well continue if the LSP is not around. The LSPs called on these partnerships to help understand local issues and to deliver its local work. The LSP did not, therefore, have to set up its own task and finish groups in these areas, keeping its administration to a minimum. The partnerships have looked to the LSP, and particularly the Sustainable Community Strategy for guidance, in setting local priorities, but the reporting lines were sometimes unclear, with the presence of county-wide thematic partnerships.

LAA indicators also provided a tool for local performance management and reporting for the LSPs, which reduced the extent of its own processes and systems that it had to put in place.

A Sustainable Community Strategy for Cambridge and South Cambridgeshire

The Priority Issues

The draft Sustainable Community Strategy identifies four priority areas that it feels are important in improving the quality of life for people living in Cambridge and South Cambridgeshire. Under each priority there are a more limited number of things it wants to see happen.

1. Engaging communities to create better outcomes

What will partners in the LSP do?

- Take an overview of new democratic and engagement structures as they emerge so that they can be part of the overall governance of the area and connect elected councillors, community champions and partners in a coherent approach to decision-making.
- Encourage public agencies to work together to carry out their community engagement work, to share knowledge about communities and reduce duplication and waste.
- Invest in the skills and resources that will make community engagement more effective, including community and voluntary organisations, councillors and frontline staff.

2. Reducing inequalities

What will partners in the LSP do?

- Look to help guide and support the priorities of local partnerships that are reducing inequalities in Cambridge and South Cambridgeshire by shaping and promoting the Cambridgeshire Inequalities Charter.
- Work with partners to develop projects that will help young people back into work.
- Work with partners to develop projects that will help maintain the independence of older people and help them to continue to live in their own homes for as long as possible.

3. Improving our environment and being at the forefront of low carbon living

What will partners in the LSP do?

- Investigate sustainable forms of rural transport, such as Demand Responsive Transport, and seek to implement schemes to reduce rural isolation.
- Support local communities and partners to apply for national and European funding to improve and expand sustainable forms of transport.

**Cambridge City and South Cambridgeshire LSP
11 April 2011 Board Meeting**

- Work with local people and partners to support and promote initiatives to improve home energy efficiency.
- Work with partners to develop projects that will maintain the accessibility of our green spaces and maintain or enhance their biodiversity

4. Providing sustainable communities that meet local need and are places where people want to live

What will partners in the LSP do?

- Seek to exert influence to increase the supply of affordable housing.
- Contribute to revisions of the relevant Local Development Frameworks and comment upon large planning applications to ensure developments are sustainable from day one.
- Encourage and support local communities to develop neighbourhood plans to shape their local areas.
- Work in support of the new Local Enterprise Partnership as it promotes local economic development and works to meet the needs and ambitions of this growing area.