

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 |
|---------------------------|---|--------|--|---|--|---------------------------|---|--|-------------------------------|
| Service Objective: | | | | | | | | | |
| 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"> i) Review content of web pages ii) Hold regular meetings of Parish Planning Forum, Parish Planning IT Forum and Agents Forum iii) Provide earlier notification of planning applications to Parish Councils iv) Review how we engage with Children and Young people and deliver actions set out in Children and Young Person's Plan, | 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"> i) Promote take up of pre-application advice ii) Reduce number of conditions iii) Negotiate % s106 agreements before planning decisions issued | <ul style="list-style-type: none"> i) September 2011 ii) March 2012 iii) June 2011 | <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"> i) Review enforcement service ii) Review conservation team with urban design team iii) Consider shared service options including for Building Control | <ul style="list-style-type: none"> i) September 2011 ii) July 2011 iii) June 2011 | <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 | COUNCIL ACTION A2 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. | | <ul style="list-style-type: none"> i) Revise s106 requirements for Northstowe ii) Identify forthcoming major applications and work with parish councils to identify community requirements <ul style="list-style-type: none"> - Orchard Park 220 - Other sites to be identified | <ul style="list-style-type: none"> i) June 11 ii) Sept 11 and dates to be set as other sites identified | <p>Outcomes: Community benefits from development</p> <p>Pls:</p> <p>C/Action: A2</p> | James Fisher | Community and Customer Services | No | |
| 6 | Implement new Building Control, Trees and Historic Buildings IT modules without service disruption | | <ul style="list-style-type: none"> i) Implement Building Control system ii) Implement Trees module iii) Implement Historic Buildings Module | <ul style="list-style-type: none"> i) June 2011 ii) Date tbc iii) Date tbc | <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 | Ensure Conservation and New Communities grants regime reflects council priorities and delivers VFM | | <ul style="list-style-type: none"> 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 ii) Ensure funding for Farmland Museum at Denny Abbey is linked to clear plan iii) Plan | <ul style="list-style-type: none"> i) June 2011 ii) April 2011 iii) December 2011 | <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>Pl'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>Pls: 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 |
|---------------------------|---|--------|---|---|--|--|--|--|-------------------------------|
| Service Objective: | | | | | | | | | |
| 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"> • Shorter Timetable for adoption. • Cost savings • Stronger focus on equalities impacts Pls: N/A C/Action: N/A | Keith Miles | Housing, Environmental Health, Community and Customer Services | None beyond normal plan-making budget, | |
| 11 | COUNCIL ACTION B1 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>COUNCIL ACTION B2 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 & 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 | <p>Take forward plans for the provision of new sites for Gypsies and Travellers</p> | | <p>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.</p> | <p>March 2012</p> | <p>Outcomes: Gypsy & Traveller pitch provision</p> <p>PIs: N/A</p> <p>C/Action: N/A</p> | Jo Mills | <p>Housing and Community & Customer Services</p> | <p>Yes, using external funding inc HCA Grant</p> | |

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 |
|---------------------------|---|--------|--|--|--|--|---|---|-------------------------------|
| Service Objective: | | | | | | | | | |
| 14 | Work with County Council, Joint Promoters and other stakeholders to deliver Northstowe | | <ul style="list-style-type: none"> i) Review s106 requirements ii) Undertake viability/affordability modelling iii) Review masterplan iv) Bring forward planning application | 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"> i) Bring forward planning application for 220 homes at Orchard Park ii) Bring forward planning application for 1100 homes at NIAB 2 iii) Bring forward planning application for over 1000 homes in Cambridge | <ul style="list-style-type: none"> i) March 2012 ii) 2012-13. iii) July 2011. iv) October 2011 | 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 | <p>COUNCIL ACTION C2 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> | | <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 | <p>Support Parish Councils and neighbourhoods to take advantage of measures in the Localism Act (when it becomes law)</p> | | <p>Provide guidance to neighbourhood groups on the preparation of Neighbourhood Plans and other measures in the Bill</p> | <p>Determine nature of advice by the time the Localism Bill is enacted and then ongoing.</p> | <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 | <p>Secure revenue from renewable energy generation to fund community sustainable energy projects</p> | | <p>Devise plans for pilot projects linked to Cambourne 950 and Rampton Drift Retrofit Project</p> | <p>Proposals set out by April 2011</p> | <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 |
|---------------------------|---|--------|---|--|---|---|---|---|----------------------------------|
| Service Objective: | | | | | | | | | |
| 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 | COUNCIL ACTION D1 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 | COUNCIL ACTION D2 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 | COUNCIL ACTION D3 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 | COUNCIL ACTION D4 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 | COUNCIL ACTION E1 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"> i) Maintain and develop SPEP ii) Promote Climate Change Charter to local business iii) Deliver Rampton Drift retro-fit project, monitor and evaluate outcomes | <ul style="list-style-type: none"> i) Ongoing ii) March 2012 iii) Retrofit completed July 2011, 2 year evaluation project | 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>COUNCIL ACTION E3 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> |
|----|--|--|---------------|---|--|--|----|---|