

South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 08450 450 500
f: 01954 713149
dx: DX 729500 Cambridge 15
minicom: 01480 376743
www.scambs.gov.uk



1 October 2008

To: The Leader – Councillor RMA Manning
Deputy Leader – Councillor SM Edwards
Members of the Cabinet – Councillors Dr DR Bard, Mrs SM Ellington, MP Howell,
AG Orgee, TJ Wotherspoon and NIC Wright
Quorum: 4 plus the Leader or Deputy Leader

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **THURSDAY, 9 OCTOBER 2008** at **2.00 p.m.**

Yours faithfully
GJ HARLOCK
Chief Executive

The Council is committed to improving, for all members of the community, access to its agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you.

AGENDA

PAGES

PROCEDURAL ITEMS

- 1. Apologies for Absence**
To receive apologies for absence from Cabinet members.
- 2. Minutes of Previous Meeting** 1 - 10
To authorise the Leader to sign the Minutes of the meeting held on 11 September 2008 as a correct record.
- 3. Declarations of Interest**
- 4. Public Questions**

RECOMMENDATION TO COUNCIL

- 5. Council Aims, Approaches and Actions (Key)** 11 - 18

POLICY ITEMS

- 6. RECAP Waste Strategy (Key)** 19 - 22
- 7. Grant Policy for Phase II of Private Sector Housing Renewal** 23 - 34

Strategy (Key)

Parts 1 and 2 attached

8. **Minerals and Waste Plan - Response to County Council Consultation** 35 - 128

OPERATIONAL ITEMS

9. **Workforce Plan** 129 - 160

STANDING ITEMS

ISSUES ARISING FROM THE SCRUTINY & OVERVIEW COMMITTEE

10. **ARBURY PARK: Scrutiny Report** 161 - 162
The final report is enclosed separately for Cabinet members and is also available on the Council's website, www.scambs.gov.uk
11. **Updates from Cabinet Members Appointed to Outside Bodies**

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

Whilst the District Council endeavours to ensure that you come to no harm when visiting South Cambridgeshire Hall you also have a responsibility to ensure that you do not risk your own or others' safety.

Security

Visitors should report to the main reception desk where they will be asked to sign a register. Visitors will be given a visitor's pass that must be worn at all times whilst in the building. Please remember to sign out and return your pass before you leave. The visitors' book is used as a register in cases of emergency and building evacuation.

Emergency and Evacuation

In the event of a fire you will hear a continuous alarm. 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

All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Hearing loops and earphones are available from reception and can be used in all meeting rooms.

Toilets

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

Recording of Business

Unless specifically authorised by resolution, no audio and / or visual or photographic recording in any format is allowed at any meeting of the Council, the executive (Cabinet), or any committee or sub-committee of the Council or the executive.

Banners / Placards / Etc.

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

The Council operates a NO SMOKING policy.

Food and Drink

Vending machines and a water dispenser are available on the ground floor near the lifts. There shall be no food and drink in the Council Chamber.

Mobile Phones

Please ensure that your phone is set on silent / vibrate mode during meetings.

This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on
Thursday, 11 September 2008

PRESENT: Councillor RMA Manning (Leader of the Council)
Councillor SM Edwards (Deputy Leader of the Council and Housing Portfolio Holder)

Councillors:	Dr DR Bard	New Communities Portfolio Holder
	Mrs SM Ellington	Environmental Services Portfolio Holder
	MP Howell	Staffing Portfolio Holder
	AG Orgee	Finance Portfolio Holder
	NIC Wright	Planning Portfolio Holder
	TJ Wotherspoon	Policy, Improvement and Communications Portfolio Holder

Officers in attendance for all or part of the meeting:

Greg Harlock	Chief Executive
Stephen Hills	Corporate Manager, Affordable Homes
Pat Matthews	Drainage Manager
Guy Moody	Democratic Services Officer
Dale Robinson	Corporate Manager, Health and Environmental Services

Councillors RE Barrett, Mrs VM Barrett, JD Batchelor, Mrs VG Ford, Mrs JM Guest, R Hall, SGM Kindersley, MB Loynes, MJ Mason, Mrs CAED Murfitt, Ms BZD Smith, Mrs HM Smith and Dr SEK van de Ven were in attendance, by invitation.

Procedural Items

28. MINUTES OF PREVIOUS MEETING

The Leader was authorised to sign the Minutes of the meeting held on 3 July 2008 as a correct record.

29. DECLARATIONS OF INTEREST

Cllr MP Howell declared personal interests in item 5, Homelessness Strategy, as an employee of the Papworth Hospital Trust and in item 11, Awarded Watercourses Service, as a friend of David Noble (of David Noble Associates who undertook a review of the Awarded Watercourses Service in 1998). He stayed in the meeting and took part in the discussions.

Cllr MP Howell also informed the meeting that he used to work with Heather Wood, the new Housing Advice and Options Manager.

Cllr NIC Wright declared a personal interest in item 11, Awarded Watercourses Service, as a landowner at Connington with 2 such awarded watercourses on his land. He stayed in the meeting and took part in the discussions.

Cllr RMA Manning declared a personal interest in item 11, Awarded Watercourses Service, as a landowner at Willingham with one awarded watercourse on his land. He stayed in the meeting and took part in the discussions.

Cllr Dr SEK van de Ven declared a personal interest in item 11, Awarded Watercourse Service, as a member of the Meldreth sub-committee for flood avoidance. She stayed in the meeting and took part in the discussions.

Cllr SGM Kindersley declared a personal and prejudicial interest in item 12, East Hatley, St Denis Church, as an immediate neighbour to the church. He advised that he would leave the meeting during its consideration and take no part in the discussions.

30. PUBLIC QUESTIONS

None.

31. HOMELESSNESS STRATEGY

The Housing Portfolio Holder presented a report seeking Cabinet approval for the Homelessness Strategy for 2008 – 2013.

Drawing on key indicators and feedback from partnership agencies, the Portfolio Holder paid tribute to the housing team and said that the Council's ethos of acting to prevent homelessness had paid dividends and had been built into the new strategy.

In reply to a question concerning the possibility of young, single, men falling through the support net, the Corporate Manager for Affordable Homes, advised that all cases were assessed on a "priority need" basis.

Cabinet **RESOLVED** that the draft Homelessness Strategy, attached to the report, be approved.

32. TRAVEL FOR WORK PLAN 2008-2011

The Planning Portfolio Holder introduced this item, which requested that Cabinet approve a Travel for Work Plan that aimed to achieve the following vision:

'To promote a wide range of sustainable travel choices for our existing and future employees, elected members and visitors, in order to support their travel needs, reduce our environmental impact from travel and to make the most efficient use of resources in delivering services to our customers and providing leadership to our local communities.'

The Planning Portfolio Holder gave a review of Travel for Work plans to date and advised that the new plan had been informed by staff and Member responses to the Travel for Work survey. A key finding from the survey was that 73% of journeys to work were made by lone car drivers, a figure that was considered too high.

Travel for Work Co-ordinator

Members expressed concern about the justification for a Travel for Work co-ordinator. The Planning Portfolio Holder explained that one of the key reasons for the failure of previous plans had been the lack of ongoing management and maintenance. He said that, to be successful, the plan had to be a living document, requiring adaptation and promotion to achieve its goals.

It was also suggested that a decline in the number of car sharers since 2004 reinforced the need for any plan to be actively managed.

Public Transport

Members reiterated the concerns expressed in the report about the unavailability of public transport at a time when the cessation of local bus services continued. It was suggested that the County Council be contacted in respect of the issue.

Community Leadership

It was considered that a robust Travel for Work plan was required to enable the Council to demonstrate community leadership; as such, the view was expressed that the authority should be looking to reduce, not increase, the number of car parking spaces. The Planning Portfolio Holder replied that reducing the number of parking spaces was a measure within the plan, but that currently a lack of parking spaces restricted the use of South Cambridgeshire Hall as a public venue.

Cabinet **RESOLVED**:

1. That the Travel for Work plan and the associated package of measures to reduce the environmental impact of staff and others who travel to the council offices and on council business be **APPROVED**.
2. That the Planning Services Portfolio Holder be designated as the political champion for taking forward the Travel for Work plan.
3. That any staffing resources required to ensure effective implementation of the new Travel for Work plan in future years be considered as part of the service planning process for 2009/10.
4. That the additional permanent on site parking spaces and associated improvements to the outside amenity area for staff be implemented, subject to the necessary planning consents.

33. REVIEW OF HACKNEY CARRIAGE FEES AND CHARGES

The Environmental Services Portfolio Holder presented this item requesting that Cabinet endorse an increase in tariffs, explaining that there were two factors behind the request:

1. increases in fuel prices
2. to move in line with increases elsewhere in the County.

The Portfolio Holder confirmed that the Council did not benefit financially from the increased tariffs.

It response to a question it was confirmed that there were currently five licensed hackney carriages within the district.

Cabinet **APPROVED**

- (a) the new tariff structure and fees for advertising, as attached to the agenda,

Cabinet **AGREED**

- (b) to future fee increases being in line with that of Cambridge City Council, ie follow the Public Carriage Office (London Cabs) formulation,
- (c) that if, after advertising the proposed tariffs, no objections are received, then the Corporate Manager for Health and Environmental Services be delegated to set an implementation date as soon as possible with the trade and meter manufacturers, and
- (d) to delegate authority to the Environmental Services Portfolio Holder to change tariffs relating to Hackney Carriage Drivers, if and when required.

34. RESTRUCTURE OF THE FORMER POLICY, PERFORMANCE & PARTNERSHIPS SERVICE AND PROPOSED REVISED SENIOR MANAGEMENT STRUCTURE

The Leader introduced a report requesting that Cabinet consider the outcome of a review of the new corporate management arrangements in relation to the former Policy, Performance and Partnerships (PPP) service area. He advised that the Audit Commission had raised concerns over the council's senior management structure and succession planning arrangements; the proposals were intended to address these concerns.

Cabinet was advised that the salary figures included in the report did not include employment overheads, approximately 30% of the amounts shown. There was consistency throughout the report, however, so any comparisons would be valid.

Cabinet **RESOLVED**

1. That the proposal to create a new Partnerships team be approved with the following amendments to the establishment list with effect from 1 November 2008:
 - i) delete post of Community Development Manager following the early retirement of the current post holder in October 2008 and establishment of a new Partnerships Manager post and,
 - ii) delete post of Strategic Partnerships Officer and create a new Community Partnerships Officer post.
2. That the creation of a Community Liaison Officer joint funded post on a two year fixed term contract from 1 April 2009 be supported in principle subject to the necessary funding being secured through the service planning and budget setting cycle for 2009/10.
3. That the Corporate Project Support Officer (formerly Inspire Project Officer) post be made permanent with effect from 1 April 2009 subject to the necessary funding being secured through the service planning and budget setting cycle for 2009/10.
4. That the Chief Executive, in consultation with the Leader, be authorised to consider options for the configuration of the Policy & Performance team in the event that any members of that team confirm proposed retirements.
5. That the post of Executive Director – Corporate Services be established with

effect from 1 January 2009 and a recruitment process be designed and agreed to enable an appointment as soon as possible from that date and, that the post of Corporate Manager – Finance & Support Services be made redundant with effect from 31 March 2009.

6. That the financial implications of the appointment of an Executive Director – Corporate Services be addressed within the Revised Estimates for 2008/09 as part of the annual budget cycle and, in the meantime, the Chief Executive be authorised to incur the necessary expenditure to enable an appointment to that post.
7. That the revised senior management structure set out as option one in Appendix 3 to the report be agreed in principle in the event that a housing transfer does not proceed and that the Chief Executive has delegated authority to implement this proposal.
8. That the revised senior management structure set out as option two in Appendix 4 of the report be agreed in principle should a housing transfer go ahead and that the Chief Executive has delegated authority to implement this proposal.
9. That the post of Head of Housing Strategic Services be made redundant with an effective date of 30 June 2009.
10. That the post of Corporate Manager – Community and Customer Services (or Housing & Community Services) be established, conditional upon the deletion of the post of Head of Housing Strategic Services, with a permanent appointment to be made with effect from 1 July 2009.
11. That a contingency sum of £30k be included within the 2009/10 Estimates to accommodate any additional senior management capacity required with the change management process.
12. That Senior Management Team be requested to resolve the detail of the proposals in discussion with senior managers and staff.

35. REVIEW OF RISK MANAGEMENT

The Leader presented a report seeking Cabinet's agreement that responsibility for risk management should remain with the Corporate Governance Committee. He welcomed Councillor TJ Wotherspoon as the new Portfolio Holder for Policy, Improvement and Communications, and the former Chairman of the Corporate Governance Committee, to Cabinet and invited comment on the report.

Councillor TJ Wotherspoon expressed the view that an executive forum was inappropriate to review risk management and believed that the Corporate Governance Committee was better suited for the task.

Cabinet **RESOLVED** that responsibility for risk management remain with the Corporate Governance Committee, to include annual review of the risk management strategy and process and quarterly review and approval of the strategic risk register and associated action plans.

36. SOUTH CAMBRIDGESHIRE AND CAMBRIDGE CITY IMPROVING HEALTH PLAN

The Environmental Services Portfolio Holder introduced this item, and requested Cabinet to:

- a) Endorse the Improving Health Plan
- b) Focus the Council's attention on those actions listed in the Improving Health Plan where the Council can add value, and
- c) Continue to influence partners and partnerships on tackling the improving health agenda.

The Portfolio Holder explained that the plan was an important document that listed priority items with clear action plans for improvement.

Concern was expressed in respect of service deficiencies encountered by people moving between differing local authority catchment areas. It was requested that the issue be raised with partnership health organisations.

During the discussion, Members drew attention to the high levels of compliments for the provision of sports facilities and raised the following health issues of concern for the district.

- Adverse comments were directed at the number of road deaths (116) within the district.
- Local Strategic Partnerships had been awarded £200,000 to help road improvements, but Local Authorities would have to do more to help prevent road traffic accidents.
- There was a need to review access to mental health services for young people,
- Attention should be directed at health issues specific to the district, those related to 'new town blues', Travellers and rapidly expanding communities.

Cabinet **APPROVED** the Improving Health Plan.

Cabinet further **RESOLVED** to focus the Council's attention on those actions listed in the Improving Health Plan where the Council can add value, and to continue to influence partners and partnerships on tackling the improving health agenda.

37. AWARDED WATERCOURSES SERVICE - CONTRACT TENDERING

The Environmental Services Portfolio Holder presented a report setting out options and recommendations for the future of the Council's awarded watercourses service.

Concern was expressed that the cost of maintenance at £850 per kilometre appeared high and it was hoped that this cost could be reduced.

The Corporate Manager, Health and Environmental Services added that he did not favour letting the whole contract to one provider, and that the Council should be looking to promote competition in both price and quality whilst retaining flexibility.

The Pitt Report into the 2007 national floods

Cabinet was advised that the Scrutiny and Overview Committee would review the Pitt Report at its December meeting. The report, commissioned by the government, was

likely to have implications for the Council in its management of surface water drainage systems in the district, therefore it was important to build flexibility into any recommendations for action at this stage.

Local Expertise

Local Ward Members raised concerns that contractors potentially lacked the necessary knowledge to deal with local issues.

The Leader advised that the recommendations sought to contract out maintenance work and would not substitute local knowledge in management issues, and advised further that Cabinet did not feel it necessary to wait for the full response to the Pitt Report because of the flexibility in the recommendations before it.

Cabinet RESOLVED:

(1) To undergo a competitive tendering process and obtain tenders for the works from external contractors and the in-house service.

(2) That the tenders so obtained are for all the separate aspects of the works such that the maximum flexibility may be used in the evaluation of the tenders. The contract length to be five years extendable by mutual agreement for a further two. It may then prove beneficial to use a combination of external contractors and a portion of the in-house service.

38. EAST HATLEY, ST DENIS CHURCH

Councillor SGM Kindersley declared a personal and prejudicial interest as an immediate neighbour to the church. He left the meeting during its consideration and took no part in the discussions.

The Planning Portfolio Holder introduced this item, which requested that Cabinet approve an additional Historic Buildings Preservation grant of £5,500 towards further repair work at St. Denis Church, East Hatley.

Concern was expressed that there had been no consultation with Local Ward Members or the Parish Council. The church was not in use and had poor access, therefore additional grant support could not be justified.

The Planning Portfolio Holder advised that, historically, the church had become the responsibility of the council and, as such, there was little option but to approve the grant. He added that, by refurbishing the floor, there was the opportunity to use the building as some future juncture.

Cabinet **APPROVED** an additional £5,500 of Historic Buildings Preservation Funding, in order to secure £16,500 of grant aid from English Heritage to complete the repairs to the stonework tracery in the east window and to install a floor within the nave of St Denis Church, East Hatley.

39. TREASURY MANAGEMENT 2007/08 PERFORMANCE

The Finance Portfolio Holder presented a report on the performance of the treasury management function and requested that Cabinet approve additions to the list of

counterparties.

The Leader suggested that the Section 151 officer should have an input to any decision to approve additions to the list of counterparties. The Finance Portfolio Holder concurred.

Cabinet **NOTED** the performance of the treasury management function and **APPROVED** the addition of the organisations listed in paragraph 11 of the report to the category of other banks and financial institutions with a maximum limit of £2.5 million, subject to consultation with the Section 151 Officer.

40. **EFFICIENCY SAVINGS PROJECT - UPDATE**

The Finance Portfolio Holder presented this item, which provided Cabinet with an update on the Council's efficiency savings project and Central Government's expectations and targets for efficiencies within local authorities. He advised that the report highlighted excellent performance and that he regarded the targets for the coming years as realistic.

The Finance Portfolio Holder requested that Cabinet agree the forecast for the National Indicator 179 (NI 179)

Concern was expressed that the Cabinet was looking to set targets when there was no requirement to do so.

The Finance Portfolio Holder replied that he was seeking to embed a culture that embraced continual improvement and new ways of working. Although savings had been made he considered it important to continue to do so, adding that it would be difficult to justify otherwise publicly. Such a policy was particularly important given the Council's budgetary pressures.

The Deputy Leader undertook to provide a written answer to a question posed in respect of the proposed efficiency target on customer service standards.

Cabinet **ENDORSED** the recommendation that the amount to be forecast for NI179 be 3% for 2008/09 and 2% for 2009/10 and 2010/11.

41. **INTEGRATED BUSINESS MONITORING REPORT TO 31 JULY 2008**

The Finance Portfolio Holder presented a report, which provided Cabinet with the first 2008-09 monitoring report against budgets and the Corporate Plan performance measures.

Cabinet **NOTED** the projected expenditure position and referred the report to the next meeting of the Finance Portfolio Holder for more detailed consideration.

Cabinet further **AGREED** that the first call on the additional £545,870 revenue element of the Housing & Planning Delivery Grant would be to address the potential planning overspends indicated in the report.

42. UPDATED FINANCIAL POSITION TO 31 AUGUST 2008

The Finance Portfolio Holder presented this item as an update to the July Financial Position, part of the Integrated Business Monitoring Report as presented at item 15 on the agenda (see minute 41 above).

Cabinet **NOTED** the report.

Standing Items

43. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE

None.

44. UPDATES FROM CABINET MEMBERS APPOINTED TO OUTSIDE BODIES

Cllr TJ Wotherspoon informed Cabinet that at a recent seminar on "Comprehensive Area Assessment" only 3 of the 177 delegates were elected Members, a disappointingly low proportion. He said that he would prepare a summary report for Cabinet members.

Councillor Dr DR Bard advised Cabinet that he had attended a Cycling England meeting and had been made aware of the existence of funding for the provision of new, and refurbishment of existing, cycle paths.

**The Meeting ended at 5.00
p.m.**

This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

9 October 2008

AUTHOR/S: Leader and Chief Executive

COUNCIL AIMS, APPROACHES AND ACTIONS

Purpose

1. The purpose of the report is to enable the Cabinet to recommend to Council the adoption of new Council priorities to replace the current Corporate Objectives.
2. This is a key decision because -
 - a) it is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget.
 - b) it is likely to be significant in terms of its effects on communities living or working in all areas of the District
 - c) it is not in accordance with the revenue budget, capital programme or borrowing limits approved by the Council, subject to normal virement rules.
 - d) it would lead to the replacement of current objectives approved by the Council.
 - e) it raises new issues of policy
 - f) it increases financial commitments (revenue and / or capital) in future years above existing budgetary approvals.
 - g) it may require the appointment of additional permanent staff for which there is no budgetary provision.

and it was first published in the April 2008 Forward Plan under the heading entitled, Review of Corporate Objectives and Annual Priorities.

Background – The current Corporate Objectives

3. In July 2007 the Council adopted the current Corporate Objectives for the year 2008/09 onwards. The objectives reflected consultation on the Sustainable Community Strategy, the Quality of Life survey and other research. The objectives also addressed a range of local and national issues and priorities. These Corporate Objectives formed the basis of service planning and the Corporate Plan for 2008/09 onwards.

Considerations

4. The existing Corporate Objectives were introduced as part of a wide programme of change required to address the findings in the CGI report. A review of the objectives is now appropriate, to reflect our experience since the CGI inspection; the outcome of the re-inspection; developments in areas such as the LAA; changing national priorities; and to give clearer political leadership to the planning and delivery of services.
5. Accordingly, a new set of priorities, set out in the **Appendix**, have been developed. These consist of -
 - **5 Council Aims** giving overall strategic direction.

- **25 Council Approaches** which set out how those aims will be progressed.
 - **33 Council Actions** which are projects or improvements which it is proposed the Council seek to achieve in the 2009/10 year in order to deliver the Aims.
6. These Aims, Approaches and Actions have been developed by Members with subsequent contributions from senior officers in order to assess the realism, achievability and resource implications of the proposals.
7. The new Aims are more directed than the previous Objectives, with commitments, for example, to first class services, a safe and healthy place, and assisting provision of local jobs. The introduction of Council Actions, which are more specific, will give a greater focus for service and budget planning and enable the Council to demonstrate more effectively the progress it is making. Overall, the Aims, Approaches and Actions are a development of the previous Objectives rather than a major change in direction. Areas which are new or have increased emphasis within the “3As” include:
- engagement with customers and the community
 - support for more vulnerable or hard to reach sections of the community
 - a cleaner district
 - economic development
 - recognition of the opportunities for the district arising from the Olympics
8. The Aims, Approaches and Actions are consistent with the Sustainable Community Strategy and the aims and targets in the Cambridgeshire LAA.

Options

9. The option of retaining the existing Corporate Objectives and Service Priorities has been considered but, for the reasons given in paragraph 7, it is recommended that the opportunity now be taken to change to the new Aims, Approaches and Actions.

Implications

10. The impact of the Actions will be assessed through the service and financial planning process. A preliminary assessment has been made of the scale of the final implications, which indicates that the revenue cost in 2009/10 would be about £350,000. Some costs would also fall to be met in the current financial year, but again this will be assessed through service planning and, if necessary, financial requirements will be brought forward.
11. No formal equality impact assessment has been made of the proposals at this stage. The equalities aspect and support for vulnerable people has been strengthened in the Aims, Approaches and Actions. Impact assessments will be undertaken for significant new projects and plans arising from the Council Actions.

Effect on Corporate Objectives and Service Priorities

12. As discussed earlier in the report, the existing Corporate Objectives and Service Priorities will be replaced by the Aims, Approaches and Actions. The arrangements for transition to the new 3As are given in the recommendations below.

Recommendations

13. The Cabinet is recommended to recommend the Council,
- a) to adopt the Aims, Approaches and Actions given in the Appendix attached to the report, in place of the current Corporate Objectives and Service Priorities,
 - b) that the new Aims, Approaches and Actions take effect immediately – in particular for the purpose of the development of new policies and strategies; service and financial planning; and in committee reports, and
 - c) that the Corporate Plan, existing service plans and strategies based on the current Corporate Objectives remain in force until they would normally be revised.

Background Papers: the following background papers were used in the preparation of this report: Previous Cabinet reports on Corporate Objectives; LAA and Sustainable Community Strategy.

Contact Officer: Paul Swift – Policy and Performance Manager
Telephone: (01954) 713017

This page is left blank intentionally.

APPENDIX

[AIMS]		
A. WE ARE COMMITTED TO BEING A LISTENING COUNCIL, PROVIDING FIRST CLASS SERVICES ACCESSIBLE TO ALL.		
[Approaches]	[Actions]	
<p>We will do this by</p> <ul style="list-style-type: none"> 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 	<p>We will</p> <ol style="list-style-type: none"> 1. set up user groups of residents that will look at three areas of service delivery by 2010 to help guide service delivery in the future 2. prepare and consult on a Statement of Community Involvement on planning issues 3. work with voluntary organisations to establish a relationship with hard-to-reach and vulnerable residents 4. work with voluntary groups to provide information and advice at events in 20 villages a year by 2010 5. establish a system of satisfaction surveys by May 2010, that will be used to improve all the services that we provide 6. review the current grant scheme by May 2009 with a view to reintroducing grants to talented performers, and promising competitors with an eye on London 2012 	<p>lead member</p> <p>Simon Edwards</p> <p>David Bard</p> <p>Simon Edwards</p> <p>Mark Howell</p> <p>Simon Edwards</p> <p>Mark Howell</p>

B. WE ARE COMMITTED TO ENSURING THAT SOUTH CAMBRIDGESHIRE CONTINUES TO BE A SAFE AND HEALTHY PLACE FOR YOU AND YOUR FAMILY		
<p>We will do this by</p> <ul style="list-style-type: none"> i. working closely through our Crime and Disorder Reduction Partnership to reduce crime and the fear of crime 	<p>We will</p> <ol style="list-style-type: none"> 1. set up an Anti Social Behaviour Working Group by May 2009 to report on key areas of concern and identify areas for resources to be 	<p>lead member</p> <p>Ray Manning</p>

<p>ii. working with partners to combat Anti Social Behaviour</p> <p>iii. promoting active lifestyles and increasing opportunities for sport and recreation to improve the health of all age groups</p> <p>iv. understanding where health inequalities exist and focussing on areas of need</p>	<p>targeted accordingly</p> <p>2. carry out a review by 2010 of the provision and effectiveness of existing CCTV in the District</p> <p>3. carry out a Fear of Crime and Public Reassurance Survey in 2009</p> <p>4. introduce a Member Champion for each Neighbourhood Panel by May 2009</p> <p>5. increase the number of residents taking up sport or formal exercise by 1% in 2009</p> <p>6. work closely with partners including NHS Cambridgeshire to identify and target key groups and provide increased opportunities for sport and recreation for the most vulnerable groups</p>	<p>Ray Manning</p> <p>Ray Manning</p> <p>Ray Manning</p> <p>David Bard</p> <p>David Bard</p>
--	---	--

C. WE ARE COMMITTED TO MAKING SOUTH CAMBRIDGESHIRE A PLACE IN WHICH RESIDENTS CAN FEEL PROUD TO LIVE

<p>We will do this by</p> <p>i. making affordable housing more available to local people</p> <p>ii. ensuring that affordable housing is in balance with the community</p> <p>iii. achieving a sustainable future for the Council's housing stock</p>	<p>We will</p> <p>1. set up a forum of Parish Councils, housing associations and others to examine the workings of our exception sites policy in light of recent experience and current market conditions</p> <p>2. include an appropriate proportion of retirement homes and accommodation designed for the elderly in the affordable housing allocation of each new major development</p>	<p>lead member</p> <p>Simon Edwards</p> <p>Simon Edwards</p>
--	---	--

iv. working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community	3. working with other agencies, adopt a revised Gypsy and Travellers policy by June 2009	Mark Howell
v. extending and encouraging the use of recycling opportunities	4. extend plastic bottle recycling so that all villages and schools are served by 2010	Sue Ellington
vi. working to improve the cleanliness of our villages	5. introduce further opportunities for businesses to recycle their waste	Sue Ellington
vi. working to improve the cleanliness of our villages	6. by 2009 establish a programme of at least 10 Community Clean Up events per year throughout the District	Sue Ellington
vi. working to improve the cleanliness of our villages	7. on top of our regular litter picks, improve the verges alongside the A14 and A11 by in depth Spring and Autumn litter picks	Sue Ellington
vi. working to improve the cleanliness of our villages	8. install and empty litter bins at our 10 dirtiest lay-bys on the major roads into and out of the District	Sue Ellington
vi. working to improve the cleanliness of our villages	9. in addition to our regular street cleaning activities improve the appearance within 10 of our larger villages by increasing the amount of street cleaning that is undertaken	Sue Ellington
vi. working to improve the cleanliness of our villages	10. introduce our own Best Kept Village Competition	Sue Ellington
vii. taking account of climate change in all the services that we deliver	11. have a Climate Change Action Plan in place by 2010	David Bard
viii. promoting low carbon living and delivering low carbon growth through the planning system	12. work with Parish Councils on schemes for renewable energy and low carbon living	David Bard

D. WE ARE COMMITTED TO ASSISTING PROVISION FOR LOCAL JOBS FOR YOU AND YOUR FAMILY

<p>We will do this by</p> <ul style="list-style-type: none"> i. working closely with local businesses ii. promoting economic development iii. using cultural activities effectively to promote tourism 	<p>We will</p> <ol style="list-style-type: none"> 1. set up a Business Forum and introduce a series of regular Business Breakfast meetings in the District by 2009 2. support businesses to comply with the law while targeting those who flout it 3. promote the development and uptake of business space already allocated in the District 4. explore possible spin-offs from the London 2012 Olympics 	<p>lead member David Bard Sue Ellington David Bard David Bard</p>
---	--	--

E. WE ARE COMMITTED TO PROVIDING A VOICE FOR RURAL LIFE

<p>We will do this by</p> <ul style="list-style-type: none"> 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 	<p>We will</p> <ol style="list-style-type: none"> 1. assist at least three Parish Councils to produce Parish Plans from 2009 2. introduce a new system of quarterly meetings to which all parish councils will be invited to send up to 2 representatives from 2009 3. ensure that each Cabinet Member attend at least three Parish Council meetings a year from outside their ward from 2009 4. by May 2009 assess the need for provision of new premises for small businesses 5. work with other organisations to develop a Community Transport Plan for the District by 2010 	<p>lead member Nick Wright Ray Manning All Cabinet Members David Bard Nick Wright</p>
---	---	---

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	9 October 2008
AUTHOR/S:	Corporate Manager – Health & Environmental Services/ Environment Services Manager	

**REVISED JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY
FOR CAMBRIDGESHIRE & PETERBOROUGH****Purpose**

1. To recommend to Cabinet that the RECAP (Recycling in Cambridgeshire & Peterborough Waste Partnership) Revised Joint Municipal Waste Management Strategy for Cambridgeshire & Peterborough (The revised Strategy) be adopted as Council Policy.
2. This is a key decision because it is of such significance to a locality, the Council or the services, which it provides that the decision-taker is of the opinion that it should be treated as a key decision and it was published in the forward plan.

Background

3. The RECAP waste partnership, consisting of Cambridgeshire County Council, Peterborough City Council, South Cambridgeshire District Council and the four other district council waste collection authorities submitted their Joint Municipal Waste Management Strategy (JMWMS) to DEFRA in 2002 (the 2002 Strategy). This was approved by DEFRA and subsequently adopted by this council in 2002.
4. DEFRA guidance on Municipal Waste Strategies states that strategies should be reviewed and revised every five years so that they reflect national, regional and local policies, legislation and targets. A review was subsequently undertaken, commencing in 2006, which has now been completed.

Considerations

5. Since its adoption, the partner authorities have been working towards voluntary targets laid down within the 2002 Strategy of recycling and composting: -

45 - 50% of waste by 2010/11
50 - 55% of waste by 2015/16
55 – 60% of waste by 2020/21
6. The partnership's overall recycling and composting rate for 2007/08 was 50.5%. This is the first time that an overall partnership rate over 50% has been achieved. Cambridgeshire has been the highest performing shire county in the country for the last four years and this means that the 2010/11 strategy target has been achieved 3 years ahead of time.
7. This Council has played a leading part in this achievement, being the first partner to achieve an overall recycling and composting rate of over 50% in 2006/07 and consistently being one of the top performing councils nationally in both overall

recycling and composting. The overall recycling and composting rate in 2007/08 was over 53%.

8. As with the 2002 Strategy, the revised Strategy covers arrangements for the sustainable management of Municipal Solid Waste (MSW) controlled by the RECAP partners within the Joint Strategy Area (JSA) and is the framework for addressing waste prevention, reuse, recycling and recovery in line with the waste hierarchy. It covers the collection, treatment and disposal of MSW.
9. The revised strategy combines the original principles of the 2002 strategy and incorporates nine new themes that have emerged over the last five years, each of which has accompanying strategic objectives and actions. These themes were informed through extensive public consultation and are outlined below:
 - Underlying Strategic Principles for the Waste Strategy
 - Joint Working, Partnership;
 - Climate Change;
 - Environmental Protection;
 - Waste Prevention & Reuse;
 - Recycling & composting;
 - Management of Residual Waste;
 - Wider Waste Role; and
 - Stakeholder Engagement
10. The new Themes & Strategic Objectives are highlighted in Appendix 7 of the strategy (Foundation of the revised strategy from the original strategy), which also compares these with the 2002 Strategy.
11. The Strategic Objectives are then supported by an accompanying Action Plan (Chapter 5 and Appendix 9 of the strategy). The strategy also highlights what will be the partnerships main focus over the next few years. This will be on waste prevention; increasing the recycling of trade waste and improving performance of household dry waste recycling.
12. Members of the RECAP Waste & Environment Forum, at their meeting of 27 June 2008, considered the revised Strategy, approved its contents and recommended its adoption by the individual partner authorities.
13. The size of the strategy precludes it being reproduced here, however a hard copy is available for Members in the Members room. Alternatively, the original 2002 Strategy and revised Strategy documents can be viewed at: http://www.cambridgeshire.gov.uk/environment/waste/about/policies/the_strategy.htm

Implications

14.	Financial	There may be financial implications associated with meeting the revised strategy objectives, however these will continue to be addressed, as now, though the Medium Term Financial Strategy and Service Planning processes.
	Legal	No adverse legal implications have been identified at this time
	Staffing	No SCDC staffing implications have been identified at this time
	Risk Management	
	Equal Opportunities	No Equal Opportunities implications have been identified at this time

Consultations

- 15. An extensive public consultation exercise was carried out in February and March 2007. The consultation was conducted throughout the Joint Strategy Area (JSA) and designed to ensure that all target audiences had been consulted. The comments and feedback were then taken into account to inform the process of revising the 2002 Strategy.

Effect on Annual Priorities and Corporate Objectives

<p>16. Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future</p>	<p>The revised Strategy provides a framework within which the council can seek to protect and enhance the environment, minimise climate change and promote sustainable waste management. Adopting the revised Strategy will contribute towards the council achieving all its corporate objectives.</p>
<p>Deliver high quality services that represent best value and are accessible to all our community</p>	
<p>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</p>	

Conclusions/Summary

- 17. The Strategy underpins the sustainable management of Municipal Solid Waste (MSW) by the RECAP partnership and provides the framework whereby waste prevention, reuse, recycling and recovery in line with the waste hierarchy can be addressed.
- 18. It is forward looking and clearly identifies the links between sustainable waste management and climate change. It aims to deliver the kind of services that customers requested both in the 2002 strategy and as a result of the extensive consultation in 2007, whilst achieving national and European waste diversion targets.
- 19. The Strategy supports through themes, objectives and actions environmental improvement and recognises the environmental benefits associated with waste prevention, reuse and recycling. It also recognises the impact waste collections have on carbon emissions from transport and identifies the need to constantly monitor and improve this aspect of sustainable waste management.

Recommendation

- 20. It is recommended that Cabinet Adopts the RECAP Revised Joint Municipal Waste Management Strategy as Council policy

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

- The Strategy for dealing with Municipal Solid Waste 2002 – 2020 in Cambridgeshire & Peterborough
- RECAP Joint Municipal Waste Strategy 2008

(These documents can be viewed at:

http://www.cambridgeshire.gov.uk/environment/waste/about/policies/the_strategy.htm

Contact Officer: Paul Quigley – Environment Services Manager
Telephone: (01954) 713134

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	9 October 2008
AUTHOR/S:	Corporate Manager Health and Environmental Services/Environmental Health Officer (Public Health Specialist)	

**IMPLEMENTATION OF PHASE TWO OF THE PRIVATE SECTOR HOUSING RENEWAL STRATEGY – AGREEMENT OF POLICIES
(REPORT 1 OF 2 – GRANTS FOR VULNERABLE HOUSEHOLDS)**

Purpose

1. To seek approval on the new policies for implementing phase two of the private sector housing renewal strategy, namely:
 - Issuing grants for replacement boilers,
 - Issuing loans for properties with Category 1 hazards.
2. This is a key decision because
 - it is likely to be significant in terms of its effects on communities living or working in all wards of the District
 - 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.
 - it is of such significance to a locality, the Council or the services which it provides that the decision-taker is of the opinion that it should be treated as a key decision,and it was published in the July 2008 Forward Plan.
3. There are two reports due to be considered at Cabinet at this meeting, both reports seek approval for grants or loans to implement phase two of the Private Sector Housing Renewal Strategy. Therefore both reports should be read together although each grant/loan policy can be approved separately as they are not dependent on each other.

Background

4. The Council's Private Sector Housing Renewal Strategy was approved in July 2007. The strategy was essentially phased. Phase one allowed for the continuation of existing strategies and policies covering grants to vulnerable groups (e.g. Disabled Facility Grants, Home Repairs Assistance, etc), regulatory activities including appropriate education and help and advice and promotion of existing external energy efficiency grants and schemes.
5. Phase two considered the priorities of increasing energy efficiency grants including grants/loans for heating systems not covered by Government schemes and the possibility of renewable energy grants. The Portfolio Holder at that time was concerned to have an appropriate balance of enforcement and grant assistance and therefore, in addition to that mentioned above, also considered it important to look at providing some assistance for "vulnerable" owner occupiers of properties identified as having category 1 hazards under the housing legislation.

6. Last financial year Cabinet agreed to make available £100k, within the Capital Programme from 2008/09 onwards, for the provision of grants and/or loans to implement phase two of the action plan from the Private Sector Housing Renewal Strategy.

Considerations

7. New policies are needed in order to offer:
- Loans for properties with Category 1 hazards under the Housing Health and Safety Rating System
 - Grants for replacement boilers and
 - Grants for renewable energy measures (contained in second report)
- This report outlines the proposed policies for loans for properties with Category 1 hazards and grants for replacement boilers.
8. The South Cambridgeshire private sector housing survey revealed that 5% of properties in the private sector in South Cambs have serious hazards, namely excessive cold (1,100 dwellings) (45% of defective dwellings), and damp and mould growth (800 dwellings) (33% of defective dwellings).
9. Most of the hazards due to excessive cold are affecting our most vulnerable residents, particularly those on low incomes. It is these groups that are going to require the help with finances to make improvements. The private rented sector also has issues but these are less in number and could be rectified by appropriately targeted enforcement on landlords.
10. The Private Sector Housing Renewal Strategy is key to achieving the Council's medium term strategy. It outlines the key options that can be taken to improve the standard of private sector housing within the district and improve the health of residents. The strategy also addresses one of the key priorities in the Council's Housing Strategy and as such the private sector housing renewal strategy should be read as an appendix to the main Housing Strategy.
11. The private sector housing renewal strategy includes commitments to:
- a) Help vulnerable owners through targeted grant assistance
 - b) Target policies to improve health
 - c) Improve energy efficiency
 - d) Help people with disabilities
 - e) Ensure private rented accommodation is safe and fit

Replacement Boiler Grant Policy

12. Replacement boilers are available through the Government's Warmfront scheme but there are two main drawbacks:
- A replacement boiler is only available to those in receipt of a Means Tested benefit (MTB), and
 - A boiler will only be supplied if the existing boiler is not working or where there is no heating system in place. If a boiler is old but working, the Warmfront scheme will not replace it, leaving the resident with a costly ineffective system. This is particularly relevant today when residents are facing large rises in fuel bills.
13. New condensing boilers can be over 90% energy efficient whereas older boilers, those over 10 years old, can be as little as 50% efficient. This new grant has been introduced to ensure vulnerable residents on Means Test Benefits within South Cambs can have these boilers replaced. The grant will therefore pick up those who

need a replacement boiler but who do not qualify for the Warmfront Scheme. As such it will further assist in tackling fuel poverty in the District, which is expected to get worse as a result of the recent fuel price increases.

14. As well as helping our vulnerable residents replace ineffective boilers with new energy efficient boilers, it will help reduce Carbon Dioxide (CO₂) emissions and contribute to the National indicator NI186 (now part of the Cambridgeshire LAA).
15. This section of the report outlines the proposed method and eligibility criteria for awarding the grant for replacement boilers.
16. It is proposed to run the boiler replacement grant on the same lines and criteria as the current grants offered by the Home Improvement Agency (HIA), it is further proposed that the grant is administered by the HIA.
17. It is proposed to restrict the grant to residents who meet the following eligibility criteria:
 - (a) **Tenure**

The resident (the term 'resident' includes the applicant's spouse, or partner, if they are living with the applicant) must be either a homeowner, (this includes part ownership such as equity share or co-owner who lives elsewhere), or a private tenant, (subject to maintenance responsibilities laid down in any tenancy agreement).
 - (b) **Length of residency**

The resident must have lived in the property for at least 2 years (although if the reason for moving was to care for someone or to be cared for this requirement can be waived).
 - (c) **In receipt of Means Tested Benefit (MTB)**

The resident must be in receipt of a MTB as per current Home Improvement Agency eligibility criteria.
 - (d) **Maximum amount of Grant**

The maximum award of the grant is £5000. This includes a HIA fee of 12% as per existing grants offered by the Council and administered by the HIA.
 - (e) **Energy efficiency measures already installed where appropriate**

The applicants home should be as energy efficient as possible before the replacement boiler grant can be considered. The property must have had loft insulation to the recommended depth of 270mm/10.5 inches and cavity wall insulation fitted, where appropriate. There will be no financial burden on the applicant as those in receipt of a Means Tested Benefit automatically qualify for free insulation work under current government grants.
 - (f) **Boiler age**

The boiler to be replaced must be 10 years or older. Younger boilers may be replaced at the discretion of the Corporate Manager Health and Environmental Services.
 - (g) **Replacement boiler type**

Replacement boilers must comply with Part L of the current Building Regulations.

Category 1 Hazard Loan Policy (Major Renovation Loan)

18. It is proposed to offer a zero interest loan to “vulnerable” owner occupiers of properties identified as having Category 1 hazards under the Housing Health and Safety Rating System (HHSRS) as defined in Section 2 of the Housing Act 2004 in order to bring these properties up to a decent standard.
19. Results for each assessed hazard are not added, averaged or aggregated, but are judged against a scale of 0-5000+ divided into ten bands A-J. A score of 1000 or more is a category 1 (serious) hazard, band A-C. A score of less than 1000 is a category 2 hazard, band D-J. The Council is obliged to deal with category 1 hazards and has discretion to deal with category 2 hazards.
20. The Council has a duty to act where Category 1 hazards are present, and as such any enforcement action needed will be commensurate with the Departmental Enforcement Policy. This grant gives the Council an option of giving assistance rather than taking a solely enforcement approach. Some enforcement measures are only appropriate or available for Category 1 hazards. Prohibition and Improvement notices may be used and ‘suspended’, and emergency measures exist for a rapid response to serious risk.
21. The 2004 Private Sector House Condition Survey for South Cambs confirms that excessive cold for the over 60’s is the major hazard and for younger occupiers the major hazard is damp & mould growth (both are heating, insulation and ventilation related).
22. The major hazard for older occupiers (those residents over 60) is excessive cold. 55% of all serious hazards relate to excessive cold in the owner-occupied stock in this age group. In the private rented sector there are too few dwellings for meaningful analysis for this age group. In this sector other serious hazards are more associated with younger heads of household.
23. Priority will usually be given to dealing with Category 1 hazards in occupied properties where vulnerable residents or other risk groups live e.g. the elderly, small children, low income, ill/frail, disabled, overcrowded etc.
24. This section of the report outlines the proposed method and eligibility criteria for awarding the loan.
25. It is proposed to run this loan along similar lines and criteria to loans already offered by the HIA, it is further proposed that these loans are administered by the HIA, although the inspection that triggers the loan will remain a function of Environmental Health.
26. It is proposed to restrict the loan to owner occupiers who meet the following eligibility criteria:
 - (a) **Tenure**

The resident must be a homeowner (the term 'resident' includes the applicant's spouse, or partner, if they are living with the applicant). The loan will not be available to properties in part ownership such as equity share or to a co-owner who lives elsewhere, nor will the loan be available to private tenants as this would become the landlords responsibility.

- (b) **Length of residency**
The resident must have lived in the property for at least 2 years (although if the reason for moving was to care for someone or to be cared for this requirement can be waived).
- (c) **Age of the Property**
The property must be at least 10 years old.
- (d) **Maximum amount of the loan**
The grant is 100% of the cost of the necessary work up to a maximum of £20,000 (interest free). The loan will be registered as a land charge with the land registry indefinitely following the certified completion of the works. Any costs associated with registering the land charge condition will be an allowable fee within the maximum value of the loan as will the HIA fee of 12%.
- (e) **Number of Loans allowed**
Each application for the loan will be considered on its own merits and normally no more than one application per property will be allowed.
- (f) **Means Tested Benefit**
The resident must be in receipt of a MTB as per current Home Improvement Agency eligibility criteria.

Options

- 27. It is proposed that delegated authority is given to the Corporate Manager (Health and Environmental Services), in consultation with the Environmental Services Portfolio Holder, to approve loans assistance in exceptional cases that fall outside this policy framework.
- 28. The loan and grant outlined in paragraphs 12 – 17 and 18 – 26 above respectively are discretionary and are subject to available funding. They are to be offered on a “first come first serve” basis. The finance is limited to £100k per year.
- 29. If the amount of equity released when the property is sold is less than the combined total of the outstanding mortgage and land charge the Council may at its discretion waive the land charge or a percentage there of.
- 30. Cabinet has the option of approving none, all or some of the grant/loan policies with their respective eligibility criteria listed in both reports.

Implications

- 31. If the Council does not offer this loan and therefore does not implement phase two of the Councils Private Sector Housing Renewal strategy (PSHRS) it means it would be failing to implement the wider Housing Strategy as the PSHRS forms a subsection within the main Housing Strategy.

32.	Financial	£100k already improved and within existing budgets. It is proposed to be flexible with the £100k to allow for monies to be spent where the demand is greater.
-----	-----------	---

Legal	The Major Renovation Loan is to be administered by the HIA as per the existing HIA contract. The Council has a duty to act where Category 1 hazards are present, and as such any enforcement action needed will be commensurate with the Departmental Enforcement Policy.
Staffing	Within existing resources of both the HIA and Health and Environmental Services
Risk Management	Risk of an under spend if grants are not taken up within the financial year. (Risk to be controlled by effective publicity and working with partners to increase the uptake of the scheme).
Equal Opportunities	The Major Renovation Loan targets vulnerable people most in need.

Consultations

33. The following organisations/officer were consulted and have agreed with the policies laid out in this report:
- East Anglia Energy Saving Trust Advice Centre (EAESTAC)
 - Home Improvement Agency
 - The Strategic Sustainability Officer within the Council

Effect on Corporate Objectives and Service Priorities

- 34.
- | |
|---|
| Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future |
| The implementation of phase two of the PSHRS contributes to service objectives of working in partnership with local organisations and the wider community to safeguard and improve public health and enhance the quality of life of citizens generally and for those disadvantaged specifically. The policies will assist in reducing levels of fuel poverty in the District. |
| Deliver high quality services that represent best value and are accessible to all our community |
| Private sector housing is a theme that is common to all the corporate objectives and service priorities. The renewal strategy has effects on home ownership, affordable housing, independent living, partnerships, and village life and helps to ensure every resident has access to safe and decent housing. |
| Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work |
| Implementing phase two of the PSHRS helps to achieve the Councils aims strategic objectives and priorities contained in the Cambridgeshire LAA and emerging South Cambridgeshire Community Strategy, namely: <ul style="list-style-type: none"> • Promoting independence for older people and reducing falls in older people • Meeting housing need through adaptations to existing housing in established communities |

Conclusions/Summary

35. The report asks Cabinet to agree the policies needed to offer loans for those vulnerable people living in properties with Category 1 hazards or poor heating. The main policies to be agreed relate to:
- The eligibility criteria for each loan/grant,
 - The maximum amount offered for each loan/grant, and

- The appropriate department/agency who will be administering the loan/grant.

Recommendations

36. Cabinet is asked to agree:
- a. To the introduction of a Category 1 Hazard Loan, termed Major Renovation Loan, to vulnerable owner occupiers of properties identified as having Category 1 hazards under the Housing Health & Safety Rating System and the eligibility criteria for the Major Renovation Loan set out in paragraph 26 (a to f) above.
 - b. To the introduction of a Replacement Boiler Grant and the eligibility criteria for the replacement boiler grant set out paragraph 17 (a to g) above.
 - c. The Home Improvement Agency administers both the Boiler Replacement Grant and the Major Renovation Loan.
 - d. Delegated authority is given to the Corporate Manager (Health and Environmental Services), in consultation with the Environmental Services Portfolio Holder, to approve loans assistance in exceptional cases that fall outside this policy framework.

Background Papers: the following background papers were used in the preparation of this report: South Cambridgeshire Private Sector Housing Strategy

Contact Officer: Iain Green – Environmental Health Officer (Public Health Specialist)
Telephone: (01954) 713209

This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	9 October 2008
AUTHOR/S:	Corporate Manager Health and Environmental Services/Environmental Health Officer (Public Health Specialist)	

**IMPLEMENTATION OF PHASE TWO OF THE PRIVATE SECTOR HOUSING RENEWAL STRATEGY – AGREEMENT OF POLICIES
(REPORT 2 OF 2 – GRANTS FOR RENEWABLE ENERGY)**

Purpose

1. To seek approval on the new policies for implementing phase two of the private sector housing renewal strategy, namely:
 - Issuing grants for certain renewable energy measures.
2. This is a key decision because
 - it is likely to be significant in terms of its effects on communities living or working in all wards of the District
 - 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.
 - it is of such significance to a locality, the Council or the services which it provides that the decision-taker is of the opinion that it should be treated as a key decision,

and it was published in the July 2008 Forward Plan.

Background

3. The Council's Private Sector Housing Renewal Strategy was approved in July 2007. The strategy was essentially phased. Phase one allowed for the continuation of existing strategies and policies covering grants to vulnerable groups (e.g. Disabled Facility Grants, Home Repairs Assistance, etc), regulatory activities including appropriate education and help and advice and promotion of existing external energy efficiency grants and schemes.
4. Phase two considered the priorities of increasing energy efficiency grants including grants/loans for heating systems not covered by Government schemes and the possibility of renewable energy grants. The Portfolio Holder at that time was concerned to have an appropriate balance of enforcement and grant assistance.
5. Last financial year Cabinet agreed to make available £100k, within the Capital Programme from 2008/09 onwards, for the provision of grants and/or loans to implement phase two of the action plan from the Private Sector Housing Renewal Strategy.

Considerations

6. New policies are needed in order to offer:

- Loans for properties with Category 1 hazards under the Housing Health and Safety Rating System and Grants for replacement boilers (contained in report one) and
- Grants for renewable energy measures (contained in this report).

This report outlines the proposed policies for grants for renewable energy measures.

7. It is proposed to offer two renewable energy grants:

- Solar hot water heating, and
- Solar PV

It is not proposed to offer grants for ground source heat pumps or small scale wind turbines at the present time as; solar technology would offer a better investment for the Council, the grants are more likely to be taken up by our residents, there are no issues with land take or noise disturbance to neighbours and there are local and national installers capable of fitting solar technology.

8. These grants will help to reduce CO₂ emissions from the domestic heating sector and help residents in fuel poverty. It will also contribute to the National indicator NI186 - Per capita CO₂ emissions in the LA area, now part of the Cambridgeshire LAA.

9. This section of the report outlines the proposed method and eligibility criteria for awarding the grant.

10. It is proposed to run both grants along similar lines and criteria to grants offered by the Home Improvement Agency (HIA), it is further proposed that these grants are administered by the Health and Environmental Services Department, not the HIA.

11. It is proposed to restrict the grants to residents who meet the following eligibility criteria:

(a) **Tenure**

The resident (the term 'resident' includes the applicant's spouse, or partner, if they are living with the applicant) must be either a homeowner, (this includes part ownership such as equity share or co-owner who lives elsewhere), or a private tenant, (subject to maintenance responsibilities laid down in any tenancy agreement).

(b) **Length of residency**

The resident must have lived in the property for at least 2 years (although if the reason for moving was to care for someone or to be cared for this requirement can be waived).

(c) **Maximum amount of grant**

The maximum award for each grant is:

- (i) £1500 for solar hot water heating
- (ii) £2000 for solar PV

(d) **Energy efficiency measures already installed where appropriate**

The applicant's home should be as energy efficient as possible before the grant can be considered. The property must have had loft insulation to the recommended depth of 270mm/10.5 inches and cavity wall insulation fitted, where appropriate.

(e) **Suitability for solar**

The property must be suitable for solar hot water heating and/or solar PV to be fitted, i.e. the building must be south facing, and planning permission where appropriate must have been granted prior to the award of the grant.

(f) **Solar hot water heating type**

The grant will be given for either evacuated tube or flat plate solar hot water heating systems.

12. To summarise the grants to be offered are:

- Solar hot water heating grant
- Solar PV grant

Options

13. All the grants outlined in paragraph 7 above are discretionary and are subject to available funding. They are to be offered on a “first come first serve” basis. The finance is limited to £100k per year.

14. Cabinet has the option of approving none, all or some of the grant policies with their respective eligibility criteria listed in paragraphs 7 to 11 above.

Implications

15. If the Council does not offer the grants and therefore does not implement phase two of the Councils Private Sector Housing Renewal strategy (PSHRS) it means it would be failing to implement the wider Housing Strategy as the PSHRS forms a subsection within the main Housing Strategy.

16. Financial	£100k already improved and within existing budgets. It is proposed to be flexible with the £100k to allow for monies to be spent where the demand is greater.
Legal	None
Staffing	Within existing resources of Health and Environmental Services
Risk Management	Risk of an under spend if grants are not taken up within the financial year. (Risk to be controlled by effective publicity and working with partners to increase the uptake of the scheme).
Equal Opportunities	The grants for renewables are open to all.

Consultations

17. The following organisations/officer were consulted and have agreed with the policies laid out in this report:

- East Anglia Energy Saving Trust Advice Centre (EAESTAC)
- Home Improvement Agency
- The Strategic Sustainability Officer within the Council

Effect on Corporate Objectives and Service Priorities

18.

Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future

<p>The implementation of phase two of the PSHRS contributes to service objectives of working in partnership with local organisations and the wider community to safeguard and improve public health and enhance the quality of life of citizens generally and for those disadvantaged specifically. The policies will assist in reducing levels of fuel poverty in the District.</p>
<p>Deliver high quality services that represent best value and are accessible to all our community</p> <p>Private sector housing is a theme that is common to all the corporate objectives and service priorities. The renewal strategy has effects on home ownership, affordable housing, independent living, partnerships, and village life and helps to ensure every resident has access to safe and decent housing.</p>
<p>Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work</p> <p>Implementing phase two of the PSHRS helps to achieve the Councils aims strategic objectives and priorities contained in the Cambridgeshire LAA and emerging South Cambridgeshire Community Strategy, namely:</p> <ul style="list-style-type: none"> • Promoting independence for older people and reducing falls in older people • Meeting housing need through adaptations to existing housing in established communities • Seeking to minimise climate change through promoting low energy future and minimising waste

Conclusions/Summary

19. The report asks Cabinet to agree the policies needed to offer grants for solar technologies. The main policies to be agreed relate to:
- The eligibility criteria for each grant,
 - The maximum amount offered for each grant, and
 - The appropriate department who will be administering the grants.

Recommendations

20. Cabinet is asked to agree:
- a. To the introduction of Renewable Energy Grants for solar hot water heating and solar P.V. and the eligibility criteria for the renewable technology grant set out paragraph 11 (a to f) above.
 - b. Environmental Services administer the Renewable Energy Grants.

Background Papers: the following background papers were used in the preparation of this report: South Cambridgeshire Private Sector Housing Strategy

Contact Officer: Iain Green – Environmental Health Officer (Public Health Specialist)
Telephone: (01954) 713209

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet 9 October 2008
AUTHOR/S: Corporate Manager, Planning & Sustainable Communities /
Planning Policy Officer

**CAMBRIDGESHIRE AND PETERBOROUGH MINERALS AND WASTE DEVELOPMENT
PLAN PREFERRED OPTIONS 2 CONSULTATION****Purpose**

1. The purpose of this report is to agree the Council's response to the County Council's consultation document on Preferred Options 2 of the Minerals and Waste Development Plan. A copy of the full set of documents is available in the Planning Policy section of SCDC.
2. This is a key decision because it will have an impact on the communities living or working in the whole of the District. The location of some of the proposed mineral and waste sites will have a particular impact on specific communities.

Executive Summary

3. The report outlines the comments made by South Cambridgeshire District Council at the previous stage of the Minerals and Waste Development Plan (MWDP) –Preferred Option 1 in December 2006. The MWDP has not included a preferred approach to managing waste within Cambridgeshire and Peterborough rather it combines two scenarios (Para 12-14). The County has researched whether there is any additional sites that could be considered for waste facilities in the Cambridge area –looking at industrial and brownfield sites. The Council welcomes this research (Para 15) Consultants have now produced strategies for some waste management facilities but the Council is still concerned that the strategy for Household Recycling Centres has been determined though the Waste Management Strategies which are not part of this consultation. (Para16-19). The Waste Design guide should be referred to in the MWCS in order that it can become a supplementary planning document. (Para 20) Maps to show all the preferred sites included in the MWDP are within **Appendix 3**. The recommended response to these sites and their proposed allocations is included in **Appendix 1**. A summary of the strategic allocations for minerals and waste that appear in the Minerals and Waste Core Strategy (MWCS) is included in the report from paragraph 21-24. The Council request that an additional policy is added to the MWCS relating to routing agreements. (Para 25) The Site Specific Proposals DPD (MWSSP) contains a number of preferred sites allocated for minerals and the summary of the response to these sites is after paragraph 27. The report explains the new policy for safeguarding mineral areas and highlights some of the concerns this Council has with the current areas. (Par 28-32). The needs for minerals of the A14 improvements and the impact on this District are described and concern expressed at the transporting of these minerals. (Para 33-35). The allocation of Needingworth and Cottenham/Landbeach are highlighted as issues the Council requires further information on. (Para 36-37). The identification of waste sites in Preferred Option SSP10 appears to over allocate the number of facilities according to the needs shown by work by Jacobs. (Para 38) No allocation appears to have been made for bulking up facilities (Para 40). A summary of the response to the preferred waste sites follows paragraph 42. New policies for Waste Consultation Area and

safeguarding areas for Waste Water Treatment Works are described (Para 43-44)
The Recycling Centre to serve the south side of Cambridge is supported (Para 45)

Background

4. Cambridgeshire County Council is preparing jointly with Peterborough City Council a Minerals and Waste Development Plan (MWDP) as part of its new Local Development Framework (LDF). This will replace the adopted Waste Local Plan 2003 and the Cambridgeshire Aggregates (Minerals) Local Plan adopted 1991. The Plan also has regard to the Regional Spatial Strategy for the East of England, which has specific policies relating to minerals and waste.
5. The MWDP will be vital in ensuring that construction materials are available to support planned growth in Cambridgeshire and that sustainable waste management is in place for existing and planned new communities. It sets out the County Council's preferred options in terms of policies that will guide minerals and waste development until 2026, and includes site-specific proposals.
6. The County Council consulted on the Issues and Options Paper 1 for the emerging MWDP in June 2005. That paper set out key issues and options, including aspirations for new sites for mineral extraction and waste management development, which had been put forward, by operators and landowners. A further Issues and Options Paper 2 was published in January 2006 containing additional site aspirations. The Preferred Options 1 consultation was carried out in December 2006, which outlines the strategy for minerals and waste as well as identifying the preferred sites for mineral extraction and for waste management facilities. These versions of the MWDP planned for a period up to 2021.
7. South Cambridgeshire Council responded to all these consultations. In December 2006 the Council responded to the Preferred Options 1 consultation as follows:

“A fundamental concern arising from the previous consultations was the lack of a strategy for minerals and waste. The Minerals and Waste Core Strategy DPD (MWCS) at this stage should include a clear spatial strategy for both waste and minerals. The Preferred Options stage of the MWCS disappointingly still does not provide a clear spatial strategy. It is therefore very difficult to provide informed comments on advantages and disadvantages of individual sites. This is particularly important for minerals and waste, which are often considered ‘bad neighbour’ uses and which may require strategic considerations to take precedence over site-specific concerns and to rely upon mitigation rather than avoidance of adverse impacts. “

Current consultation on the Preferred Options 2

8. As a result of representations on the Preferred Option 1 and advice from Central Government the County has carried out further work on the MWDP and has prepared the current documents that are being consulted upon – Preferred Option 2. The MWDP plan period has extended the plan period to 2026. Additional sites have been assessed for inclusion in these plans and revised areas for safeguarding.
9. The MWDP comprises of three Development Plan Documents (DPDs). These are:
 - The Minerals and Waste Core Strategy DPD (MWCS), which sets out the strategic vision and objectives and includes a suite of development control policies to guide minerals and waste development. This document also contains strategic allocations for minerals and waste.

- The Minerals and Waste Site Specific Proposals DPD (MWSSP) which sets out site specific proposals for mineral and waste development and supporting site specific policies.
- The Earith and Mepal Area Action Plan DPD, which is an area with inter-related waste and mineral issues that needed specific consideration (this plan does not cover any part of South Cambridgeshire district).

10. A Proposals map will accompany these documents.

Issues for consideration

Minerals and Waste Core Strategy DPD

11. The content of the Minerals and Waste Core Strategy (MWCS) has altered from the last consultation since it now contains strategic allocations for minerals and waste. This is as a result of changes in the guidance produced by Central Government regarding the content of Local Development Frameworks. However the general policy content of this document remains the same with some additions notably the policy on safeguarding mineral reserves.

Waste

12. The Minerals and Waste Core Strategy DPD still refers to four scenarios to consider different approaches to managing waste:

0. Do nothing
1. Meet targets
2. High minimisation and diversion
3. Integrated strategy with energy recovery

13. South Cambridgeshire District Council responded to this aspect of the MWCS in December 2006 as follows -

“The MWCS indicates a preference for scenarios 2 and 3, but it is not clear, which one will be included in the adopted plan or how a choice will be made. Importantly, there has been no previous consultation on these scenarios, which should have been a fundamental part of issues and options consultation in the front loaded system. Scenario 2 maximises recovery and recycling of waste but with no energy from waste. Scenario 3 is similar but specifically includes energy from waste.

It is important for the MWCS to include a specific preferred option that is capable of sustainability appraisal. If it is not possible to make a decision at this time on which scenario is preferred, the Council could suggest that a scenario is pursued that seeks to maximise recovery and recycling but also allows for an Energy for Waste (EfW) option where this is demonstrated through studies to be an appropriate solution. This would provide a single preferred option but allow flexibility for EfW to be considered, particularly in the context of the major developments, if it proves to be a desirable solution within the overall objectives of the MWCS.”

14. The MWCS is still unclear about which particular scenario has been chosen. It would appear that Cambridgeshire County Council has opted for scenario 2 since it entered a Private Finance Initiative (PFI) agreement which means that municipal waste will be collected through domestic waste collections by the District Councils and through a

network of household Recycling Centres. This waste will then be transferred to a central Mechanical Biological Treatment (MBT) facility at Waterbeach. The waste will be treated here and will produce a stable compost output. The waste that cannot be treated will be disposed of at the adjoining landfill. The plant will be in operation by 2009. However Peterborough Unitary Authority is progressing the development of an Energy Resource Recovery Facility, which is part of scenario 3. A further scenario should be included in the MWDP to allow for this combined approach.

15. South Cambridgeshire District Council was concerned that the earlier Preferred Options 1 had not given sufficient consideration as to the appropriate spatial strategy for locating waste facilities. Should they all be in or on the edge of Cambridge? Does this best serve the rural area? Sites for waste in this earlier consultation were identified in all the major development areas around Cambridge and it was not clear whether consideration had been given to brownfield sites in Cambridge. As part of the preparation of the Preferred Options 2 the County has carried out a study of brownfield and industrial land in the Cambridge area to ensure that there were not new or missed opportunities to locate waste management facilities within Cambridge in preference to greenfield or fringe areas. 95 sites were identified and assessed. Of these 21 sites were identified as having potential for accommodating a waste management use and had all already been considered in the MWDP. The study confirmed that no additional industrial or brownfield land was suitable for consideration for waste uses. It is to be welcomed that this research was carried out to inform the MWCS.
16. At the previous consultation stage South Cambridgeshire District Council had expressed strong concerns at the lack of a strategy for waste. The County has carried out further studies whilst preparing this Preferred options 2. Some of this work has been to provide strategies for the MWDP particularly for waste facilities. Consultants Jacobs have provided a 'Netwaste Site Selection Report' for the County, which has identified using NetWaste modelling technique strategies for different waste facilities. This was done by:
 - assessing the future need of waste facilities;
 - evaluating the existing network of facilities;
 - calculating how many new facilities are needed and what the catchment areas are;
 - identifying all the sites that have been considered for waste management facilities;
 - short listing these and finally after analysing each of these sites identifying preferred sites.
17. Jacobs carried out this assessment work for the following waste treatment facilities –
 - Material Recycling Facilities (MRF) – a large facility for processing collected recyclable waste.
 - In-vessel compost (IVC) facilities – involves the composting process inside a vessel where conditions are optimised for the breakdown of the material. This processes organic waste collections.
 - Energy from Waste facilities (EfW) – facilities designed to burn waste under controlled conditions at high temperatures; heat is received from the processes to generate electricity or heat water.
 - Inert Processing facilities- facilities for recycling materials that do not decompose

18. These types of waste facilities have now had strategies prepared for them. The evidence of how these strategies were devised is part of the supporting documents for the MWDP. It should be noted that the Council is concerned at two of the sites being proposed as suitable as preferred sites for inert waste facilities which has meant that there are concerns about the strategy for inert recycling. (Sites at Great Wilbraham and at Flint Cross)
19. The spatial strategy for municipal waste has largely been determined through the Waste Management Strategies that have been prepared by the Cambridgeshire and Peterborough Authorities in their roles as Waste Disposal Authorities. The County adopted a Cambridgeshire Household Recycling Strategy in December 2006 which 'sets out the Authority's strategy for delivering these facilities as a resource to the public, and as a critical aid to meeting statutory waste to landfill diversion targets. This Strategy has been supplemented by further work which has refined the need and best locations for local recycling centres in Cambridgeshire.' (paragraph 6.45 Page 96 MWCS) These strategies and additional work are not part of this consultation and it is regrettable that they have not been included as supporting documents as it would have assisted the understanding of the recycling centres strategy. South Cambridgeshire District Council considers that these should have been part of the Preferred Options 2 consultation and been subject to a sustainability appraisal. The MWCS identifies Cambridge East; Cambridge North; Cambridge South and Northstowe as preferred allocations for household Recycling Centres. These preferred locations appear to have been decided upon through the County's Recycling Strategy- a non-statutory document.
20. The Waste Design Guide has not been mentioned in the MWDP. This is a document that provides guidance to developers as to the requirements for waste in development proposals. It has been jointly prepared by all the local authorities in Cambridgeshire and if it is to be progressed into a supplementary planning document (SPD) it must have a relevant policy in the MWDP for it to relate to. If it were formally adopted as an SPD it would gain weight in its use in influencing the waste content of planning applications. Wording should be added to Preferred Option CS25 – Waste Minimisation and Resource Recovery, which includes the need for waste audits to be prepared for all development proposals.
21. The Strategic Allocations that have been included in the MWCS are included in the following table. The recommended response to these allocations is contained in Appendix 1 and summarised in the table below: Maps showing the location of the sites are included in Appendix 3.

Nature of waste facility (Policy number from Core Strategy DPD and Site Specific Proposals DPD where relevant are in brackets)	Site (Specialist use where applicable in brackets) <i>Map number in italics refers to maps contained in the Site Specific Proposals DPD</i>	S Cambs District Council's proposed response
Commercial resource recovery and recycling facility – non landfill (CS13A)	Cambridge East <i>Map W9</i>	Support the uses being proposed for the site. - Cambridge East will be the largest single development in the Cambridge Sub-Region over the next 15 years and it is to be planned at high densities and therefore the

Nature of waste facility (Policy number from Core Strategy DPD and Site Specific Proposals DPD where relevant are in brackets)	Site (Specialist use where applicable in brackets) <i>Map number in italics refers to maps contained in the Site Specific Proposals DPD</i>	S Cambs District Council's proposed response
		<p>location and design of the proposed waste management facilities must have regard to this. Support would be subject to consideration of the matters raised by Environmental Health.</p> <p>The facility should not be located so that it impacts upon the existing communities within Cambridge and in the villages of Teversham and Fen Ditton.</p>
Commercial resource recovery and recycling facility – non landfill (CS13F: SSP10)	Waste Management Park, Waterbeach <i>Map W26</i>	No objection subject to measures to mitigate the matters raised by Environmental Health. The Council supports the identification of the site for a range of waste management facilities.
Recycling Centres (CS14 A)	Cambridge East <i>Map W9</i>	<p>Support the use being proposed for the site. - Cambridge East will be the largest single development in the Cambridge Sub-Region over the next 15 years and it is to be planned at high densities and therefore the location and design of the proposed local recycling centre must have regard to this. Support would be subject to consideration of the matters raised by Environmental Health.</p> <p>The facility should be located so that it does not adversely impact upon the existing communities within Cambridge and in the villages of Teversham and Fen Ditton.</p>
Recycling Centres (CS14 B)	Cambridge North <i>Map W8</i>	Support in principle the use of the site for a Recycling

Nature of waste facility (Policy number from Core Strategy DPD and Site Specific Proposals DPD where relevant are in brackets)	Site (Specialist use where applicable in brackets) <i>Map number in italics refers to maps contained in the Site Specific Proposals DPD</i>	S Cambs District Council's proposed response
		Centre subject to the measures to mitigate the matters raised by Environmental Health.
Recycling Centres (CS14 C)	Cambridge South <i>Map W27</i>	No objection subject to measures to mitigate the matters raised by Environmental Health. The Council supports the identification of the site for a recycling centre and welcomes the additional information provided by the County as regards how the facility will be designed to reduce its impact on the surrounding area.
Recycling Centres (CS14 F)	Northstowe <i>Map W7</i>	Support in principle subject to the measures to mitigate the matters raised by Environmental Health . The Northstowe Area Action acknowledges the suitability of a proposed general employment area at the northern end of the new town site (adjoining the proposed Park & Ride site).
Hazardous Waste Facility- (CS17A)	Addenbrookes Hospital, Cambridge (For a replacement clinical waste facility) <i>Map W21</i>	Support. This waste management facility is based on the Hospital's needs and can be supported.
Hazardous Waste Facility- (CS17B)	Brookfield Business Centre, Cottenham (waste oils and fuel) <i>Map W5</i>	No objection subject to measures to mitigate the matters raised by Environmental Health and Conservation. The proposed site could take the opportunity to introduce best practice and should have environmental improvements as part of the proposed extension to the existing facility.
Sustainable Transport of Minerals and Waste –	Barrington Cement Works Railhead, Barrington	No objection subject to measures to mitigate the

Nature of waste facility (Policy number from Core Strategy DPD and Site Specific Proposals DPD where relevant are in brackets)	Site (Specialist use where applicable in brackets) <i>Map number in italics refers to maps contained in the Site Specific Proposals DPD</i>	S Cambs District Council's proposed response
Transport Protection Zones (CS21 A)	<i>Map T1</i>	matters raised by Environmental Health and Conservation.
Sustainable Transport of Minerals and Waste – Transport Protection Zones (CS21 C)	Cambridge Northern Fringe East (Aggregates Railhead) <i>Map T3</i>	The Council supports the safeguarding in the short term of the railhead for aggregates given the needs of the A14 improvements but in the longer term such a use may not be appropriate for this site.

Minerals

22. Options for mineral extraction are constrained by the fact that minerals can only be extracted where they naturally occur. Their geological location has greatly influenced the minerals strategy. This strategy has been determined by the location of minerals in relation to the proposed development areas and the implications of extracting minerals on amenity of neighbours, traffic generation through towns and villages etc. There are policies in the MWDP to consider this.
23. The MWCS includes a number of strategic allocations of minerals within South Cambridgeshire. These are contained within the following table. The recommended response to these allocations is contained in Appendix 1 and summarised in the table below: Maps showing the location of the sites are included in Appendix 3.

Nature of mineral (Policy number from Core Strategy DPD and Site Specific Proposals DPD where relevant are in brackets)	Site (Specialist use where applicable in brackets) <i>Map number in italics refers to maps contained in the Site Specific Proposals DPD</i>	S Cambs District Council's proposed response
Sand and gravel extraction. (CS2 B; SSP1)	Cottenham / Landbeach <i>Map M3</i>	Object to the allocation until such time as more detailed information is provided on the full environmental impact of the larger site now being identified for extraction. Until this information is available it is difficult to evaluate this site. The Council would need to be assured that the mitigation measure identified by Environmental Health and Conservation could be adopted to minimise impact

Nature of mineral (Policy number from Core Strategy DPD and Site Specific Proposals DPD where relevant are in brackets)	Site (Specialist use where applicable in brackets) <i>Map number in italics refers to maps contained in the Site Specific Proposals DPD</i>	S Cambs District Council's proposed response
		on sensitive receptors.
Facility for the production of recycled and secondary aggregates (CS5C: SSP10)	Waste Management Park, Waterbeach <i>Map W26</i>	No objection subject to measures to mitigate the matters raised by Environmental Health. The Council supports the identification of the site for a range of waste management facilities.
Chalk marl extraction (CS7; SSP7)	Barrington <i>Map M12</i>	No objection subject to measures to mitigate the matters raised by Environmental Health and Conservation.

24. It is to be noted that the proposals for mineral extraction for Cottenham/ Landbeach and for Barrington are both ones that English Nature (EN) has identified as needing full Appropriate Assessments (AA) to be carried out. This is a requirement under the Habitat Regulations where any policies or specific minerals or wastes sites that are likely to impact on the conservation objectives of Natura 2000 wildlife sites must be fully assessed. The Natura 2000 sites that could be affected are the Ouse Washes and Wimpole and Eversden Woods. Changes may have to be carried out to the policies or sites if it is found that they adversely affect the wildlife sites. This assessment work has not yet been carried out.

Routing Agreements

25. Traffic routing agreements are a good way of reducing the impact of traffic movements to and from minerals and waste sites on the local community. The MWDP supports such agreements but because routing agreements are usually done as legal agreements then no specific policy has been included in the plan. Such agreements will be of particular relevance within South Cambridgeshire as heavy lorries carry minerals to the many development sites in the Cambridge Sub-region. Given the scale of all the development proposed this is likely to generate a considerable amount of traffic that must avoid going through the many villages in the District. In particular the Mepal/ Earith area has been identified in the MWDP as an area where there will be large-scale extraction of sand and gravel over the plan period and much of this is likely to have to be transported along roads in South Cambridgeshire to reach the new development areas in the sub-region. The Council would want the MWCS to include a policy to consider providing a routing strategy for the plan area. This must be an enforceable routing strategy that mineral and waste traffic must follow. The Council would wish to see included in this policy an identification of those settlements most likely to be affected by minerals and waste traffic so that they can be prioritised for bypasses – e.g. Willingham and Cottenham.

Site Specific Proposals DPD*Plan Preferred Sites*

26. There are a number of sites allocated for minerals or waste facilities in the Site Specific Proposals DPD that are within South Cambridgeshire. Some have already been allocated as strategic sites in the Core Strategy DPD but have also been included in the MWSSP policies.

Minerals site allocations

27. No totally new areas have been allocated for minerals – instead the DPD proposes extensions of existing works (Policies SSP 1-7). The recommended response to the Preferred Sites is contained in Appendix 1 and summarised in the table below: Sites that have been identified as strategic allocations are marked with an asterisks*. Maps showing the location of the sites are included in Appendix 3.

Nature of mineral (Policy number from Site Specific Proposals DPD where relevant are in brackets)	Site (Specialist use where applicable in brackets) <i>Map number in italics refers to maps contained in the Site Specific Proposals DPD</i>	S Cambs District Council's proposed response
Sand and gravel extraction (SSP1)	Needingworth <i>Map M2</i>	Object to the allocation until such time as more detailed information is provided on the full environmental impact of the site now being identified for extraction. Until this information is available it is difficult to evaluate this site. The settlements of Willingham and Over are very close to the proposed site and the Council would need to be assured that the mitigation measure identified by Environmental Health and Conservation could be adopted to minimise impact on sensitive receptors.
Sand and gravel extraction (SSP1)	Cottenham * <i>Map M3</i>	See comments in MWCS section
Chalk marl extraction (SSP4)	Barrington Quarry, Barrington * <i>Map M12</i>	See comments in MWCS section
Specialist mineral extraction (SSP7 B)	Station Quarry, Steeple Morden (Chalk) <i>Map 14</i>	No objection subject to measures to mitigate the matters raised by Environmental Health and Conservation.

Mineral Safeguarding Areas (Preferred Options CS23 and SSP8)

28. There have been changes in guidance from Central Government in the definition of Mineral Safeguarding Areas (MSAs). In the Preferred Options 1 consultation there were limited areas safeguarded for minerals. Areas were identified for safeguarding sand and gravel supplies in Cottenham and in Needingworth within South Cambridgeshire. However now a Minerals Planning Authority (MPA) must identify where there is a known economic mineral resource. The purpose of MSAs is to ensure that mineral resources are adequately protected and effectively considered in land use planning decisions so like other finite resources they are not needlessly sterilized. Therefore within these areas the MPA must be consulted when planning applications are made for major developments¹.
29. When the County Council was preparing the safeguarding areas there was some informal consultation with officers at South Cambridgeshire on the proposed extent of the areas. The response to comments made by officers and the County's reply is included in Appendix D to MWSSP. Within South Cambridgeshire there are proposed very large areas of mineral safeguarding for sand and gravel, which surround many settlements. It should be emphasized that there is no presumption that the land safeguarded will ever be worked for the extraction of minerals. However the policy that accompanies MSAs does not emphasize this point and it would be beneficial to add in order to reduce the potential confusion by those communities directly affected by these areas.
30. South Cambridgeshire District Council is well advanced in the preparation of its LDF and has a number of adopted Development Plan Documents. Some of the proposed minerals safeguarding areas are over sites that are affected by specific non-minerals related policies. This relates specifically to -
- Northstowe;
 - Established employment areas including Cambridge Research Park, Landbeach and Granta Park, Great Abington; and
 - Bayer Cropsience at Hauxton
31. Given that these sites are within adopted DPDs it would seem confusing to suggest that the proposed mineral safeguarding areas should continue to be allocated over these sites. This concern was pointed out to the County during the informal consultation and they concluded '...it would be more appropriate to retain MSA designation on allocated sites and to amend the methodology to advise local planning authorities that it is preferable not to allocate land which are in MSAs but in the event that this is done the requirements arising from MSA designation will apply'. The designation of these areas is still of concern and the methodology should be revised to take into account existing allocations.
32. The Council at the informal consultation also expressed its concern that there are extensive areas of sand and gravel identified in MSAs around the Shelfords, Grantchester and Newnham areas where it is important to protect the landscape character and setting of Cambridge. The MSAs also impact on many villages that have conservation areas where the setting of these areas must be preserved such as Little Shelford; Whittleford; Foxton; Duxford; Horningsea. Whilst the Council can accept that there may be reserves, there are over-riding planning and environmental reasons why they should never be worked. The methodology used for identifying

¹ The definition of major development is that found in the Town and Country Planning (General Development Procedure) Order 1995

MSAs must be flawed if such areas must continue to be included. Likewise environmentally sensitive areas such as the Gog Magog Hills/ Wandlebury Country Park, Grantchester Meadows and Denny Abbey should be excluded from MSAs. By including such areas to be safeguarded it creates concern amongst the local communities surrounded by such areas. Such reserves cannot ever be considered as economic resources because they have too high a value attached to them for environmental reasons. The MSAs boundaries should be revised accordingly.

The needs of the A14 improvements

33. The A14 upgrade will require approximately 6 million tonnes of material including –
 - 2 million tonnes of sand and gravel
 - 1 million tonnes of crushed rocks
 - 3 million tonnes of other fill material e.g. engineering clay
34. There is now a preferred option in the MWCS to allocate land for sand and gravel borrowpits to serve particular road schemes.(Preferred Options CS9 and SSP2). Some of these allocations are specific to serve the A14 improvements but none are within South Cambridgeshire. It is noted that the four sites allocated for the A14 are to be confirmed following completion of liaison with the Highway Authority (HA). It is not yet finalized how many borrowpits will be needed for the A14. Since sections of the A14 that are to be improved are within South Cambridgeshire it is hoped that this lack of borrowpits will not result in sand and gravel having to be transported greater distances within the district. If further sites are proposed following discussions with the HA this Council must be offered the opportunity to make representations on them.
35. Crushed rock will be needed but this is not produced locally and will come from outside of the County possibly Leicestershire. The crushed rock is likely to come by rail to an aggregate railhead in the Cambridge Northern Fringe. It will then be transported to the A14 and it is hoped that this will not result in unnecessary traffic on roads through this District.

Key issues

36. Needingworth – This site was formally safeguarded for sand and gravel supplies but now is a preferred site for extraction. This is an extensive areas and the Council is concerned at the proximity of the settlements of Willingham and Over to these proposals. Further environmental information needs to be provided by the County before this Council can evaluate the site and decide if it is an appropriate allocation.
37. Cottenham/ Landbeach - This site has doubled in size as a preferred site for the extraction of sand and gravel and is identified as a strategic allocation. It is recognized that extraction of this reserve would have to be phased. The Council is concerned at the potential impact on the local road network at this increase in scale of working and at the impact on the nearby communities at Smithy Fen and within Cottenham. Further environmental information needs to be provided by the County before this Council can evaluate the site and decide if it is an appropriate allocation.

Waste site allocations

38. Policy SSP 10 includes a table, which identifies all the sites (including Areas of Search) for waste recycling and recovery facilities. As in the previous consultation in December 2006 there are more sites identified for particular uses than the waste

strategy indicates it needs for the plan period. For example the work done by Jacobs using the NetWaste modeling exercise to produce a strategy for inert waste processing facilities indicates that 15 additional facilities would need to be found across the plan area- however 21 sites have been identified in SSP10. This seems an over-supply of sites. The County Council has indicated that some of the preferred sites may be suitable for a number of uses. "Government guidance (PPS10) regarding the use of potential sites is to maintain flexibility so a single or range of uses may take place on different sites, including new technology if this is appropriate." (Page 56 MWSSP –paragraph 4.42) This does not result in a very clear strategy as should be expected at this stage in the production of the MWDP.

39. In the previous consultation in December 2006 mention was made in the table accompanying policy SSP10 of the need for bulking up facilities alongside Household Waste Recycling Centres (HWRC) now renamed simply Recycling Centres. In the MWSSP in paragraph 4.44 it states that there will need to be a network of waste transfer and bulking up facilities to support the facilities identified in SSP10 - there is no indication of where these may be located. If such facilities are required then it should be included in this consultation.
40. There are throughout the MWDP terms that need to be defined for the non – waste or mineral expert. MRF, which is included in the following table, is not defined in the glossary but appears in the texts as a 'Materials Recycling Facility' or as a Materials Recovery Facility. There is no clear explanation of what this involves. It is therefore difficult to make a judgment on whether such a use is suitable for Cambridge East or the Waterbeach Waste Management Park. A definition of MRF should be included in the glossary.
41. It should be noted that the proposals for specialist waste facilities at Cottenham Business Park and at Addenbrookes Hospital have both been identified by English Nature (EN) as needing full Appropriate Assessments (AA) to be carried out. This is a requirement under the Habitat Regulations where any policies or specific minerals or wastes sites that are likely to impact on the conservation objectives of Natura 2000 wildlife sites must be fully assessed. Such assessments have not as yet been carried out.

Table included in Preferred Option SSP10.

Map Ref	Site name	Area of Search	MRF ²	Househ'd Recycling Centre	Energy from Waste	Specialist	In vessel Composting	Inert waste recycling
W5	Brookfield Business Centre, Cottenham					Yes		
W7	Northstowe Area 2	Yes		Yes				
W8	Cambridge Northern Fringe	Yes		Yes				Yes
W9	Cambridge East	Yes	Yes	Yes				Yes
W16	Great Wilbraham Quarry, Great							Yes

² Materials Recycling Facility/ Materials Recovery Facility.

Map Ref	Site name	Area of Search	MRF ²	Househ'd Recycling Centre	Energy from Waste	Specialist	In vessel Composting	Inert waste recycling
	Wilbraham							
W17	Bridgefoot Quarry, Flint Cross							Yes
W19	Needingworth Quarry, Needingworth							Yes
W21	Addenbrookes Hospital Cambridge	Yes				Yes		
W26	Extension of Waste Management Park, Waterbeach		Yes		Yes		Yes	Yes

42. The recommended response to the Preferred Sites is contained in Appendix 1 and summarised in the table below with key issues identified. Sites that have been identified as strategic allocations are marked with an asterisks*. However since some sites have been identified as having the potential for a number of waste uses it may only be one specific use that has a strategic allocation. Environmental Health comments generally that in major new developments it would be possible to ensure minimal environmental impact at the design stage by incorporating mitigation measures into the development. Maps showing the location of the sites are included in Appendix 3.

Nature of waste facility (Policy number from Site Specific Proposals DPD where relevant are in brackets)	Site (Specialist use which is not a strategic allocation in referred to in brackets) <i>Map number in italics refers to maps contained in the Site Specific Proposals DPD</i>	S Cambs District Council's proposed response
Waste recycling and recovery facility (SSP10)	Brookfield Business Centre, Cottenham* <i>Map W5</i>	See comments in MWCS section
Waste recycling and recovery facility (SSP10)	Northstowe Area 2 (Temporary Inert recycling facility) <i>Map W31</i>	Support in principle to the locating of a temporary inert recycling facility recognising that it may be more appropriate to have a number of smaller sites to serve the development of Northstowe. Support would be subject to the measures to mitigate the matters raised by Environmental Health. The facility should not be located so that it impacts

Nature of waste facility (Policy number from Site Specific Proposals DPD where relevant are in brackets)	Site (Specialist use which is not a strategic allocation in referred to in brackets) <i>Map number in italics refers to maps contained in the Site Specific Proposals DPD</i>	S Cambs District Council's proposed response
		upon the existing communities of Longstanton, Oakington or Rampton Drift. Also Northstowe should be considered for a facility for Energy from Waste under Preferred Option SSP10.
Waste recycling and recovery facility (SSP10)	Cambridge Northern Fringe* (Inert waste recycling) <i>Map W8</i>	Support in principle the use of the site for inert waste recycling subject to the measures to mitigate the matters raised by Environmental Health.
Waste recycling and recovery facility (SSP10)	Cambridge East* (Inert waste recycling) <i>Map W9</i>	The inert recycling facility is supported however it should be recognised that it may be more appropriate to have a number of smaller sites to serve the development of Cambridge East. Support would be subject to the measures to mitigate the matters raised by Environmental Health. The temporary inert facility should not be located so that it impacts upon the existing communities within Cambridge and in the villages of Teversham and Fen Ditton.
Waste recycling and recovery facility (SSP10) Inert waste landfill disposal (SSP11)	Great Wilbraham (Inert waste recycling; and inert landfill) <i>Map W16</i>	Object. The identification of this site as preferred for inert waste recycling and landfill is of concern to the Council. This Council must question the strategy for inert waste facilities if this site is the best one proposed to serve the Cambridge area. Much of the inert waste that is likely

Nature of waste facility (Policy number from Site Specific Proposals DPD where relevant are in brackets)	Site (Specialist use which is not a strategic allocation in referred to in brackets) <i>Map number in italics refers to maps contained in the Site Specific Proposals DPD</i>	S Cambs District Council's proposed response
		<p>to be generated will arise from development, which is located in and on the edge of Cambridge or to the north of the city.</p> <p>Whilst accepting that a study has been carried out by the County looking for suitable additional sites for waste facilities this site would need to take into account the concerns of Environmental Health and Conservation if it is to be allocated as an inert recycling and landfill site.</p>
Waste recycling and recovery facility (SSP10)	Bridgefoot Quarry, Flint Cross (Inert waste recycling) <i>Map 17</i>	<p>Object. The identification of this site as preferred for inert waste recycling is of concern to the Council. This Council must question the strategy for inert waste facilities if this site is the best one proposed to serve the Cambridge area. Much of the inert waste that is likely to be generated will arise from development, which is located in and on the edge of Cambridge or to the north of the city.</p> <p>Whilst accepting that a study has been carried out by the County looking for suitable additional sites for waste facilities this site would need to take into account the concerns of Environmental Health and Conservation if it is to be allocated as an inert recycling site.</p>
Waste recycling and recovery	Addenbrookes Hospital,	See comments in MWCS

Nature of waste facility (Policy number from Site Specific Proposals DPD where relevant are in brackets)	Site (Specialist use which is not a strategic allocation in referred to in brackets) <i>Map number in italics refers to maps contained in the Site Specific Proposals DPD</i>	S Cambs District Council's proposed response
facility (SSP10)	Cambridge* <i>Map 21</i>	section
Waste recycling and recovery facility (SSP10)	Extension of Waste Management Park, Waterbeach. (Energy from Waste, In Vessel composting, Inert waste recycling) <i>Map 26</i>	No objection subject to measures to mitigate the matters raised by Environmental Health. The Council supports the identification of the site for a range of waste management facilities.

Waste Consultation Areas – (Preferred Options CS27 and SSP16)

43. Waste facilities both existing and allocated will have a waste consultation area around them extending 250metres. If a planning application is made in this area the WPA must be consulted except where it is for a householder application or for an advertisement. Additional sites within South Cambridgeshire have been identified around permitted reserves and operational sites and are to be welcomed. These are as follows –

Cottenham Skips	Map W41
Pet Crematorium, A505, Thriplow	Map W43
Milton (Landfill)	Map W47
Dawson Plant Hire, Swavesey	Map W48
Meldreth (Landfill)	Map W53
Thriplow HWRC	Map W57

Waste Water Treatment Works (WWTW) safeguarding areas (Preferred Options CS27 and SSP15)

44. There is a new policy (Preferred option SSP15) to protect existing WWTW from encroachment from sensitive receptors and from the increasing pressure from non-waste management proposals. The safeguarded areas have been defined around the whole of existing sites plus an additional buffer zone of some 400metres – this may vary depending on local circumstances. Such safeguarding is to be welcomed. In South Cambridgeshire the following WWTW have such a safeguarding –

Royston STW	Map ST08	Melbourn STW	Map ST22
Utton's Drove STW	Map ST12	Foxton STW (Cambs)	Map ST24
Over STW	Map ST13	Waterbeach STW	Map ST27
Sawston STW	Map ST14	Papworth Everard STW	Map ST33
Haslingfield STW	Map ST16	Duxford STW	Map ST37
Bourne STW	Map ST17	Gamlingay STW	Map ST38
Teversham STW	Map ST18	Bassingbourn STW	Map ST40
Linton STW	Map ST19	Balsham STW	Map ST45

Key issues

45. Household Waste Recycling Centre to serve the area to the south side of Cambridge. Since the last consultation the County has considered a number of options for a Recycling Centre to the south of the City and has identified as its preferred option a site south of the Addenbrookes Access Road. South Cambridgeshire District Council is supportive of this preferred site. Non-preferred sites considered in preparing MWDP are included in the following table. Site reference refers to maps included in Appendix C of MWSSP.

Site Ref	Site Name
SS4-004	Bayer Crop Site East, Hauxton
SS4-008D	Cambridge Southern Fringe
SS4-027	Glebe Farm, Trumpington
SS4-046	Thriplow HWRC
SS4-047	Area of Search near M11
SS4-048	Bayer Crop Science Site, Hauxton
SS4-051	Bayer Crop Science Site West, Hauxton
SS4-052	Park and Ride Site at Trumpington
SS4-053	Magistrates Court at the Park and Ride, Trumpington
SS4-054	M11 Area of Search, South of Addenbrookes Access Road
SS4-055	Extension of existing Thriplow HWRC site
SS4-056	Adjacent land at Pet Crematorium Site off A505 near Thriplow
SS4-057	A1307 Corridor (Babraham) – Search Area 1
SS4-058	A1307 Corridor (Babraham) – Search Area 2
SS4-059	A1307 Corridor (Babraham) – Search Area 3
SS4-060	Sawston/Shelford area as part of Babraham Area of Search.
SS4-088	Glebe Farm Area of Search, Trumpington
SS4- 089	Trumpington Road, Trumpington
SS4-092	M11 Area of Search – Clay farm
SS4-093	M11 Area of Search – East of A10
SS4-094	M11 Area of Search – Monsanto Site
SS4-095	M11 Area of Search – North of Addenbrookes Access Road
SS4-097	M11 Area of Search – South of Monsanto site
SS4-098	M11 Area of Search – West of A10
SS4-099	Land North of Sawston Village College
SS4-101	Glebe Farm Area of Search 2, Trumpington
SS4- 112	Glebe Farm 3
SS4- 114	West of M11/A10 junction, Haslingfield + The Eversden/ Trumpington

46. More detailed comments on the Core Strategy DPD and the Site Specific DPD are set out in **Appendix 2**.

Implications

Financial	None
Legal	The Council will be obliged to show Mineral and Waste allocations and safeguarding areas for minerals on its own LDF Proposals Map once the Minerals and Waste Development Plan is adopted
Staffing	None

Risk Management	There is a risk that the MWDP could include allocations for land not acceptable to the Council for example waste management issues could prevail over amenity and other planning considerations
Equal Opportunities	None

Consultations

47. Consultations have taken place with officers in Environmental Health; Major Development and Development Control.

Effect on Corporate Objectives and Service Priorities

48. **Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future**
 The MWDP provides an input into the managing of growth within the district. The plan identifies the minerals needed in construction of both the new communities and the major infrastructure projects. The waste facilities allocates for the needs for waste of the future communities. Without this planning the growth would not be well co-ordinated.
- Deliver high quality services that represent best value and are accessible to all our community**
 To ensure that the MWDP does not by allocating particular sites affect the delivery of services or accessibility of the affected communities
- Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work**
 By providing a response the Council will ensure that the MWDP reflects the needs of the district and that local communities are not adversely affected by the proposals.

Conclusions/Summary

49. The County has carried out additional work in preparing the Preferred Options 2 consultation. Some of these studies has assisted South Cambridgeshire in understanding the framework of policies and site allocations that have been developed in the MWDP.

Recommendation

50. Cabinet is recommended to agree the responses to the Minerals and Waste Development Plan consultation contained within the report and in Appendices 1 and 2.

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

Cambridgeshire and Peterborough Minerals and Waste Core Strategy DPD
 Cambridgeshire and Peterborough Minerals and Waste Site Specific Proposals DPD
 Appendix C MWSSP – Site Assessments and Methodology
 Appendix D to MWSSP- Mineral Safeguarding Areas and Methodology
 Brownfield and Industrial Land in the Cambridge Area – background paper to MWDP
 Netwaste Site Selection Report - Jacobs

Contact Officer: Alison Talkington – Planning Policy Officer
 Telephone: (01954) 713182

This page is left blank intentionally.

PREFERRED OPTIONS 2 –SEPTEMBER 2008 – SCHEDULE OF PREFERRED SITES

Site ref – This includes the reference number for each site as well as the map number, which is included in the Site Specific Proposals DPD. If the site is close to the S Cambs borders it is marked with an asterisk.

P/NP – This refers to whether the site was a preferred (P) of non-preferred (NP) site in the earlier consultation.

S/O – This is whether the preferred option is being supported or objected to

Site ref	Name	Policy ref and number	Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
			P/NP	Summary of S. Cambs DC's comments	S/O	S. Cambs DC Proposed Response
SS1-55 Map M2	Needlingworth	Sand and gravel extraction SSP1B	NP	<p>Site is not preferred for extraction but has been safeguarded for future supply of sand and gravel.</p> <p>Support the County Council's rejection of the site for extraction given it is so close to Willingham and Over.</p> <p>The site is however a preferred site for safeguarding future supplies of sand and gravel.</p> <p>The site boundary has been amended from the issues and option stage in June 2005. The area to be safeguarded has almost doubled in size and now extends further to the east so that it is much nearer to Willingham. In June 2005 the Council was concerned at the impact on Willingham and Over of the proposal. It</p>	O	<p>This site is now a preferred site and has the same boundaries as the safeguarding site, which was identified in the previous consultation in December 2006.</p> <p>In the Site Specific Proposals DPD it states " Phasing will need to be considered for this site as it is seen as a long-term extension to the existing quarry."</p> <p>The approximate timetable for extraction is included in the MWSSP - Extraction is expected to commence in 2010 and last for approximately 3 years.</p> <p>The evaluation of the site in the draft Site Specific Proposals DPD states - "Amenity issues need to be considered</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
					<p>given the site's proximity to outlying residential dwellings associated with Over and Willingham."</p> <p>The Council is concerned that this site is now being identified as a preferred site especially given its proximity to Willingham and Over. Also the traffic implications of addition lorries having to use the existing road network. Given that the proposed housing growth which will need the resource is in and around Cambridge these vehicles are likely to be travelling southwards through the settlement of Willingham which will further emphasise the need for a bypass for this settlement.</p> <p>Natural England has identified this site as one that a full appropriate assessment under the Habitat Regulations Assessment will have to be undertaken.</p> <p>Environmental Health comment: Confirm comments made in 2006. This site is within 1km of Willingham and there are sensitive receptors within 200</p>
					<p>would bring extraction closer to both villages and would need careful mitigation. .</p> <p>Environmental Health comment: that this site is within 1km of Willingham, Therefore dust, noise, issues would need to be assessed to ensure appropriate mitigation measures were adopted to minimise impact on sensitive properties.</p> <p>Conservation comments: Future extraction planned together with mitigation to retain and strengthen strong edges and field patterns along Long Lane, The Pound County Wildlife Site, Hither Way, Furtherford, Middle Way, Further Way and Lords Ground. Mitigation needed south of the pound to reduce impact to buildings on Long Lane, Over. Mitigation needed north of Highgate farm to reduce impact to buildings on Over road, Willingham.</p> <p>No objection provided that buffer zones can be provided to ensure that appropriate separation and protection for Willingham and Over is provided and that mineral continues to be removed from the site via Needingworth.</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
					<p>metres of the preferred site. Therefore dust, noise, issues would need to be assessed to ensure appropriate mitigation measures could be adopted to minimise impact on sensitive properties. Given the proximity of some properties in Over and Willingham more information would need to be provided before an informed decision could be made about this site.</p> <p>Object to the allocation until such time as more detailed information is provided on the full environmental impact of the site now being identified for extraction. Until this information is available it is difficult to evaluate this site.</p> <p>The settlements of Willingham and Over are very close to the proposed site and the Council would need to be assured that the mitigation measure identified by Environmental Health and Conservation could be adopted to minimise impact on sensitive</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008		
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O	
SS1-56 Map M3	Cottenham/ Landbeach	Strategic allocation for sand and gravel CS2 B Sand and gravel extraction SSP1C	P	<p>Site one- Preferred for extraction This site is the same boundary as consulted on in the Issues and options consultation in June 2005. This would be largely a continuation of existing quarry north of Landbeach.</p> <p>Environmental Health comments: There are a number of farmhouses within 200m of the site so there could be a potential impact on these properties in terms of noise and dust. The impact on residents should be assessed further and appropriate measures taken to mitigate the effects if necessary.</p> <p>Conservation comments: There would have to be mitigation and strengthening of field patterns along B1049 to link Twenty Pence Pit, Bean Ditch and river corridor. Measures</p>	O	<p>receptors.</p> <p>Minerals would need to continue to be removed from the site via Needingworth and the need for a bypass for Willingham would be further reaffirmed.</p> <p>In the previous consultation this was considered as two separate sites- site one was identified for sand and gravel extraction and site two was safeguarded for future sand and gravel. These two sites have now been joined as a Strategic allocation for sand and gravel extraction. This is to provide a long-term reserve and will need to be phased over the plan period. The approximate timetable indicated in the MWSSP is that extraction is expected to commence around 2014 and last for approximately 15years.</p> <p>This larger scale of operation could potentially generate increased traffic and the Council would want this mineral traffic to be kept away from the B roads</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
					<p>and onto the A10. The likely additional traffic movements should not adversely affect the residents of Cottenham or the Travellers on the nearby Smithy Fen.</p> <p>There are a number of sensitive receptors very close to the proposed site and the Council is concerned at the expansion of the allocated site for extraction.</p> <p>Natural England has identified this site as one that a full appropriate assessment under the Habitat Regulations Assessment will have to be undertaken.</p> <p>Environmental Health comments to site one: Confirms comments made in 2006. There are a number of farmhouses within 200m of the site so there could be a potential impact on these properties in terms of noise and dust. The impact on residents should be assessed further and appropriate measures taken to mitigate the effects if necessary.</p>
					<p>would be needed to protect and enhance to reduce impact on Cottenham Load corridor. Also there would need to be mitigation and enhancement to reduce impact on river Great Ouse corridor.</p> <p>No objection provided that mineral traffic is routed via the A10 and subject to measures to mitigate the matters raised by Environmental Health and Conservation.</p> <p>Site two – Preferred for safeguarding This site adjoins the preferred option for extracting sand and gravel so although detached from the existing quarry is next to what will be quarried. Although relatively remote from settlements, it raises the issue of how materials would be transported. It would not be acceptable through Cottenham village. This issue would need to be resolved before the site is safeguarded.</p> <p>Environmental Health comments: There are a number of sensitive receptors adjacent to the site; residential development including a travellers' site is in close proximity to the area</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008		
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O	
				<p>identified. Without details of vulnerable receptors and an environmental and health impact assessment it is difficult to evaluate this site.</p> <p>Conservation comments: Mitigation of impact and enhancement of Cottenham lode and Great Ouse corridor County Wildlife Site. Mitigation and enhancement of Setchel Drive. Protection of Bullocks Haste Common and Roman Canal. Protection and Enhancement of Lakes and ponds at Twenty Pence Road.</p> <p>No objection provided that mineral traffic is routed via the A10 and subject to measures to mitigate the matters raised by Environmental Health and Conservation.</p>		<p>Environmental Health comments to Site two</p> <p>Confirm comments made in 2006. There are a number of sensitive receptors adjacent to the site; residential development including a travellers' site is in close proximity to the area identified. Without details of vulnerable receptors and an environmental and health impact assessment it is difficult to evaluate this site.</p> <p>Object to the allocation until such time as more detailed information is provided on the full environmental impact of the larger site now being identified for extraction. Until this information is available it is difficult to evaluate this site.</p> <p>The Council would need to be assured that the mitigation measure identified by Environmental Health and Conservation could be adopted to minimise impact on sensitive</p>

Site ref	Name	Policy ref and number	Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
			P/NP	Summary of S. Cambs DC's comments	S/O	S. Cambs DC Proposed Response
SS1-8 Map M12 Map T1	Barrington	Strategic allocation for chalk marl CS21 A Strategic allocation for Transport Protection Zones CS21. Chalk marl extraction SSP04A Sustainable Transport Protection Zone SSP17	P	<p>The Council in June 2005 at the Issues and options consultation had been concerned about the size of the extension to the quarry and had requested that the proposal be reduced in size. The preferred site is considerably smaller now. The mineral safeguarding area is also considerably smaller being just around the existing quarry and the smaller extension site.</p> <p>In the MWDP the Barrington Cement Works Railhead has been designated as a Sustainable Transport Protection Zone (Policy SSP 16) in order that the in future consideration can be given to transporting minerals by rail. This is to be welcomed.</p> <p>Environmental Health comments: The impact of operations in this area would need to be assessed for noise, dust and vibration on the health of residents.</p> <p>There is great local concern over the proposals to increase capacity at this site. Any such decision should only be made in the light of a full Health Impact and Environmental</p>	S	<p>The site is the same as was considered in December 2006. The site is identified as a strategic allocation in the MWCS</p> <p>The transport protection zone is also the same boundary and this has been identified as a Strategic allocation in the MWCS.</p> <p>Natural England has identified this site as one that a full appropriate assessment under the Habitat Regulations Assessment will have to be undertaken.</p> <p>Environmental Health comments: Amended comments from 2006 The operations in this area would need to be assessed for the impact of noise, dust and vibration on the health and amenity of residents.</p> <p>There is great local concern over the proposals to increase capacity at this site. Any such decision should only be</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
					made in the light of a full Health Impact and Environmental Assessment with full public consultation at every stage. Conservation comments: The impact on landscape character is also likely to be an issue in considering extensions to the quarry. Would need to protect and retain strong boundary planting to the North and strengthen planting to the east. Also strengthen off site planting along Whale Way. The nearby road verge and possibly habitats in the site are used for foraging by at least one barn owl that is now regularly seen. The small copses are used as breeding display areas by buzzards that have recently returned to the district. It is probable that buzzards breed in the woodland nearby. No objection subject to measures to mitigate the matters raised by Environmental Health and Conservation.
SS1-21 Map M14	Station Quarry, Steeple Morden	Specialist mineral extraction SSP7	P	S	The site boundary remains the same as was consulted on previously in December 2006. Environmental Health comments: Amended comments from 2006. There

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
					<p>are several properties located around the site. A number of farmhouses are within 300m of the site so there could be a potential impact on these properties in terms of noise and dust. The impact on residents should be assessed further and appropriate measures taken to mitigate the effects if necessary.</p> <p>No objection subject to measures to mitigate the matters raised by Environmental Health and Conservation.</p>
					<p>there are reservations in view of potential countryside impact. If this site were pursued it is essential that appropriate mitigation be provided.</p> <p>Environmental Health comments: there are several properties located around the site. Without details of vulnerable receptors and an environmental and health impact assessment it is difficult to evaluate this site. A number of farmhouses are within 300m of the site so there could be a potential impact on these properties in terms of noise and dust. The impact on residents should be assessed further and appropriate measures taken to mitigate the effects if necessary.</p> <p>Conservation comments: If the site were used there would have to be protection and enhancement of southern edge of Morden Grange Plantation. Protection and Enhancement of the Bell Barrow to the south of the site. Mitigation including strengthening of planting on existing track linking chalk pits to reduce impact of open views from Station Road. Mitigation including strengthening planting along footpath to Morden Grange farm.</p>

Site ref	Name	Policy ref and number	Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
			P/NP	Summary of S. Cambs DC's comments	S/O	S. Cambs DC Proposed Response
SS4-5 Map W5	Cottenham Business Centre, Cottenham	Core Strategy allocation for a hazardous waste facilities (waste oil and fuels) CS17 Preferred site-specific options for waste recycling and recovery facilities- Specialist - Hazardous waste dealing with waste oils and fuel. SSP10-W05	P	<p>No objection subject to measures to mitigate the matters raised by Environmental Health and Conservation.</p> <p>This site was put forward in the issues and options in June 2005 as a potential waste management site – no mention was made of hazardous waste issues.</p> <p>Environmental Health comment: This is a proposed extension to an existing facility but it is within 100m of residential premises therefore noise/pollution impact would need to be assessed.</p> <p>Conservation comments: Proposal removes large areas of scrub and wildlife cover in a very open area and is directly adjacent to Cottenham Lode with potential for pollution. It is probably reasonable to assume that great crested newts might be present associated with the open water habitats due to their general presence in parts of Cottenham.</p> <p>On the basis of the advice from Environmental Health and Conservation that there is insufficient information to</p>	?	<p>Same site as was proposed in previous consultation in December 2006</p> <p>The site is identified in the Core Strategy as a strategic allocation for a hazardous waste facility.</p> <p>This is the extension to an existing facility - Malary Environmental .</p> <p>Natural England has identified this site as one that a full appropriate assessment under the Habitat Regulations Assessment will have to be undertaken.</p> <p>Environmental Health comment: Amended comments from 2006. This is a proposed extension to an existing facility but it is within 100m of residential premises therefore noise/pollution and environmental impact would need to be assessed. The existing facility has generated some</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
SS4-91 Map W7	Northstowe Area 2	Core Strategy Strategic allocation for a recycling centre CS14F Preferred site- specific options for waste recycling and	P	<p>This is the continuation of a site allocation in the Waste Local Plan 2003. The allocation is for an area of search.</p> <p>In the Northstowe Area Action Plan it is suggested that an HWRC and bulking up facility be located on employment land within the new settlement. This allocation could therefore be more specific.</p> <p>Potential uses for site include -</p>	S
				<p>object or support to this proposal</p>	<p>concern amongst local residents. The Council would support the proposed extension if environmental improvements were part of this future scheme.</p> <p>No objection subject to measures to mitigate the matters raised by Environmental Health and Conservation. The proposed site could take the opportunity to introduce best practice and should have environmental improvements as part of the proposed extension to the existing facility.</p>
					<p>Two sites are included for Northstowe.</p> <p>Area 1 is the area of search included in the Preferred options 1 consultation stage in December 2006 and is considered separately in this schedule.</p> <p>Area 2 is a preferred area of search for a local recycling centre. The boundaries reflect the current Masterplan and show the facility in the proposed employment area of the mixed-use scheme. This is</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
		recovery facilities - Local Recycling Centre SSP10-W08			<p>to be welcomed although it needs to be noted that the Masterplan has not been approved.</p> <p>Area 1 for Northstowe is listed as being the preferred site for an inert recycling facility – See comments in next Northstowe section below.</p> <p>The site is not identified in the table accompanying Preferred Option SSP10 as one where energy from waste could be considered.</p> <p>Environmental Health comment: Amended comments from 2006. There is the potential for a Combined Heat and Power plant at Northstowe and Northstowe should be included as a site suitable for a facility for energy from waste.</p> <p>It should be possible to ensure minimal environmental impact at the design stage.</p>
			<p>HWRC (& Bulking up transfer facility) Suitable for new waste management technologies</p> <p>In the potential uses there is not listed a temporary waste management facility for construction. This should be added.</p> <p>Environmental Health comment: There is the potential for a Combined Heat and Power plant at Northstowe and this should be included in the list of preferred uses. As this is a new development it would be possible to ensure minimal environmental impact at the design stage</p> <p>Northstowe should be included in Table 5 of the Site Specific DPD under the heading 'Energy from Waste facilities (if Waste Scenario 3 is developed) in order to allow for such a facility in the new settlement.</p> <p>Support in principle but object to the inclusion of the proposed Green Separation within the area of search. Northstowe will be a new town and it is</p>		

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
				likely that whatever the strategy for household waste recycling that a site at Northstowe would be appropriate. The Northstowe Area Action acknowledges the suitability of a proposed general employment area at the northern end of the new town site (adjoining the proposed Park & Ride site). Also forward the comments on Energy from Waste.	<p>Noise and odour assessment for any recycling facility will be required and mitigation provided to protect amenity of existing and future residents of Northstowe.</p> <p>Support in principle subject to the measures to mitigate the matters raised by Environmental Health . The Northstowe Area Action acknowledges the suitability of a proposed general employment area at the northern end of the new town site (adjoining the proposed Park & Ride site).</p> <p>Also Northstowe should be considered for a facility for Energy from Waste under Preferred Option SSP10.</p>
SS4-8A Map W31	Northstowe	Preferred site-specific options for waste recycling and	P	See previous comments on Northstowe	S

This is the same area of search as was consulted upon in December 2006

It is to be welcomed that Northstowe is the preferred site for a temporary inert

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
		<p>recovery facilities</p> <p>Temporary Inert Waste Recycling</p> <p>Preferred option CS25-Waste Minimisation and Resource Recovery.</p>			<p>S. Cambs DC Proposed Response</p> <p>waste recycling facility. There is no indication of the potential scale of the facility. It should be noted that as the different phases of Northstowe come forward for development it might be that a number of small recycling facility may be more appropriate than one large one.</p> <p>The facility should not be located so that it impacts upon the existing communities of Longstanton, Oakington or Rampton Drift.</p> <p>New: Environmental Health comment: Support temporary inert waste recycling to accommodate construction waste from Northstowe.</p> <p>This should help minimise vehicle movements.</p> <p>However noise, odour and dust must be assessed and appropriate mitigation taken to protect existing residents in the area and the new residents of Northstowe, as the phased development progresses.</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
SS4-8B Map W8	Cambridge Northern Fringe, Area of Search	Core Strategy Strategic allocation for a local recycling centre.	P	This is the continuation of a site allocation in the Waste Local Plan 2003. The allocation is an area of search Potential uses for site include	<p>This may include, appropriate buffer zones in conjunction with sensitive design and mitigation of site operations.</p> <p>Recommend that location of temporary inert sites should change location as phased development progresses to minimise adverse impact.</p> <p>Support in principle recognising that it may be more appropriate to have a number of smaller sites to serve the development of Northstowe. Support would be subject to the measures to mitigate the matters raised by Environmental Health.</p> <p>The facility should not be located so that it impacts upon the existing communities of Longstanton, Oakington or Rampton Drift.</p> <p>This is still the preferred area of search for waste recycling and recovery as was consulted on in December 2006, although the boundaries of the site have been increased to take account of the</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
		CS14 B Sustainable Transport Protection Zones CS21 C SSP17 Preferred site-specific options for waste recycling and recovery facilities. - Local Recycling Centre and Inert Waste recycling SSP10-W08		<p>Mixed waste stream recycling; Single stream recycling HWRC and bulking up transfer facility Suitable for new waste management technologies</p> <p>In the potential uses there is not listed a temporary waste management facility for construction. This should be added.</p> <p>Environmental Health comment: As this is a new development consider that it would be possible to ensure minimal environmental impact at the design stage by incorporating mitigation measures into the development.</p> <p>Conservation comment: Potential pollution into drain flowing into Cam. Limited space for landscape buffer.</p> <p>Object. It is premature in advance of the development of a strategy for waste management to support the possibility of providing a Household Waste Recycling Facility in the Cambridge Northern Fringe, which will be a relatively small, but high-density development. However, the County Councils Supplementary Planning</p>	<p>S. Cambs DC Proposed Response</p> <p>Park and Ride site being located to Milton. The area of search is therefore bigger than that shown as part of the previous consultation. The type of waste facility would be a Recycling Centre.</p> <p>There is a second proposal for a recycling facility for inert industrial and construction industry waste. There is already a temporary facility operating on the northern fringe, and a permanent facility is being proposed</p> <p>In the earlier consultation in December 2006 consideration was given to relocating the Waste Water Treatment Works from this northern fringe area. A study found this to be unfeasible</p> <p>This area also has been included as a Strategic allocation in the MWCS under Policy CS21C as a Sustainable Transport Protection Zone (aggregates railhead) and under Policy SSP17 in the Site Specific Proposals DPD. In this later DPD it states, " It is recognised that whilst including the aggregates railhead in Cambridge Northern Fringe</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
				<p>Document "The Location and design of Major Waste Management Facilities" 2006 shows that such facilities can be planned into urban extensions.</p>	<p>redevelopment proposals for the area may mean that the location of this facility may change. Whilst this may be the case, it is essential to ensure that this vital facility that the serves the Cambridge area is not lost, particularly given the growth that is anticipated in the immediate area."</p> <p>The Council supports the safeguarding in the short term of the railhead for aggregates given the needs of the A14 improvements but in the longer term such a use may not be appropriate for this site.</p> <p>The site is within both within S Cambs and Cambridge City. It is intended that a new plan be prepared jointly by S Cambs; Cambridge City and the County Council for this area.</p> <p>Environmental Health comment: Confirm comments from 2006. As this is a new development consider that it would be possible to ensure minimal environmental impact at the design stage by incorporating mitigation</p>

Site ref	Name	Policy ref and number	Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
			P/NP	Summary of S. Cambs DC's comments	S/O	S. Cambs DC Proposed Response
SS4-8C Map W9	Cambridge East Area of Search -	Strategic Allocation in Core Strategy for a commercial resource recovery and recycling facility CS13A; and Recycling centre CS14A	P NP	<p><u>Site one-</u> This is one part of Cambridge East, which was considered as a whole in June 2005. This part is to the south of the Newmarket Road.</p> <p><u>Site two</u> The land to the north of the Newmarket Road is a non-preferred site for a recycling centre.</p> <p>Site one – The land to the south is an area of search.</p> <p>Potential uses for site include</p>	S	<p>Sites one and two that were considered separately in December 2006 are now joined so the site being considered is that of the Cambridge East Area Action Plan (AAP)</p> <p>The site is being considered for three waste management facilities– a Commercial resource and recovery recycling facility where collected recyclable waste will be sorted – this is to serve the Cambridge area; a local recycling facility for domestic users and</p>
						<p>measures into the development.</p> <p>Support in principle the use of the site for a Recycling Centre and for inert waste recycling subject to the measures to mitigate the matters raised by Environmental Health.</p> <p>The Council welcomes the safeguarding in the short term of the railhead for aggregates given the needs of the A14 improvements but in the longer term such a use may not be appropriate for this site.</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
		<p>Preferred site-specific options for waste recycling and recovery facilities.</p> <p>Recycling Facility; Local Recycling Centre and Temporary Inert Waste Recycling</p> <p>SSP10-W09</p>		<p>Summary of S. Cambs DC's comments</p> <p>Mixed waste stream recycling; Single stream recycling HWRC and bulking up transfer facility Suitable for new waste management technologies Temporary Waste Management Facility for construction/ demolition waste</p> <p>At the previous consultation stage the Council stated the following</p> <p>“This area forms the major part of a high-density urban extension to Cambridge, as proposed in the Structure Plan and the Cambridge East Area Action Plan. Whilst accepting the principle of providing waste facilities in close proximity to where waste arises, the difficulties in providing a waste facility here in an appropriate way should not be underestimated because of the high density nature of the development and the fact that there are no proposals for a general employment area where waste facilities would normally be located.</p> <p>Employment at Cambridge East is to be</p>	<p>a temporary inert recycling for use as the area is developed.</p> <p>The Site Specific Proposals DPD states –“ Could be located in land suitable for employment / mixed uses, to be determined by masterplanning stage of the redevelopment. Needs to have good access to the local road network for HCV movements. Needs to be located in an area where access is not through residential development but by main distributor roads. Facility to be designed in accordance with SPD* and should be an enclosed facility. Area of search has been modified to exclude the green wedge and show the area of land published in the Area Action Plan for Cambridge East” .</p> <p>The Location and Design of Major Waste management facilities SPD is the one being referred to.</p> <p>The commercial resource and recovery recycling facility and the local recycling centre must have regard to the fact that it is proposed that this area will be developed at a high density. The</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
					<p>Council support the comments made by the County as to the considerations of where and how the impact of these uses can be reduced by good design and location.</p> <p>It is to be welcomed that Cambridge East is the preferred site for a temporary inert waste recycling facility. There is no indication of the potential scale of the facility. It should be noted that as the different phases of Cambridge East come forward for development it might be that a number of small recycling facility may be more appropriate than one large one.</p> <p>The facility should not locate so that it impacts upon the existing communities within Cambridge and the villages of Fen Ditton and Teversham.</p> <p>Environmental health comments to site one: Confirm comments made in 2006. Stated in January 2006 that there is a potential conflict with the proposal for large-scale residential development in close proximity to this site. The</p>
					<p>integrated into mixed-use developments, particularly in the district and local centres. It is not considered that a major waste management facility would be appropriate in such mixed-use areas. Whilst it is recognised that modern waste management facilities are very different from older operations, they nonetheless involve significant levels of heavy traffic and have some issues of noise, dust, and odours and in principle are not good neighbours to be placed in close proximity to residential uses. This will cause significant difficulties in identifying a suitable site for a major waste management facility, without taking large areas of land from other forms of development for both the facility itself and the amount of landscaping that would be required to act as a buffer to other uses in the new urban quarter. The incorporation of a household waste recycling centre to serve the urban quarter would be easier to accommodate and would be appropriately located in the development.</p> <p>It should be made clear that this location would</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
					<p>proposal should be subject to an environmental and health impact assessment. These comments still remain valid but have been added to –</p> <p>As this is a new development it would be possible to ensure minimal environmental impact at the design stage by incorporating mitigation measures into the development.</p> <p>Environmental Health comments for site two: Confirm comments made in 2006. In January 2006 it was said that there is a potential conflict with the proposal for large-scale residential development in close proximity to this site. The proposal should be subject to an environmental and health impact assessment.</p> <p>As this is a new development consider that it would be possible to ensure minimal environmental impact at the design stage by incorporating mitigation measures into the development.</p>
					<p>only be possible with the relocation of the Airport. The identification of such a large area of search is not helpful”</p> <p>Environmental health comments: Stated in January 2006 that there is a potential conflict with the proposal for large-scale residential development in close proximity to this site. The proposal should be subject to an environmental and health impact assessment. These comments still remain valid but have been added to - that as this is a new development it would be possible to ensure minimal environmental impact at the design stage by incorporating mitigation measures into the development.</p> <p>Conservation comment: Potential impacts on large areas of housing. Potential impacts on Cherry Hinton Brook and Coldhams Common. Potential impacts on view of City edge. Heavy traffic from Cambridge</p> <p>Support site one. Cambridge East will be the largest single development in the Cambridge Sub-Region over the next 15 years. To be planned at high densities, whatever the overall strategy for waste management the opportunity to make the</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
					<p>Support the uses being proposed for the site. - Cambridge East will be the largest single development in the Cambridge Sub-Region over the next 15 years and it is to be planned at high densities and therefore the location and design of the proposed waste management facilities must have regard to this. Support would be subject to consideration of the matters raised by Environmental Health.</p> <p>The inert recycling facility is supported however it should be recognised that it may be more appropriate to have a number of smaller sites to serve the development of Cambridge East. Support would be subject to the measures to mitigate the matters raised by Environmental Health.</p> <p>The facilities should not be located so that they impact upon the existing communities within Cambridge and the villages of Fen Ditton and Teversham particularly the temporary</p>
					<p>development more sustainable by providing Household Waste Recycling Facilities on site is supported.</p> <p>Site two The non-preferred site - land to the north of the Newmarket Road is the same as proposed in the Issues and options consultation in January 2006 and the Council at that time stated – “The Submission Draft Cambridge East Area Action Plan identifies Phase 1 of development on land north of Newmarket Road, which can come forward with the Airport still operational. The AAP identifies the considerable challenge that exists in creating a satisfactory residential neighbourhood ahead of the wider development and specifically adjoining the North Works site, and the relocation of some existing employment uses will be important to help provide a suitable residential environment. There will be no general employment area in Phase 1, which is the sort of location that a waste management facility could potentially be accommodated.</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
					inert recycling facility.
					It would not be appropriate to locate a household waste recycling centre or transfer facility in Phase 1 in principle. It would significantly undermine the ability to create a successful residential area. This relates both to the nature and scale of the use and the type and level of traffic generation that would be created into an area with a single traffic access.
					The specific site proposed in the consultation document compounds these problems by completely taking up the limited frontage that exists to Newmarket Road between the car showrooms and the employment uses adjacent to the Park and Ride site. The Area Action Plan makes clear that the limited extent of this frontage will require a very careful design approach to provide an appropriate face to the development and to enable it to integrate successfully with development south of Newmarket Road in the longer term.
					It appears that this objection is very much opportunity led in view of the County Council's

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
				<p>concern that there is an urgent need for a facility, rather than the good planning of this major new urban quarter. Achieving a high quality neighbourhood will be crucial to achieving a successful new development in the longer term and this proposal would seriously damage the ability for this to be achieved."</p> <p>Environmental Health comments: In January it was said that there is a potential conflict with the proposal for large-scale residential development in close proximity to this site. The proposal should be subject to an environmental and health impact assessment.</p> <p>The Council welcomes that site two is not a preferred option.</p>	
SSP-18 Map W16	Great Wilbraham Quarry, Great Wilbraham	Preferred site-specific options for waste recycling and recovery facilities.		<p>This is the continuation of a site allocation in the Waste Local Plan 2003. Access to the site is currently poor.</p> <p>Potential uses for site include Inert waste recycling Suitable for new waste management</p>	O
					<p>This is the same boundary and site as was consulted upon in December 2006. Access to this site has been improved since this site was last considered with new slip roads onto the A 11.</p> <p>In the evaluation of this site the County</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
		Inert Waste Recycling and Inert Landfill SSP10-W16 SSP11			<p>Council has stated that, " The Environment Agency has advised that the site is situated in a highly sensitive chalk aquifer.....stringent environmental risk assessment will need to be carried out and required levels of protection for an aquifer are likely to be high."</p> <p>The Council remains concerned that this use has been located at a distance from where such waste is likely to be generated. le in the areas located in and on the edge of Cambridge or north of the city. The identification of this as a preferred site would appear to be encouraging the transporting of waste along unsuitable rural roads. The lorries would have to go through Fulbourn which is not an acceptable route . The Council would question the strategy devised for location of inert waste facilities if this site has been identified as a preferred location.</p> <p>Environmental Health comments: Confirm comments made in 2006. There is a question mark at the use of this site</p>
					<p>technologies</p> <p>Environmental Health comments: There is a question mark at the use of this site for landfill. The Environment Agency have highlighted that this site is close to a source protection zone on the chalk aquifer. There is therefore a potential for contamination to groundwater. The nearest residential is within 500 metres of the site therefore noise and dust impacts should be evaluated.</p> <p>Conservation comments: Presently very poor access but this will be improved if the Camgrain facility is built next year in the adjacent field. Substantial landscaping required to integrate the facility into a very open landscape.</p> <p>Object. It is premature in advance of the development of a strategy for inert waste management to support the use of this site at Great Wilbraham. Much of the inert waste that is likely to be generated will arise from development, which is located in and on the edge of Cambridge or to the north of the city.</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
					<p>for landfill. The Environment Agency have highlighted that this site is close to a source protection zone on the chalk aquifer. There is therefore a potential for contamination to groundwater. The nearest residential is within 500 metres of the site therefore noise and dust impacts should be evaluated.</p> <p>Object. The identification of this site as preferred for inert waste recycling and landfill is of concern to the Council. The strategy for inert waste facilities must be questioned by this Council if this site is the best one to serve the Cambridge area. Much of the inert waste that is likely to be generated will arise from development, which is located in and on the edge of Cambridge or to the north of the city.</p> <p>Whilst accepting that a study has been carried out by the County looking for suitable additional sites for waste facilities this site would need to take into account the concerns of Environmental Health</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008		
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O	
SS4-87 Map W17	Bridgefoot Quarry, Flint Cross	Preferred site-specific options for waste recycling and recovery facilities. Inert waste recycling SSP10-W17	P	<p>The site boundaries are the same as was consulted in January 2006 Issues and options 1. However at this consultation no mention was made of inert waste recycling. There are concerns about the access to the site from the A505.</p> <p>Potential uses for site include Inert waste recycling Suitable for new waste management technologies</p> <p>Environmental Health comments: In the issues and options consultation in January 2006 it was stated that there is a private water supply close to this site and potentially sensitive receptors that could be affected by noise from the proposed facility. Mitigation measures or noise conditions could be used to prevent any issues arising. These previous comments continue to apply; further information available is that current works on site operate within acceptable levels, as plant is located at the bottom of the void.</p>	O	<p>S. Cambs DC Proposed Response</p> <p>and Conservation if it is to be allocated as an inert recycling and landfill site.</p> <p>This is a larger site than was consulted upon in December 2006.</p> <p>The Council is concerned at the access to this site and at the likely traffic that will be generated locally by this use on the site. The assessment of the site by the County Council highlights that there is an accident cluster at the A505/ Flint Cross junction.</p> <p>The site is located some distance from where the inert waste is likely to be generated i.e. from development which is located in and on the edge of Cambridge or to the north of the city. The lorries carrying the waste will travel along major roads to this site and the Council is concerned at the additional traffic generated. Inert waste should be dealt with in locations closer to where it is generated. The fact that this site is proposed as a preferred site after a strategy for inert waste recycling has been produced is of concern to the</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	S/O	S. Cambs DC Proposed Response
					<p>Council.</p> <p>Environmental Health comments: Confirm comments made in 2006. In the issues and options consultation in January 2006 it was stated that there is a private water supply close to this site and potentially sensitive receptors that could be affected by noise from the proposed facility. Mitigation measures or noise conditions could be used to prevent any issues arising. These previous comments continue to apply; further information available is that current works on site operate within acceptable levels, as plant is located at the bottom of the void.</p> <p>Object. The identification of this site as preferred for inert waste recycling and landfill is of concern to the Council. The strategy for inert waste facilities must be questioned by this Council if this is site is the best one to serve the Cambridge area. Much of the inert waste that is likely to be generated will arise from</p>
					<p>Summary of S. Cambs DC's comments</p> <p>Object. It is premature in advance of the development of a strategy for inert waste management to support the use of this site at Flint Cross. Much of the inert waste that is likely to be generated will arise from development which is located in and on the edge of Cambridge or to the north of the city.</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
SS4-34 Map W21	Addenbrookes Hospital , Cambridge	Core Strategy Strategic allocation for a location of hazardous waste facilities (for a replacement clinical waste facility) CS17 Preferred site-specific	P	The site is an area of search that is not within S Cambs boundaries. Environmental Health comments: An environmental impact assessment should be carried out to ensure potential emissions are not detrimental to public health. Support. This waste management facility is based on the Hospital's needs and can be supported whatever the overall strategy for waste management. Support also for the proposals for energy from waste subject to an environmental health impact	<p>The site is the same as was consulted upon in December 2006.</p> <p>Environmental Health comments: Confirm comments made in 2006. An environmental impact assessment should be carried out to ensure potential emissions are not detrimental to public health.</p> <p>Support. This waste management facility is based on the Hospital's needs and can be supported.</p>
					<p>development, which is located in and on the edge of Cambridge or to the north of the city.</p> <p>Whilst accepting that a study has been carried out by the County looking for suitable additional sites for waste facilities this site would need to take into account the concerns of Environmental Health and Conservation if it is to be allocated as an inert recycling and landfill site.</p>

Site ref	Name	Policy ref and number	Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
			P/NP	Summary of S. Cambs DC's comments	S/O	S. Cambs DC Proposed Response
		options for waste recycling and recovery facilities. Specialist – replacement of clinical waste facility. SSP10-W21		assessment.		
SS4-80 Map W26	Extension of Waste Management Park, Waterbeach	Preferred site-specific options for waste recycling and recovery facilities. Recycling facility; Energy for waste; Composting and Inert waste recycling SSP10-W26			S	This site was not included in the previous consultations although the site was safeguarded for a waste use in December 2006. The proposed extension was received from the operator as part of the consultation in December 2006 – preferred options 1. This is a preferred site for waste recycling and recovery and extends the area of the Waste Management Park, which is an existing allocation within the Cambridgeshire and Peterborough Waste Local Plan. The site is also identified as one where a facility for Energy from Waste could be

Site ref	Name	Policy ref and number	Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
			P/NP	Summary of S. Cambs DC's comments	S/O	S. Cambs DC Proposed Response
		Strategic allocation for recycled and secondary aggregates CS5 C Strategic allocation for future waste management facilities – commercial resource recovery and recycling facilities. CS13F			S/O	<p>located. This use would be compatible with the other waste management facility uses proposed for this site.</p> <p>The draft Core Strategy DPD has included this site as a Strategic Allocation for Recycled and Secondary Aggregates;</p> <p>It should be noted that Denny Abbey, which is a scheduled ancient monument, is located in close proximity to this facility and further extensions of the waste park should take this into account.</p> <p>New Environmental Health Comments: There are a number of residential premises at Denny Abbey Cottages immediately off the A10 to the East.</p> <p>Noise, dust, odour and bioaerosol generation have the potential to have an adverse impact on amenity, health and quality of life.</p> <p>The significance of impact / effect</p>

Site ref	Name	Policy ref and number	Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
			P/NP	Summary of S. Cambs DC's comments	S/O	S. Cambs DC Proposed Response
SS4-96 Map	South of Addenbrookes Access Road	Preferred site-specific options for				<p>should be assessed by undertaking Health and Environmental Impact Assessments, respectively.</p> <p>Air quality should also be considered in terms of any proposed energy from waste facility.</p> <p>No objection in principle.</p> <p>Appropriate buffer zones will be required in conjunction with careful design / layout of site operations and specific mitigation / abatement measures to minimise impact and to protect health and wellbeing of residents.</p> <p>No objection subject to measures to mitigate the matters raised by Environmental Health. The Council supports the identification of the site for a range of waste management facilities.</p> <p>This site was not included in the previous consultations. The preferred site for a recycling centre in Cambridge</p>

Site ref	Name	Policy ref and number	Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
			P/NP	Summary of S. Cambs DC's comments	S/O	S. Cambs DC Proposed Response
W27		waste recycling and recovery facilities Local recycling Centre SSP10-W27 Core Strategy Strategic allocation for a recycling centre CS14C				<p>Southern Fringe in the previous consultation in December was the Bayer Crop Science site in Hauxton. Following this consultation a number of suggestions were made near the M11 area of Cambridge as alternatives to this proposal. This site was one of many considered as an alternative to the Hauxton site. Subject to reduced site boundaries this is the preferred area of search for a recycling centre in Cambridge Southern Fringe.</p> <p>The County has provided additional information on the impact of this facility on the surrounding area and has stated the following –</p> <p>‘Any site would be extensively landscaped which would greatly reduce any negative visual impact</p> <p>The operations would be enclosed which would control local environmental impacts such as windblown litter, noise, dust, odours and light</p> <p>The site would be large enough to</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
					<p>manage traffic on site which would reduce the potential for congestion on local roads, and the bulk of activity connected with the site would take place outside peak hours. The only vehicles accessing the site would be cars/vans owned by local residents and a small number of lorries servicing the site (approximately 14 lorries per day). This site would not be used by the City Council's refuse and recycling kerbside vehicles`</p> <p>New Environmental Health Comments: Proposed site and facilities will be to the South of the Glebe Farm development. Possible conflict.</p> <p>Noise and possibly odour may have an adverse impact.</p> <p>Appropriate buffer zones will be required in conjunction with careful design / layout of site operations and specific mitigation / abatement measures to minimise impact and to protect health and wellbeing of</p>

		Previous Preferred Options Consultation 2006		Current Preferred Options Consultation 2008	
Site ref	Name	Policy ref and number	P/NP	Summary of S. Cambs DC's comments	S/O
					<p>residents.</p> <p>As this is a new development it should be possible to ensure minimal environmental impact at the design stage by incorporating intrinsic mitigation measures.</p> <p>No objection subject to measures to mitigate the matters raised by Environmental Health. The Council supports the identification of the site for a recycling centre and welcomes the additional information provided by the County as regards how the facility will be designed to reduce its impact on the surrounding area.</p>

This page is left blank intentionally.

Minerals and Waste Development Plan Core Strategy DPD

Policy / Paragraph in Preferred Option 1 – December 2006	Comment made by S Cambs to Preferred Options 1 consultation - December 2006	Suggested change in December 2006	Whether amendment has been made in Preferred Option 2 documents 2008
1.3.3 Page 3	Does not mention Natura 2000 sites – These should be included given they need to be Appropriately Assessed under new Habitat Directive.	Include mention of Natura 2000 sites.	No change made (Page 9)
2.4.15 –2.4.20 London apportionment Page 23	<p>The East of England is required through the Government Planning Policy Statement 10 (PPS 10) to apportion between the waste planning authorities the amount of London’s commercial / industrial and municipal waste being exported to the Region from London.</p> <p>The apportionment exercise carried out on the total volume of imported waste from London to the East of England region results in Cambridgeshire and Peterborough being required to accommodate 26.3% of that total – this amounts to around 5.7 million tonnes of waste between 2006 to 2021.</p> <p>In assessing how much waste Cambridgeshire and Peterborough will have to deal with during the plan period an allowance for around 3 million tonnes of</p>	<p>Note that the apportionment will be confirmed when the Government Office publishes the changes to the Regional Spatial Strategy for the East of England.</p>	<p>The amount required for Cambridgeshire and Peterborough to accommodate is now 22%. – This amounts to 5.1 million tonnes of waste between 2006 to 2026. After making an allowance for this 5.1 million tonnes and the indigenous needs of Cambridgeshire and Peterborough there is a deficit of non-hazardous landfill of between 647,000 tonnes and 4.9 million tonnes depending on whether scenario 2 or 3 is pursued.</p> <p>(Page 35) The MWCS has therefore allocated a site for non-hazardous landfill – however this site only has a capacity of 3 million cubic metres, which will not cover the existing shortfall. In paragraph 6.80 it states</p>

Policy / Paragraph in Preferred Option 1 – December 2006	Comment made by S Cambs to Preferred Options 1 consultation - December 2006	Suggested change in December 2006	Whether amendment has been made in Preferred Option 2 documents 2008
	non-hazardous waste to be imported has been allowed for. There is a surplus of non-hazardous landfill once the locally generated waste of the plan area is considered and therefore Cambridgeshire has capacity for this imported waste.		that additional opportunities for landfill will come from the extraction of engineering clay. The MWCS should be identifying landfill sites to cover the shortfall rather than leave uncertainty.
Preferred option MW1 - objective and vision for minerals Page 27	2 nd bullet point says <i>where possible</i> biodiversity benefits. Why is this limited? This is contrary to PPS9 Biodiversity, which has a commitment to maintaining and enhancing biodiversity.	Remove the limiting words “where possible”.	Where possible has now been removed. Welcome this amendment. (Page 39)
Preferred option MW1 – Objective and vision for minerals Page 27	There is no mention of air quality in relation to minerals. The Region has a high level of fine particles and the LDF should therefore seek to minimise the contribution of fine particles from minerals and waste processes. A sustainable soil strategy as part of the LDF suite of documents would help to stabilise soils and reduce emissions of dust.	Include protection of air quality as a strategic objective in MW1.	An additional objective has been added that states – To ensure that potential emissions are minimised as part of minerals development. This amendment is to be welcomed. (Page 39)
Preferred option MW2 – Vision and objective for	There is no mention of air quality in relation to waste. The Region has a high level of fine particles and the LDF should therefore seek to minimise the contribution of fine	Include protection of air quality as a strategic objective in MW2.	There would appear to be no direct mention of air quality in the objectives although additional objectives have been added

Policy / Paragraph in Preferred Option 1 – December 2006	Comment made by S Cambs to Preferred Options 1 consultation - December 2006	Suggested change in December 2006	Whether amendment has been made in Preferred Option 2 documents 2008
waste Page 30	particles from minerals and waste processes. A sustainable soil strategy as part of the LDF suite of documents would help to stabilise soils and reduce emissions of dust.		(Page 81)
Preferred option MW 3 - Sand and gravel extraction Page 35	Mineral extraction should be on less environmentally sensitive areas than river valleys. However it is recognised there is an opportunity for the after use to enhance recreation and biodiversity.	Mineral extraction should be on less environmentally sensitive areas than river valleys.	This policy does not appear in the new document. New policy CS2 indicates the total supply of sand and gravel that will be made in the Plan period and allocates three zones- Northern; Central/Southern and Earith/ Mepal. Strategic allocations are made which includes Cottenham/ Landbeach (Site CS2 B)
Preferred option MW 3 –sand and gravel extraction Page 35	Support the policy that seeks to have balance between continuing extraction at existing sites and Greenfield sites.		(Page 51) This policy has been amalgamated into new Preferred option CS2
Preferred option MW 7-) recycled and secondary aggregates Page 44	Support the principle of reuse and recycling of material on sites where development is taking place. The South Cambridgeshire LDF documents propose that planning applications for developments should		The policy has been amended and now includes a list of strategic allocations for recycling which includes Waterbeach Waste Management Park, Waterbeach (Site CS5 C)

<p>Policy / Paragraph in Preferred Option 1 – December 2006</p>	<p>Comment made by S Cambs to Preferred Options 1 consultation - December 2006</p>	<p>Suggested change in December 2006</p>	<p>Whether amendment has been made in Preferred Option 2 documents 2008</p>
<p>recycle construction waste, including reuse of materials currently on the site, such as redundant buildings or infrastructure. This will be particularly relevant in the major developments, e.g. Northstowe and Cambridge East, where temporary on-site recycling facilities <i>may</i> be appropriate.</p> <p>Support policy where it says that suitable locations for permanent recycling facilities include general industrial land and waste transfer stations.</p> <p>Object to the policy where it states that all strategic development schemes <i>must</i> now make provision for a temporary waste facility for recycling aggregates rather than <i>may</i> have to make provision.</p>	<p>Replace “must” with “may”. It will be a matter for the masterplanning process for each strategic development to determine appropriateness.</p>	<p>(Page 63)</p> <p>The sentence referring to all strategic development schemes ‘must’ make provision for a temporary waste facility has been removed. Temporary facilities are referred to in paragraph 4.74.</p>	<p>For recycling centres the locations of the preferred sites has been determined through the Waste Management Strategies. (Page 85)</p> <p>The County Council has carried out a</p>
<p>Page 53 Existing allocations</p>	<p>The preferred option is that existing allocations will be subject to the same site selection procedure as ‘new’ sites. Areas of search allocated in existing Local Plan will be re-visited, as will the allocations in new development areas.</p>	<p>The Plan has not carried out a comprehensive search for potential sites for waste facilities.</p>	<p>The County Council has carried out a</p>

<p>Policy / Paragraph in Preferred Option 1 – December 2006</p>	<p>Comment made by S Cambs to Preferred Options 1 consultation - December 2006</p> <p>However S Cambs at the last consultation stated that the site search should focus on existing waste operations and brownfield sites, and should only consider greenfield sites where this is crucial for delivering the strategy and no more appropriate sites are available. Since the issues and options consultation the search for sites appears not to have been carried out considering existing and brownfield sites in a comprehensive way. Sites have now been allocated at the preferred option stage.</p>	<p>Suggested change in December 2006</p>	<p>Whether amendment has been made in Preferred Option 2 documents 2008</p>
<p>Preferred option MW 15 Relocation of Milton Waste Water Treatment Works Page 58</p>	<p>A site-specific allocation is to be made in the SSP DPD. New criteria for choosing a site are listed as a result of the consultation exercise at issues and options. S Cambs asked for additional criteria to be included - visual impact, impact on Green Belt, the natural and built environment, including biodiversity, conservation and archaeology.</p>	<p>Include reference to visual impact, impact on the built environment, including biodiversity and conservation.</p>	<p>study of all the brownfield and industrial land in the Cambridge Area and assessed its suitability for a range of waste facilities including household waste facilities. The study concluded that no additional sites other than those already considered by the Minerals and Waste Plan were potentially suitable for waste facilities.</p> <p>Jacobs have been commissioned to assess the number of sites needed to meet demand in the future for other types of waste recovery sites and to determine their best location. The selection has looked at catchment areas. Travel times and distance has been a deciding factor.</p>
			<p>Cambridgeshire Horizons have carried out a feasibility study on the redevelopment of the Cambridge Northern Fringe East and this concluded that comprehensive redevelopment on the entire site will not be viable in the foreseeable future. The draft Core Strategy DPD states in</p>

<p>Policy / Paragraph in Preferred Option 1 – December 2006</p>	<p>Comment made by S Cambs to Preferred Options 1 consultation - December 2006</p>	<p>Suggested change in December 2006</p>	<p>Whether amendment has been made in Preferred Option 2 documents 2008</p>
	<p>Some of the additional criteria requested have been included. However, there is no reference to visual impact, impact on the built environment, including conservation. There is reference to nationally protected biodiversity but not other designated sites. These are important criteria, consistent with national planning policy guidance and should be included.</p>		<p>paragraph 6.18 (page 88) “the relocation of the Cambridge Waste Water Treatment Works is not deliverable and the works will therefore be retained on the current site. “</p> <p>However if a new waste water treatment works is needed in the future Preferred Option CS15 provides a criteria based policy to consider it. (Page 101). The first criteria mentions ‘suitable water course to discharge treated water’ but does not then include consideration of the likelihood of flooding resulting from this addition to the water course.- although consideration of the risk of flooding is considered in paragraph 6.57 . This concern should be included in the policy. (Page 100)</p>
<p>Preferred option MW 16 Waste management proposals outside</p>	<p>In the absence of a clear strategy in the Core Strategy there is a danger that this policy will allow for additional facilities and thereby undermine the waste facility</p>	<p>Once a clear strategy is in existence this policy could be used but without a strategy it could be a</p>	<p>The County Council has carried out a study of all the brownfield and industrial land in the Cambridge Area and assessed its suitability for a range</p>

<p>Policy / Paragraph in Preferred Option 1 – December 2006</p> <p>of the allocated areas Page 59</p>	<p>Comment made by S Cambs to Preferred Options 1 consultation - December 2006</p> <p>hierarchy.</p> <p>Clarification needs to be given as to bullet (g) of the policy as to which strategic locations there are that are additional to the Structure Plan.</p>	<p>Suggested change in December 2006</p> <p>loophole to allow uncertainty in waste planning.</p>	<p>Whether amendment has been made in Preferred Option 2 documents 2008</p> <p>of waste facilities including household waste facilities. The study concluded that no additional sites other than those already considered by the Minerals and Waste Plan were potentially suitable for waste facilities.</p> <p>The network of household recycling centres has been considered by the Waste Management Strategy and is included in the adopted Household Recycling Strategy adopted by the County.</p> <p>Jacobs have carried out work to assess sites for inclusion in a network for different waste facilities</p>
<p>Preferred option MW 24 Borrowpits Page 82</p>	<p>Priority is to be given to maximising the use of secondary and recycled aggregate in the first instance before borrowpits are considered. The consideration of allocations for mineral working has had regard to the location of the growth areas. Therefore if borrowpits are used they will come from the allocations within the SSP DPD. This is to be welcomed.</p>	<p>Support this policy.</p>	<p>Priority should be given to use of secondary and recycled aggregates before the use of borrowpits – this is included in paragraph 4.84 (Page 70). This is to be welcomed. There is a strict list of acceptable conditions allowing for borrowpits in the Preferred option CS9.</p>

<p>Policy / Paragraph in Preferred Option 1 – December 2006</p>	<p>Comment made by S Cambs to Preferred Options 1 consultation - December 2006</p>	<p>Suggested change in December 2006</p>	<p>Whether amendment has been made in Preferred Option 2 documents 2008</p>
<p>Preferred option MW 28 Safeguarding mineral resources Page 88</p>	<p>This policy seeks to safeguard against sterilisation of mineral reserves through the designation of Safeguarding Areas. Also Minerals Consultation Areas will be defined within which the Minerals Planning Authority will have to be consulted on any planning proposals. These will both be defined in the SSP DPD.</p>	<p>Support this policy.</p>	<p>Some borrow pits have also been allocated to serve specific road schemes notably the A 14. This will reduce the need for transporting of sand and gravel around the county. This is to be welcomed. However in the policy it states that the final lists of borrow pits relating to the A14 is to be confirmed with the Highway Authority (Page72 CS). If further sites are to be included that affect S Cambs then there should be further opportunity to comment on these.</p>
<p></p>	<p></p>	<p></p>	<p>The Mineral Safeguarding Areas are now much more extensive and their extent in defined in PPS1. MSA's are required to identify what are considered to be economic deposits of minerals –although there is no presumption that resources defined in MSA's will be worked. It is only for major developments that the MPA will have to be consulted. (definition of major included in plan – page 45)</p>

Policy / Paragraph in Preferred Option 1 – December 2006	Comment made by S Cambs to Preferred Options 1 consultation - December 2006	Suggested change in December 2006	Whether amendment has been made in Preferred Option 2 documents 2008
Preferred option MW 29 Restoration and after-use of minerals working Page 91	Support the policy requiring restoration on a site-by-site basis.	Support this policy.	For Mineral Consultation Areas it is all planning applications made that will be consulted with MPA except householder and adverts. Preferred option CS23 (page 135) This Preferred option does not include the exceptions that are included in the Site Specific Proposals DPD – it would be clearer if these were added rather than implying all applications will have to be consulted on.
Preferred option MW 31 Movement of waste Page 94	Support the continuation of the current policy intended to minimise the long distance transport of waste.	Support this policy.	No change – Support.
Preferred option	Existing and proposed waste management	Existing and proposed	Work has been carried out by Jacobs

<p>Policy / Paragraph in Preferred Option 1 – December 2006</p> <p>MW 33 Safeguarding Waste Management Facilities Page 100</p>	<p>Comment made by S Cambs to Preferred Options 1 consultation - December 2006</p> <p>facilities should continue to be safeguarded, but subject to a review of their continued suitability and that they are well located to serve the catchment area.</p> <p>Agree that waste consultation areas should be established, where the waste planning authority would be consulted on significant planning applications which if approved may permit development that would adversely affect a waste management facility.</p>	<p>Suggested change in December 2006</p> <p>waste management sites should only be safeguarded if their continued suitability is reviewed</p> <p>Support waste Consultation areas</p>	<p>Whether amendment has been made in Preferred Option 2 documents 2008</p> <p>to assess the best locations for waste facilities.</p> <p>The WPA must be consulted on all planning applications made in waste consultation areas not just on significant applications.</p> <p>The policy for waste consultation areas has been expanded to now include Waste Water Treatment Works Safeguarding Areas although it does not state in the policy that the WPA must be consulted for these additional areas- it is just implied. Wording in the policy should clarify this –Preferred option CS27 (Page 147). However in the Site Specific Proposals DPD Preferred Option SSP15 states that the WPA must be consulted on any planning proposal within a safeguarded area except householder applications or advertisements.</p>
---	--	---	--

Policy / Paragraph in Preferred Option 1 – December 2006	Comment made by S Cambs to Preferred Options 1 consultation - December 2006	Suggested change in December 2006	Whether amendment has been made in Preferred Option 2 documents 2008
Preferred option MW 34 Sustainable construction Page 103 Preferred option MW 34 Sustainable construction Page 103	<p>Temporary waste recycling facilities will be required in strategic development areas including Northstowe. Clarification is needed as to what is meant by these areas. Is this the same as strategic growth areas as identified in SSP DPD figures 2 and 3?</p> <p>Also a Waste audit is to be required on all proposals that are likely to generate significant volume of waste. The South Cambridgeshire LFD documents propose that planning applications for developments should recycle construction waste, including reuse of materials currently on the site, such as redundant buildings or infrastructure. However, clarification is needed as to how the Waste Audit is calculated.</p>	<p>Clarification is needed as to what is meant by strategic development areas.</p> <p>S Cambs supports the requirement for a Waste Audit, but clarification is needed as to how this is calculated.</p>	<p>A safeguarding area will be identified around existing and allocated WWTP plants to prevent the encroachment of sensitive development.</p> <p>Strategic development sites are now referred to as major development sites – no further definition is given.</p> <p>A waste audit and strategy is now required for all development proposals and a more general policy devised for waste minimisation.- Preferred option CS25 (page 142) No further advice is provided as to how the audit must be calculated. Reference is made to the recent requirement for Site Waste Management Plans for development over the value of £300,000 should be assist.</p>

<p>Policy / Paragraph in Preferred Option 1 – December 2006</p> <p>Preferred option MW 39 Protecting surrounding area - Routing agreements Page 118</p>	<p>Comment made by S Cambs to Preferred Options 1 consultation - December 2006</p> <p>Routing agreements are seen as a good thing as a result of the consultation. However because these are usually done as legal agreements then no specific policy is to be included in the plan.</p> <p>Routing agreements will be a major issue, particularly for minerals traffic to development sites in the Cambridge Sub-Region. It is therefore of key importance to ensure that minerals and waste traffic does not cause harm to amenity in existing or proposed communities. This should apply to any temporary facilities during the construction of developments, e.g. facilities to handle construction waste, as well as for permanent facilities.</p>	<p>Suggested change in December 2006</p> <p>Include a reference in the policy to the need for routing agreements to reduce the impact of traffic movements on the local community.</p>	<p>Whether amendment has been made in Preferred Option 2 documents 2008</p> <p>Matters referring to traffic and highways are now included in a separate Preferred option CS28- Traffic and Highways-. This policy remains the same as was consulted on in December 2006. No mention is made of routing agreements in either the supporting text to this policy or CS31 – Protecting Surrounding Uses. (Page 155)</p> <p>The Council is now requesting a specific policy to be included in the MWCS on routing agreements .</p>
<p>Preferred option MW 39 Protecting surrounding area Buffer zones Page 118</p>	<p>Buffer zones are to be used but supported by guidance on indicative depths of buffer zones for different types of development in supporting text to any policy. To be called separation zones since buffer zone implies it is a no-go area whereas in fact certain activities are restricted or prohibited.</p>	<p>Details about buffer zones or separation zones as they are to be called, should be included in the preferred plan.</p>	<p>The term separation zone has been replaced by buffer zone. Such zones will only be required where appropriate.</p> <p>Advice on appropriate depths for the buffer zone is still not included in the</p>

<p>Policy / Paragraph in Preferred Option 1 – December 2006</p>	<p>Comment made by S Cambs to Preferred Options 1 consultation - December 2006</p>	<p>Suggested change in December 2006</p>	<p>Whether amendment has been made in Preferred Option 2 documents 2008</p>
	<p>It is unclear where this guidance will appear and against which policies since it does not appear to be part of either the Core Strategy or Site Specific Proposals DPDs as they are currently drafted. The guidance must be included within the Core Strategy DPD.</p> <p>Even if they are contained in a building, waste management operations are more akin to B2 than B1. Will noise / dust etc. escape when doors open to let lorries in? Lorry access is unsuitable for a facility, which is embedded within sensitive areas (e.g. new development areas).</p> <p>Buffer / separation zones will be needed wherever these facilities are provided to ensure that the impact of the site arising from such factors as transport, traffic and access, dust, odours, vermin and birds, noise, litter, and visual intrusion will be contained within acceptable levels.</p> <p>The guidance in the plan should set out the</p>	<p>The detailed guidance should appear in the Core Strategy.</p>	<p>DPD but refers to various sources including government guidance and research and the Council's SPD on the Location and Design of Waste Management Facilities.</p> <p>No further guidance is provided over buffer zones.</p> <p>Page 155</p>

Policy / Paragraph in Preferred Option 1 – December 2006	Comment made by S Cambs to Preferred Options 1 consultation - December 2006	Suggested change in December 2006	Whether amendment has been made in Preferred Option 2 documents 2008
	<p>function of buffer / separation zones in particular circumstances which will vary depending on the nature of adjacent land uses, and potentially the type and size of the waste facility. This may include specific targets to be achieved e.g. X dba noise limit, and address the appropriate design and character of buffer zones in particular circumstances.</p> <p>This level of detailed guidance has not been incorporated into the plan as requested during the issues and options consultation.</p> <p>It would be for the applicant to demonstrate in the context of a particular proposal, what width and design of buffer zone will meet the policy requirements.</p>		
Preferred option MW 39 Protecting surrounding area Cumulative impact on	It is recognised that this is important but since this cumulative impact is addressed through Environmental Impact Assessment a policy has not been included in the Plan.	Include a reference in the policy to the cumulative impact of proposals being assessed through the EIA process.	No change has been made in the policy. However paragraph 11.15 refers to assessing the likely impact of the proposals including those arising from the intensification of an existing development.

Policy / Paragraph in Preferred Option 1 – December 2006 communities Page 118	Comment made by S Cambs to Preferred Options 1 consultation - December 2006	Suggested change in December 2006	Whether amendment has been made in Preferred Option 2 documents 2008
Preferred option MW 53 Planning obligations Page 133	Mention is made in paragraph 6.19.3 of the possibility of working jointly with district and city councils to produce SPD as regards planning obligations guidance for minerals and waste developments.	Support joint working.	Page 154 No change – Support (Page 180)
Paragraph 6.20.2 List of information needing to accompany planning application for waste or mineral development	Consideration for waste facilities should also consider how they fit into the waste hierarchy of policies - i.e. the waste strategy.	Add to list of considerations how a site fits into the waste strategy.	This consideration has not been included in the list. (Page 182)

Minerals and Waste Site Specific Proposals DPD

Policy / Paragraph in Preferred Option 1 – December 2006	Comment made by S Cambs to Preferred Options 1 consultation - December 2006	Suggested change in December 2006	Whether amendment has been made in Preferred Option 2 documents 2008 - page numbers and preferred option numbers refer to those in current Preferred Options 2.
1.6.3	Does not mention Natura 2000 sites – These should be included given they need to be Appropriately Assessed under new Habitat Directive.	Include mention of Natura 2000 sites.	This section has been amended in the Preferred options 2 draft and no paragraph remains referring to conservation sites. However paragraph 2.10 –2.15 outlines the Habitat Regulations Assessment work that has been undertaken in preparing the DPD.
2.3.2	In this paragraph there is a list of the policies set out in the Core Strategy. The 2 nd bullet point indicates that a spatial strategy indicating general locations for mineral and waste is included. A strategy for waste is not in this document. Also 4 th bullet implies that the level of future provision for waste management is set out in the Core Strategy, which it is not clearly done. The Core Strategy has allowed for flexibility and by so doing has not provided a clear strategy for waste management.	Need for a clear waste management strategy to be included in plan.	The strategy for household waste recycling facilities has been produced in preparing the Household Waste Recycling Strategy. The County Council has now adopted this strategy. It was determined by the Waste Management Strategy. – This Strategy does not form part of this draft DPD and is not included in the Core Strategy or the supporting documents. The strategies for the other types of waste facilities were assessed by Jacobs using the Netwaste Site Selection.

Policy / Paragraph in Preferred Option 1 – December 2006	Comment made by S Cambs to Preferred Options 1 consultation - December 2006	Suggested change in December 2006	Whether amendment has been made in Preferred Option 2 documents 2008 - page numbers and preferred option numbers refer to those in current Preferred Options 2.
Section 3.11 Page 30 – 35 Section 3.11 Page 30 - 35	<p>There is no clear explanation as to the purpose of each of the waste facilities. Instead a reference is made to the Supplementary Planning Document (SPD) 'The Location and Design of Major Waste Management Facilities' adopted in April 2006. This provides detail on types of waste management facilities and their characteristics, including site requirements. Such basic information should be presented in the Core Strategy.</p> <p>The site requirement information that appears in the SPD is especially important since this could give guidance on the best location for the facility in a particular area. For example where an area of search has been included as an allocation such as in North-West Cambridge these criteria could be used to assess the best location in the masterplanning process.</p>	<p>Details on each of the different waste facilities should be included in the Core Strategy.</p> <p>A policy needs to be incorporated into the Core Strategy to identify the criteria that will be used to assess the best location for a waste facility.</p>	<p>No details have been included in the draft Core Strategy or the Site Specific Proposals DPD.</p>
Preferred option SSP14 Waste	Preferred option SSP14 creates waste safeguarding areas, which will protect allocated waste sites. However in many of the growth areas around Cambridge	Clarify which waste sites are subject to SSP14.	There are still no waste consultation areas surrounding the preferred allocations if it is to be an area of search. This has been done because

<p>Policy / Paragraph in Preferred Option 1 – December 2006</p> <p>safeguarding areas</p> <p>Page 38</p>	<p>Comment made by S Cambs to Preferred Options 1 consultation - December 2006</p>	<p>Suggested change in December 2006</p>	<p>Whether amendment has been made in Preferred Option 2 documents 2008 - page numbers and preferred option numbers refer to those in current Preferred Options 2.</p>
	<p>no specific sites have been allocated and it would appear from the Proposals Map that these broad areas of search have not been safeguarded under this policy – rather the whole site is allocated under Preferred Option SSP10.</p>		<p>the sites have not been specifically identified.</p>

Appendix 3

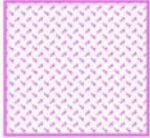




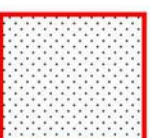
Maps of the preferred sites for minerals and waste as shown in the Site Specific Proposals DPD – Preferred Option 2

M2	Needingworth
M3	Cottenham
M12	Barrington
M14	Steeple Morden
W5	Cottenham Business Centre Cottenham
W8	Cambridge Northern Fringe
W9	Cambridge East
W16	Great Wilbraham Quarry , Great Wilbraham
W17	Bridgefoot Quarry, Flint Cross
W21	Addenbrookes Hospital , Cambridge
W26	Extension of Waste Management Park, Waterbeach
W27	South of Addenbrookes Access Road
W31	Northstowe
T1	Barrington Cement Works Railhead
T3	Cambridge Northern Fringe (Aggregates Railhead)

This page is left blank intentionally.

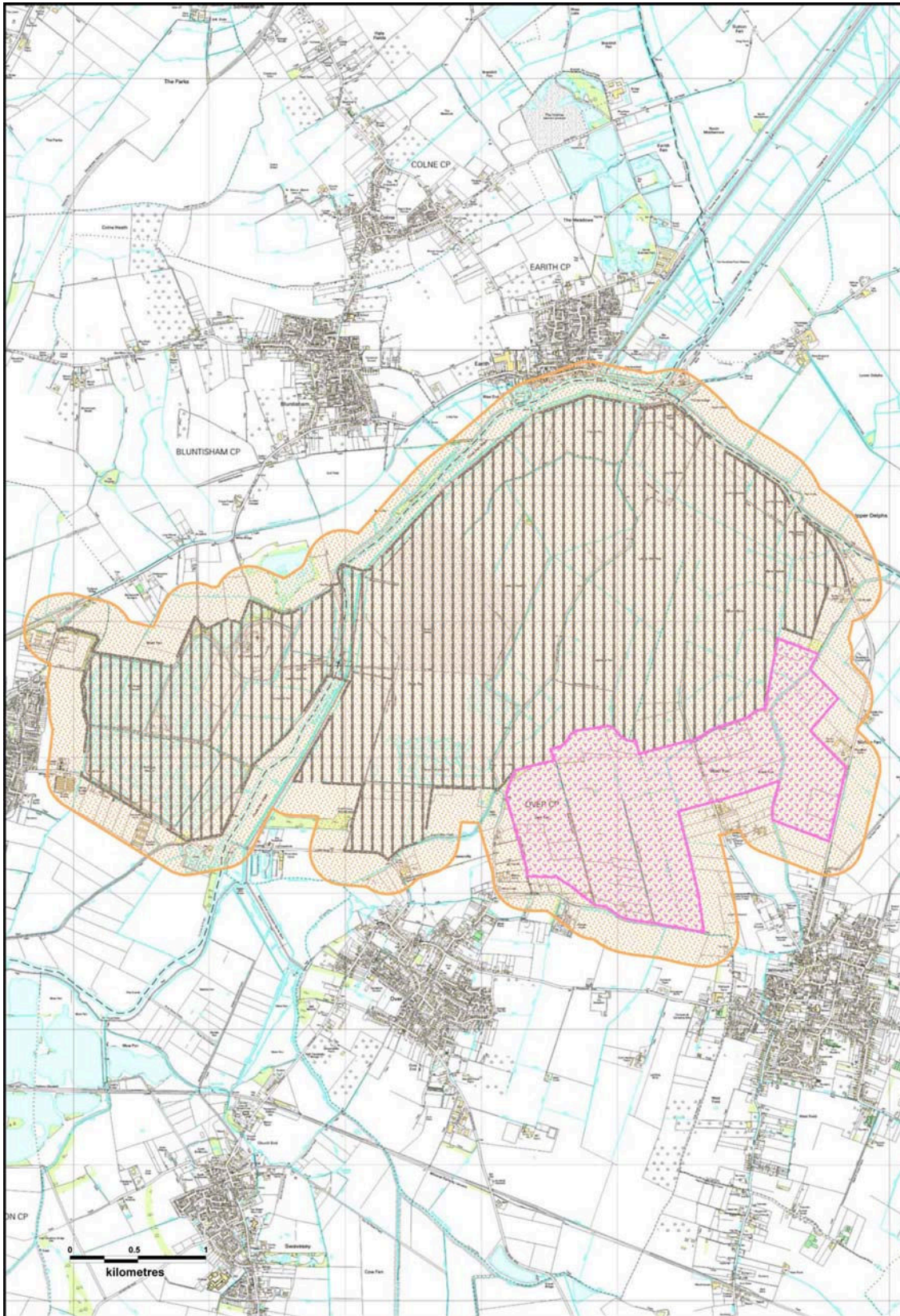
7 Minerals Preferred Options Site Profiles

Site Specific Profile Legend

	Preferred Option
	Existing Waste Site
	Existing Mineral Permission
	Waste Consultation Zone
	Mineral Consultation Zone
	Area Beyond Plan Boundary

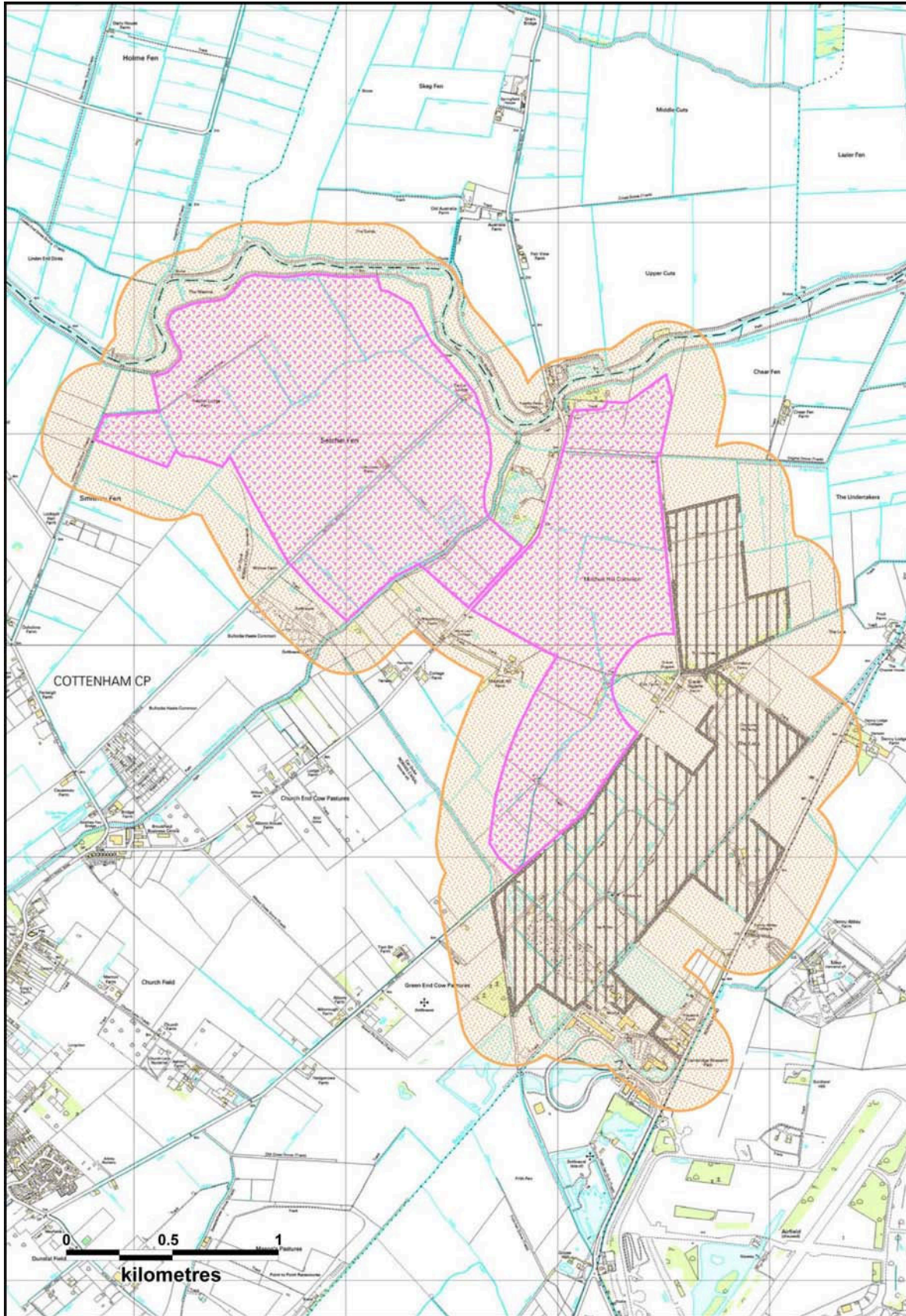
7.1.2 M2 - Needingworth SSP01B, SSP09

7.5 Related Site references: SS1-55 (SS1-4 , SS2-4)



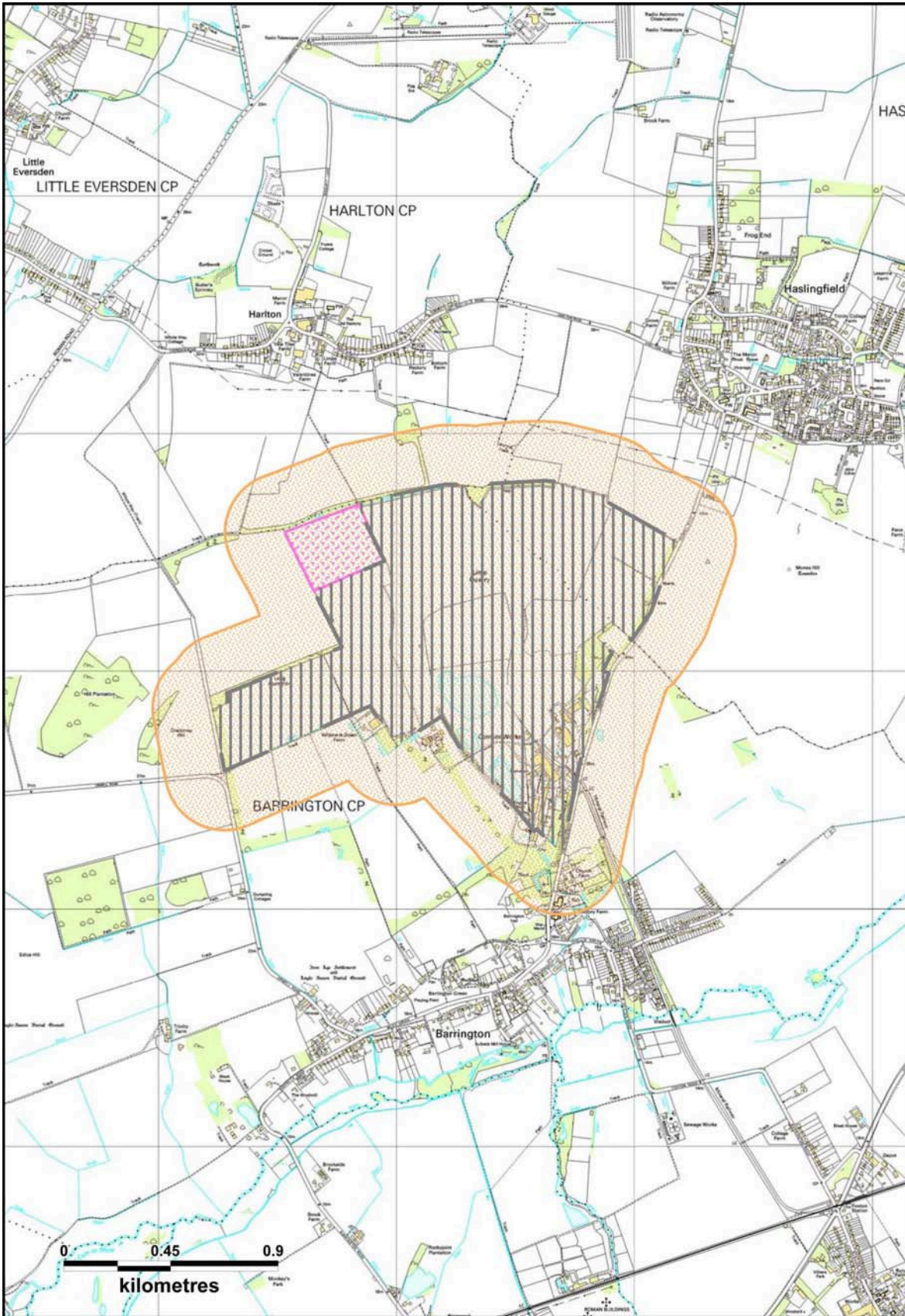
7.1.3 M3 - Cottenham SSP01C, SSP09

7.8 Related Site references - **SS1-55** (SS1-16, SS1-35 and SS2-1)



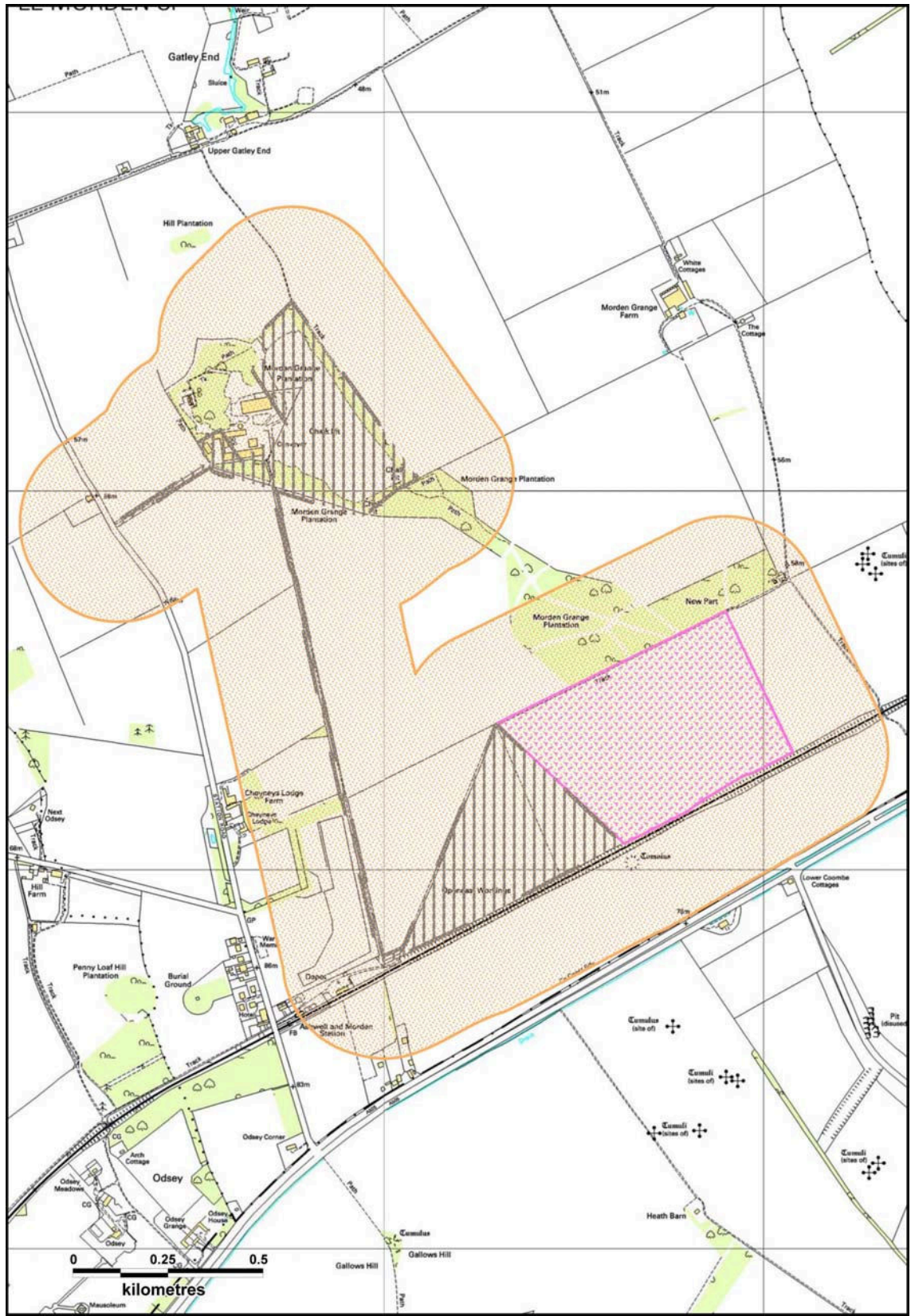
7.2.1 M12 - Barrington Quarry SSP04A, SSP09

7.38 Related Site reference: SS1-8



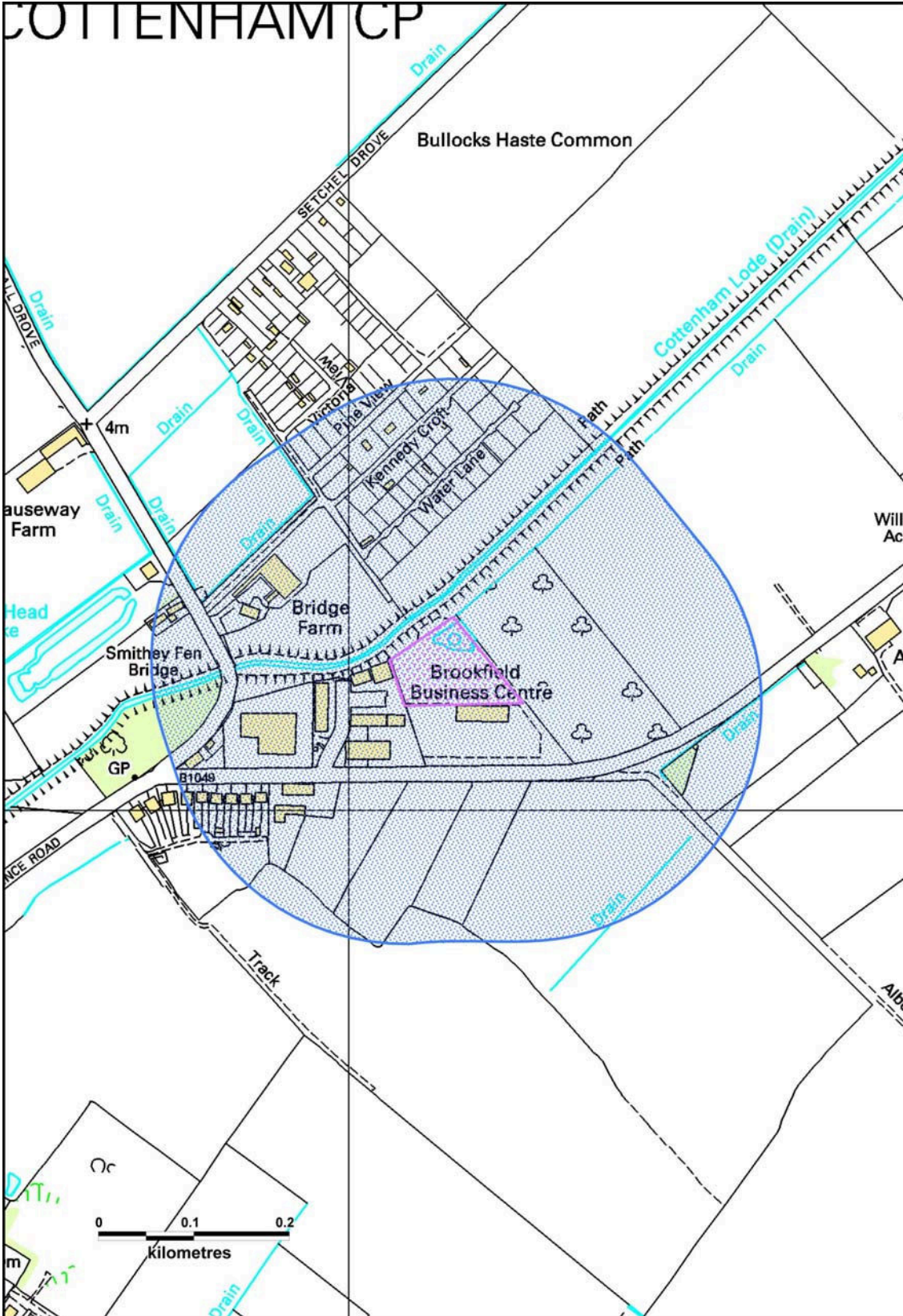
7.4.2 M14 - Station Quarry, Steeple Morden SSP07B, SSP09

7.48 Related Site references: SS1-21 Station Quarry , Steeple Morden



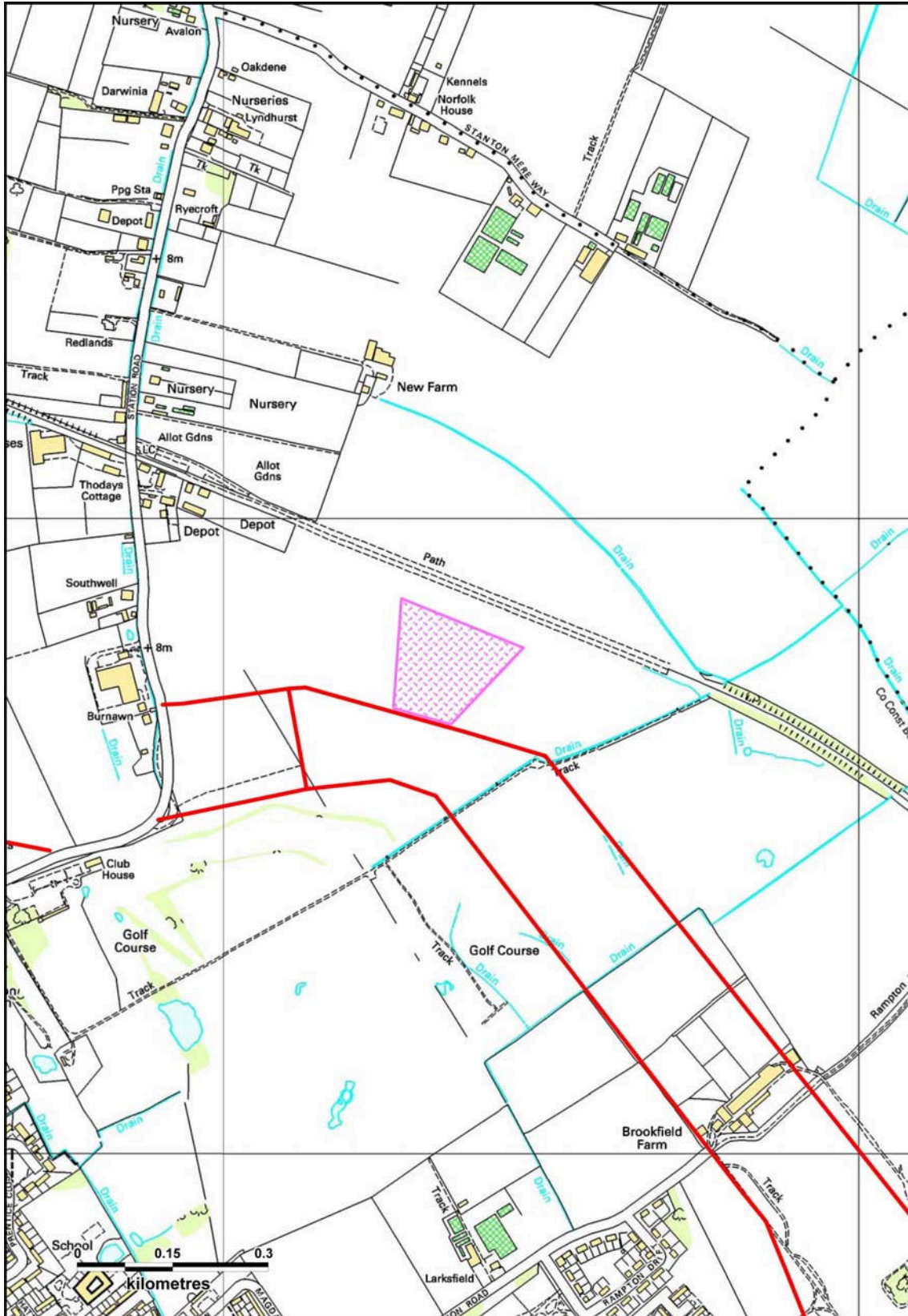
8.1.5 W5 - Cottenham Business Centre, Cottenham - SSP10-W05, SSP15

8.14 Related Site references: SS4-5



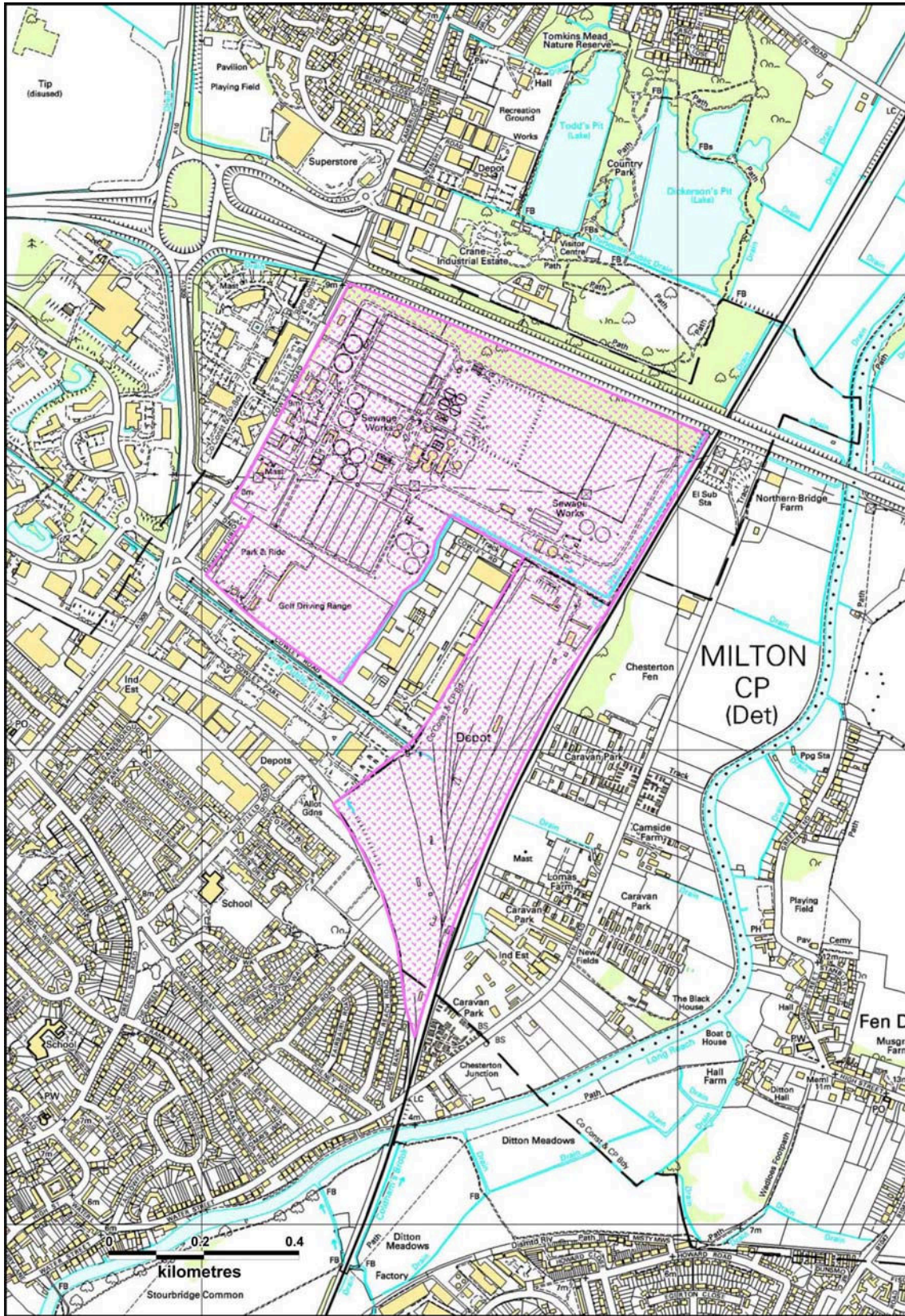
8.1.7 W7 - Northstowe Area 2 - SSP10-W07, SSP15

8.20 Related Site reference **SS4-91**(SS4-8A, SS4-90)



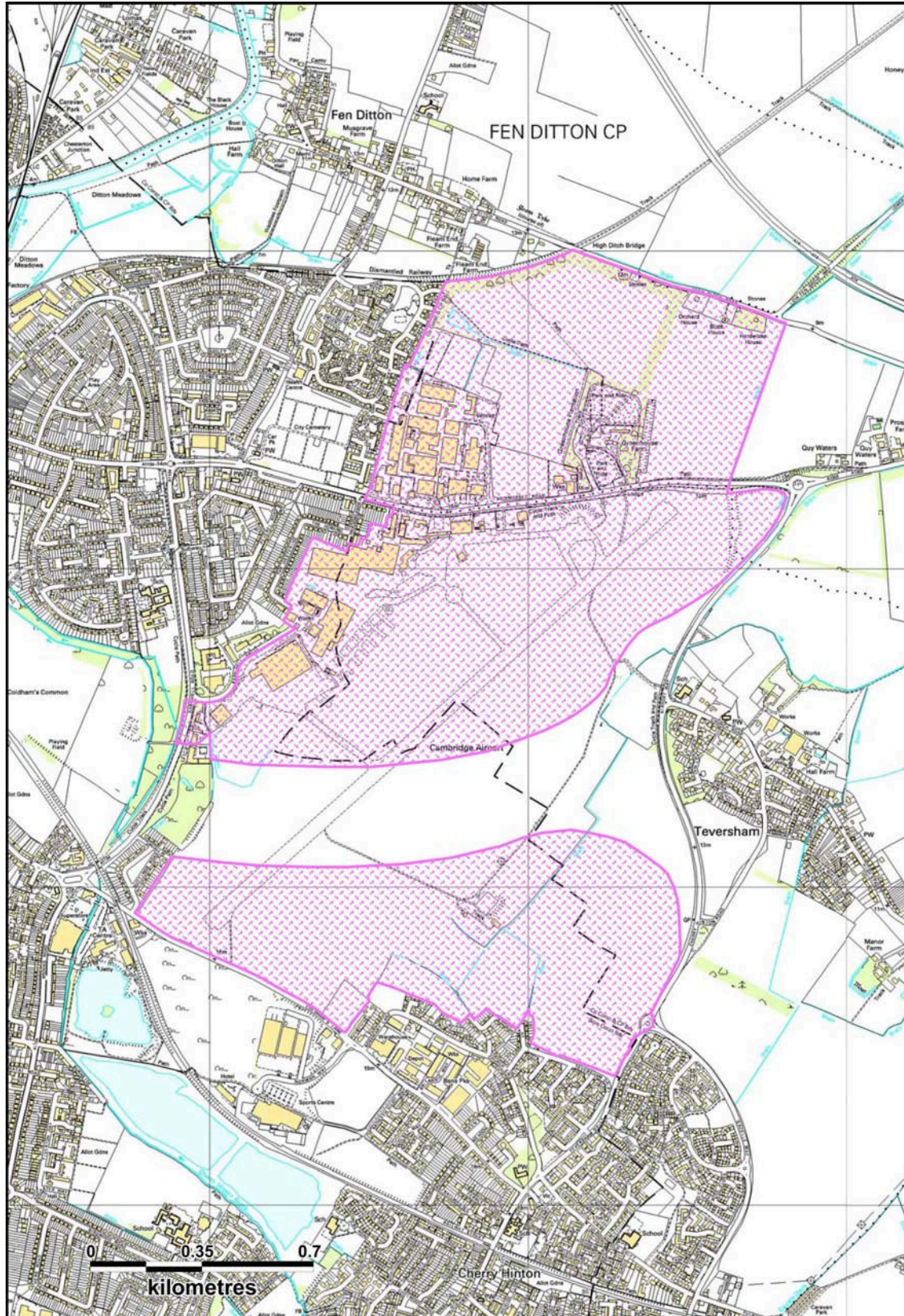
8.1.8 W8 - Cambridge Northern Fringe, Area of Search - SSP10-W08, SSP15

8.23 Related Site references SS4-8B



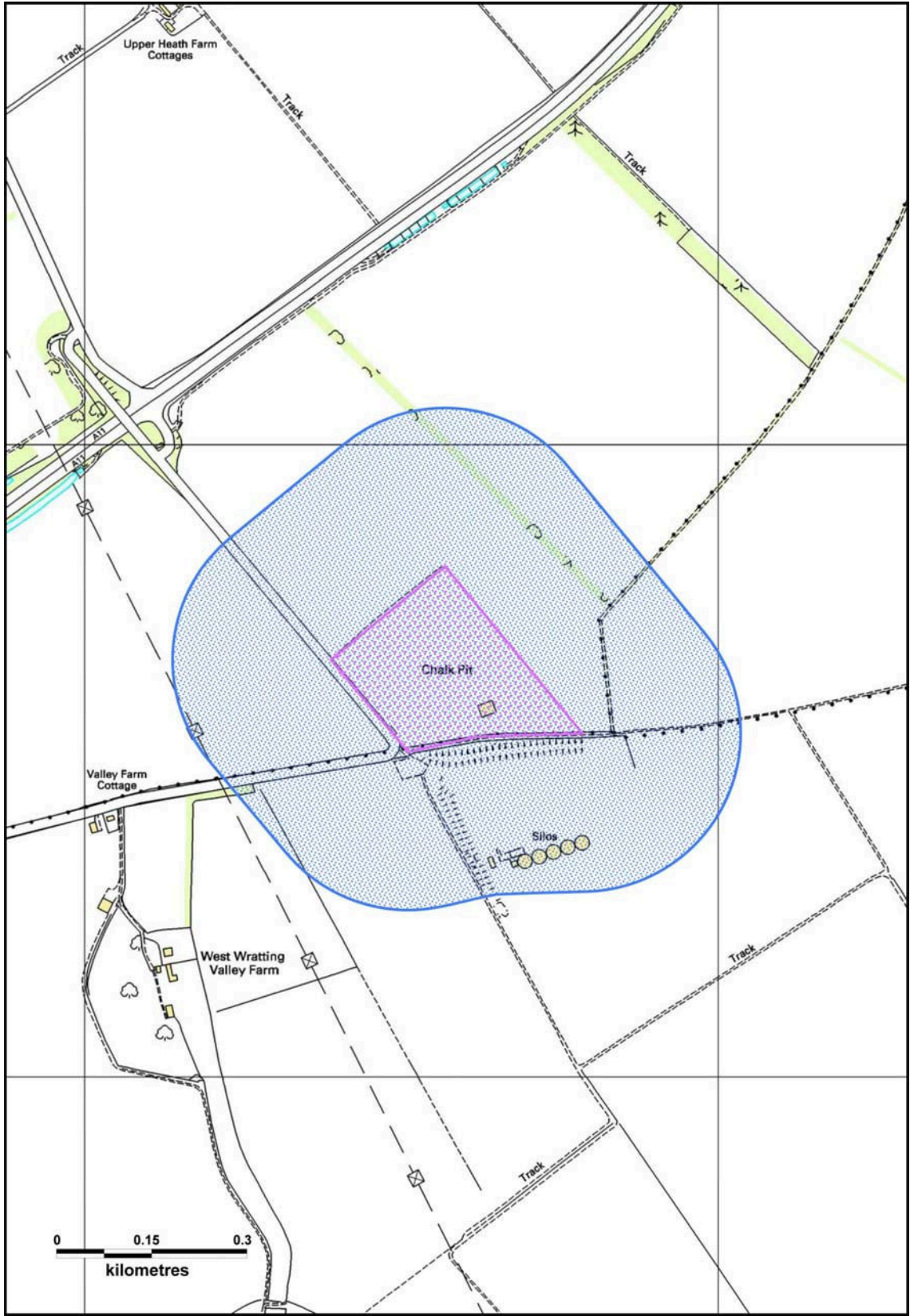
8.1.9 W9 - Cambridge East Area of Search - SSP10-W09, SSP15

8.28 Related Site references: **SS4-8C**, SS4-26, SS4-36



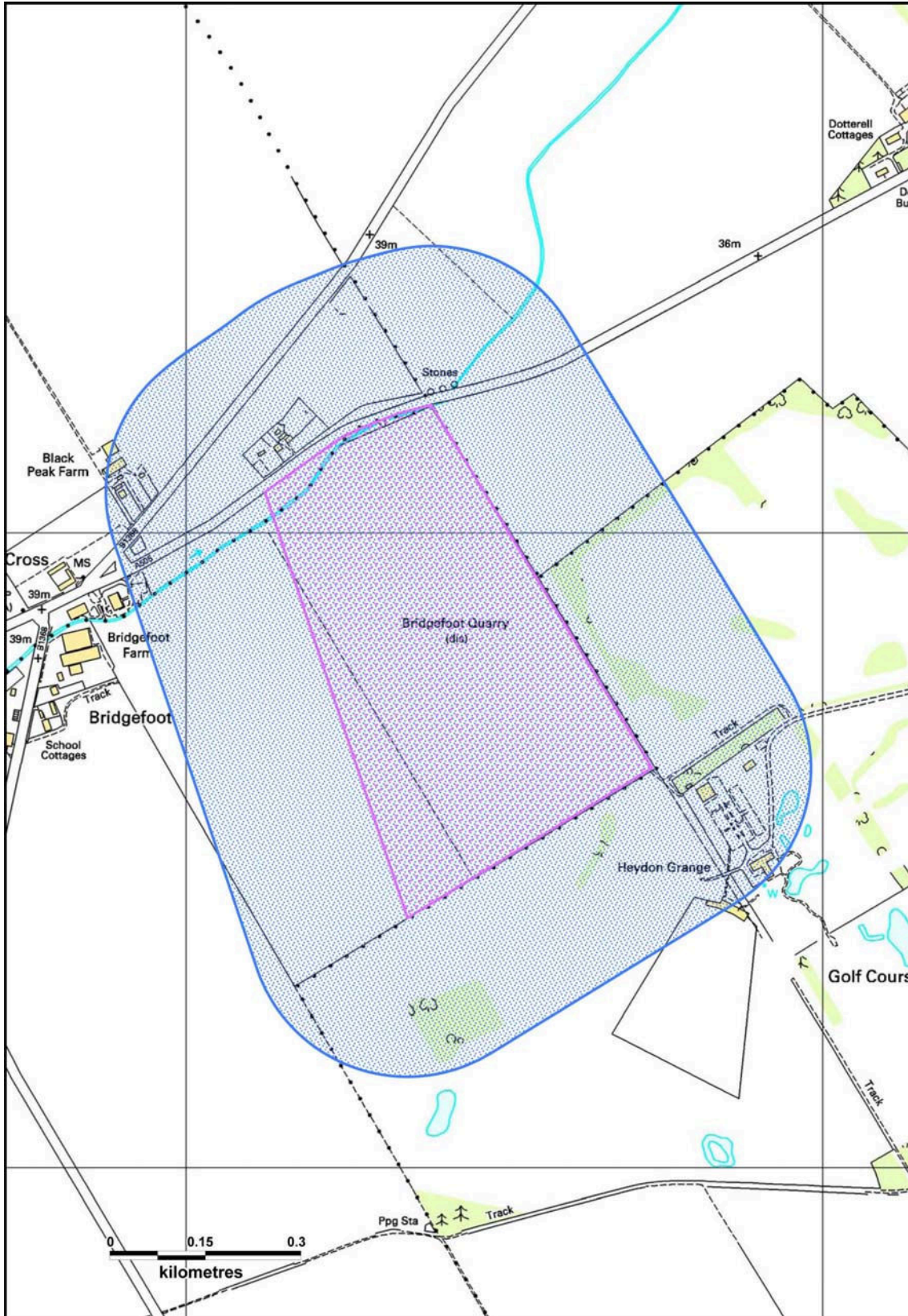
8.1.16 W16 - Great Wilbraham Quarry, Great Wilbraham - SSP10-W16, SSP14A, SSP15

8.49 Related site reference: SS4-18



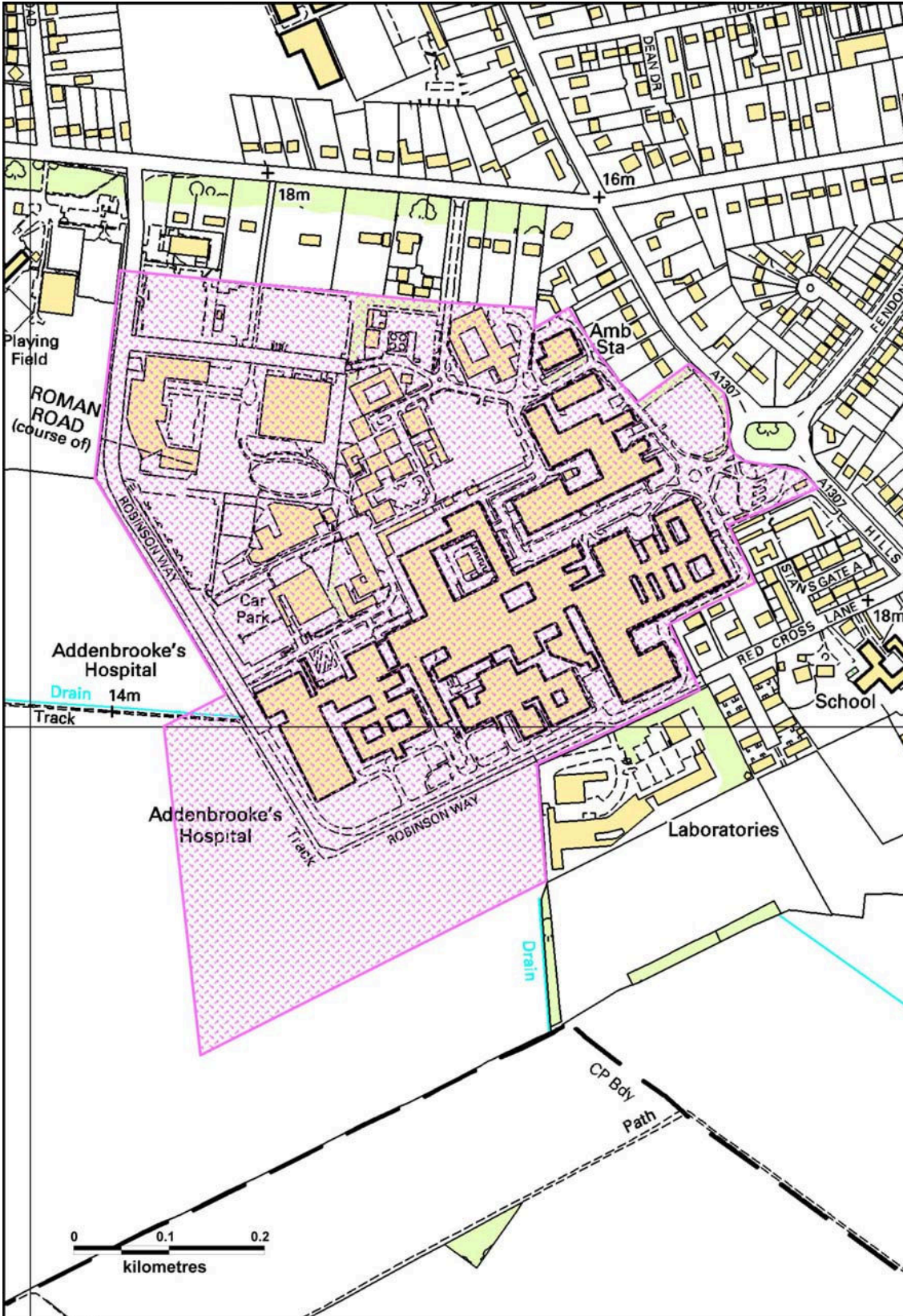
8.1.17 W17 - Bridgefoot Quarry, Flint Cross - SSP10-W17, SSP15

8.52 Related Site references: **SS4-87** (SS4-21)



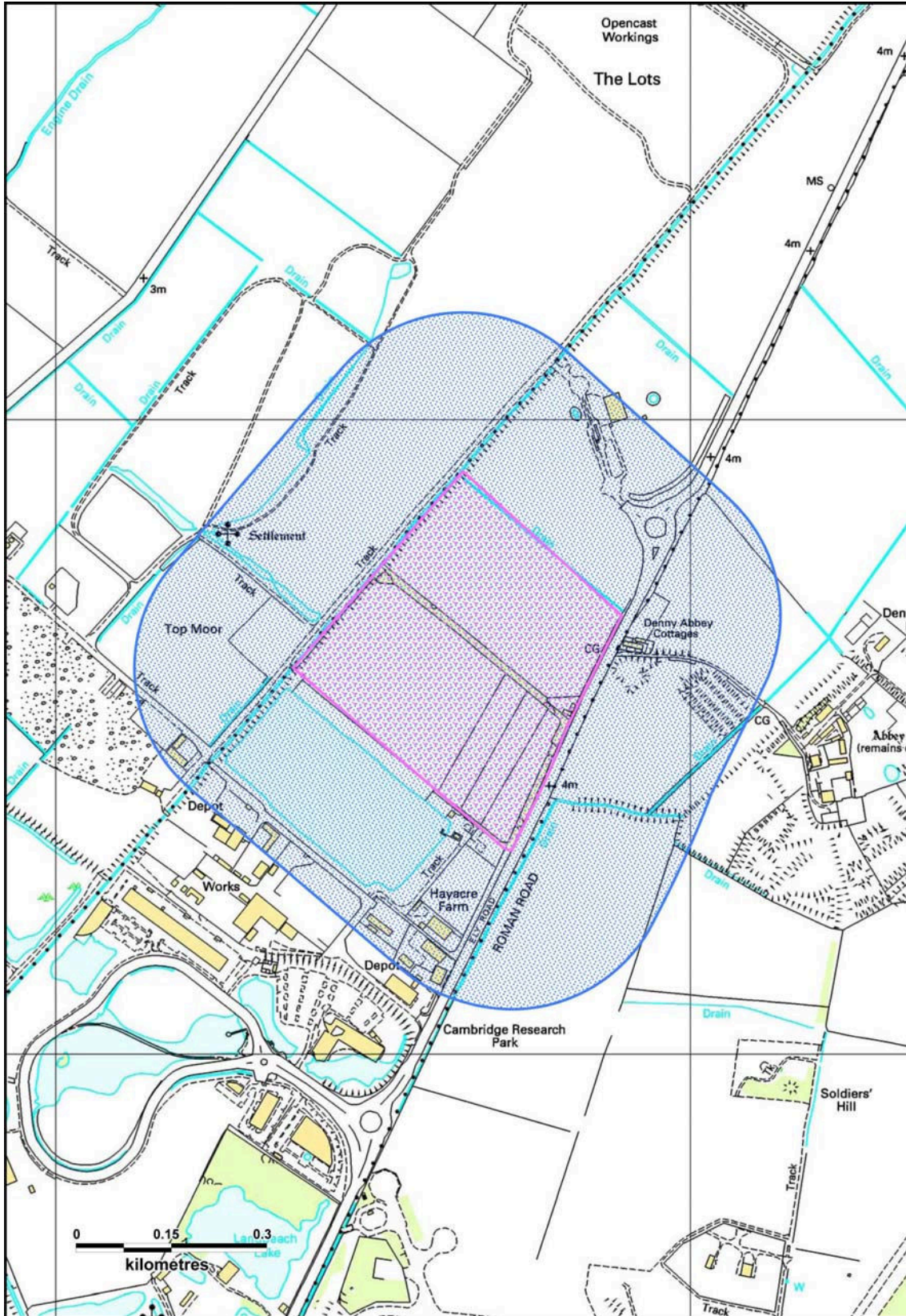
8.1.21 W21 - Addenbrookes Hospital, Cambridge, Area of Search - SSP10-W21, SSP15

8.64 Related Site Reference: SS4-34



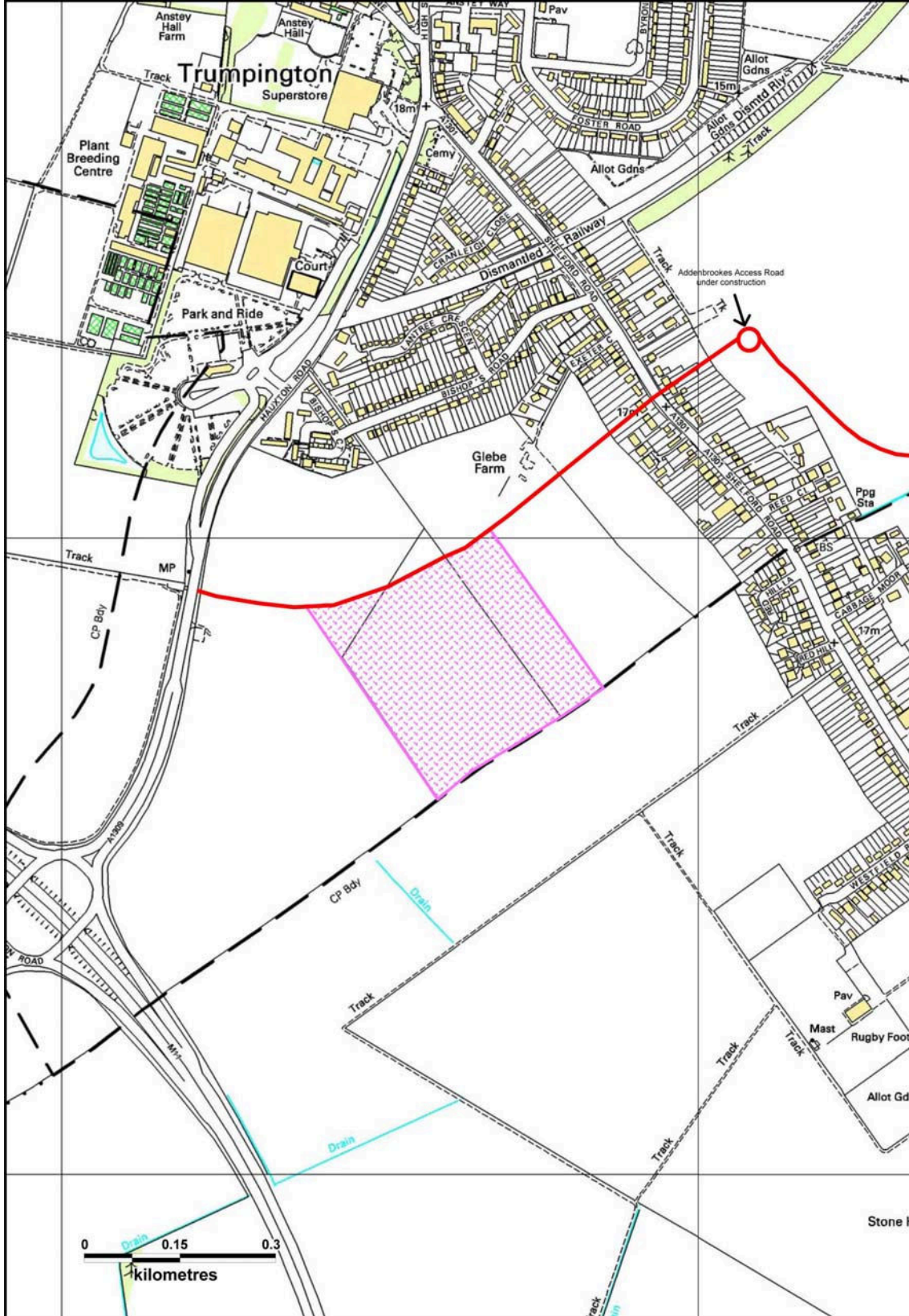
8.1.26 W26 - Extension of Waste Management Park, Waterbeach - SSP10-W26, SSP15

8.79 Related Site reference: SS4-80

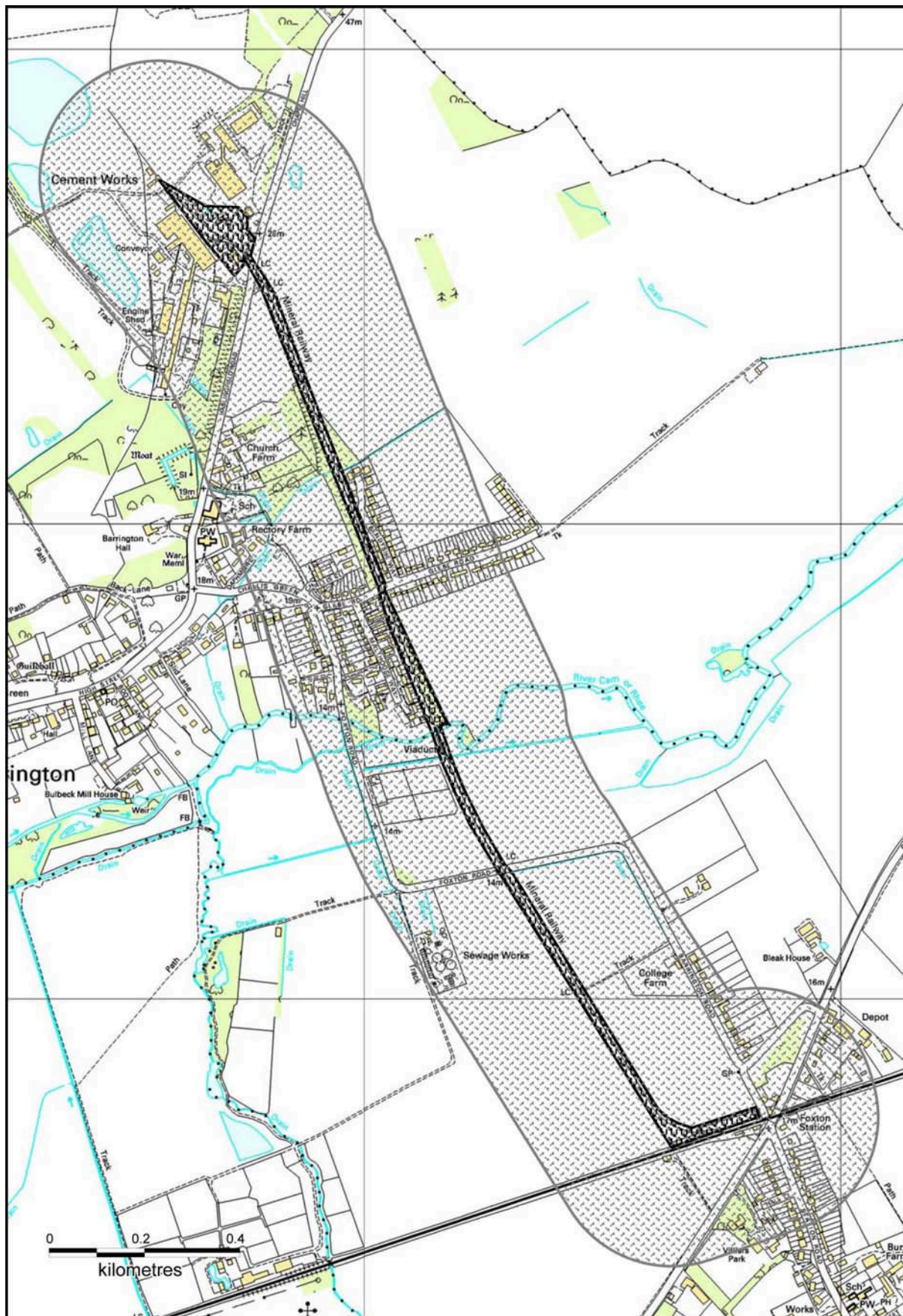


8.1.27 W27 - South of Addenbrookes Access Road - SSP10-W27, SSP15

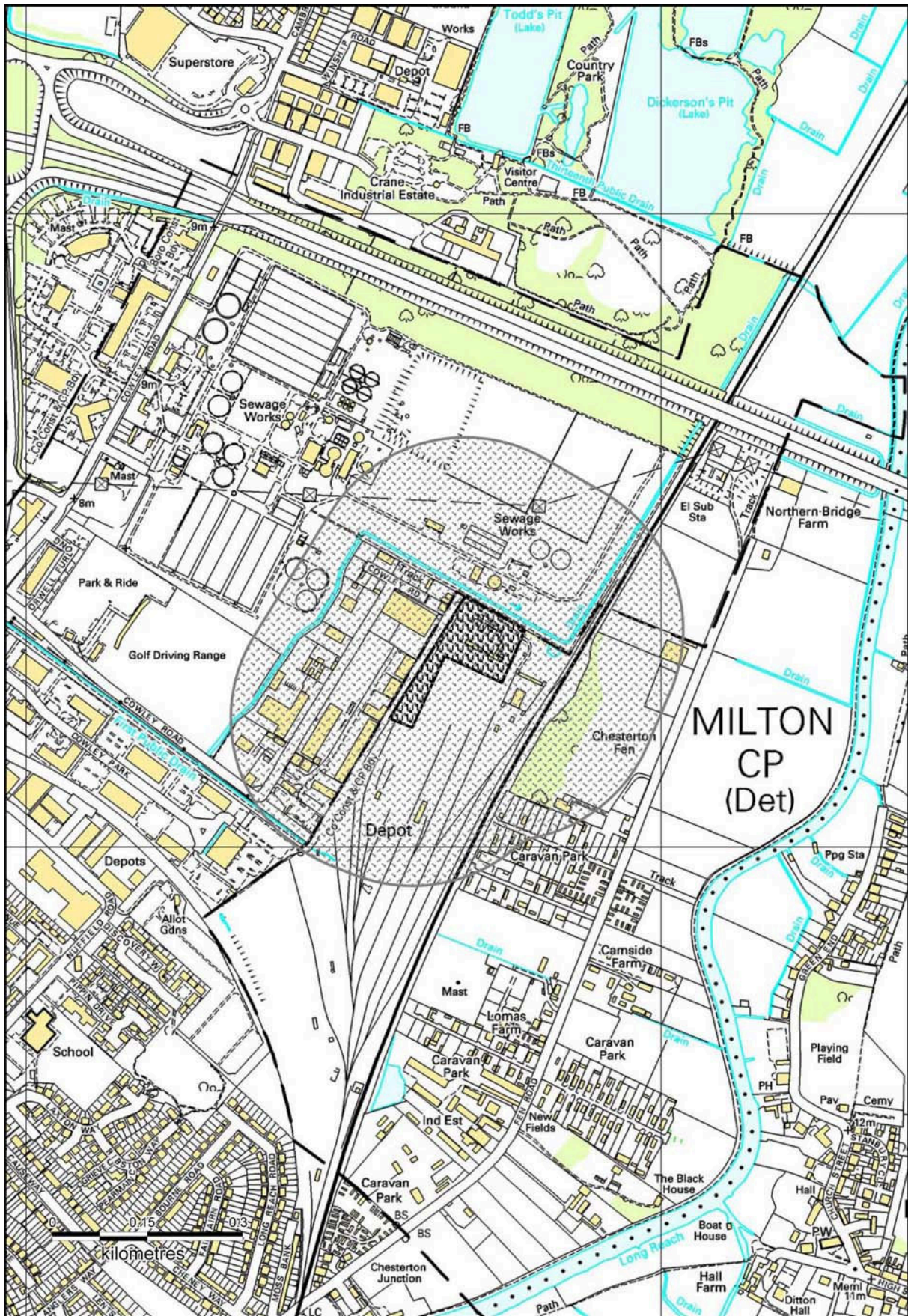
8.82 Related Site reference: SS4-96



9.1 T1 Barrington Cement Works Railhead



9.3 T3 Cambridge Northern Fringe (Aggregates Railhead)



This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Leader and Cabinet	9 October 2008
AUTHOR/S:	HR Manager / Policy and Performance Manager	

REVIEW OF THE WORKFORCE PLAN**Purpose**

1. The Workforce Plan was last approved by Cabinet in December 2006 and by Council in February 2007. The plan (which is attached to this report as an **Appendix**) has now been refreshed to take into account of developments in the last year; new challenges facing the Council; and updated statistics. The revised plan takes into account the Corporate Objectives of the Council and the workforce issues included in service plans, hence supporting the golden thread. The Action Plan has been completely updated. The Workforce Plan will be reviewed again in March 2009 to bring it into line with the service planning cycle.
2. The Workforce Plan has already been considered by the Staffing Portfolio Holder on 16th September, the purpose of this report is to enable Cabinet to endorse the attached Workforce Plan.

Background

3. The purpose of a Workforce Plan is to ensure that the Council **has the right people, with the right skills, in the right jobs, at the right time** to deliver its priorities and to continue to improve services. This means not only that the Council has an appropriate number of staff in each service, but also that the Council maintains an environment in which staff can maximise the contribution they make. This includes issues such as increasing leadership and management capacity; support in developing customer service and partnership skills and a more diverse workforce reflecting the community and bringing a mix of skills and perspectives.
4. Since the adoption of the current plan last year, a great deal has happened which will impact on the Council's workforce capacity and requirements. The CGI Inspection and the subsequent development and implementation of the Improvement Plan have led to stronger corporate capacity; improved leadership; clearer objectives; and better internal communication. The Council has now committed itself to achieving Investors In People accreditation and to improve its performance on Equalities. A greater focus on partnership working has improved the Council's capacity to tackle the growth areas.
5. The recent CGI Follow Up report also highlights areas which are relevant to the Workforce Plan – for example -
 - the need for arrangements to manage future change;
 - the need to review and strengthen the council's approach to corporate and service area succession planning;
 - the importance of ensuring that improvement is about lasting cultural change

- the requirement for HR capacity to be commensurate with the demands placed upon it.
6. Other future issues which the Workforce Plan has to take into account are the continuing financial pressure on the Council; the growth areas; and the potential impacts of the Housing Futures project.
 7. A great deal has been achieved since the approval of the current Plan. For example, the Council has completed the transition to the new senior management structure of two chief officers and five corporate managers. Work has been carried out to improve management through support of the corporate managers; the development of management competencies; work on a pilot management development programme; and training in key skills such as project management, service planning and absence management. Internal communication has been much improved. Induction has been improved and flexible working strengthened. The Council has received support in much of this improvement activity from the IDeA and Building Capacity East.
 8. The revised Workforce Plan also takes account of the issues highlighted in service plans – in particular continuing issues of recruitment for some services; the need for succession planning; the challenges of planning for the growth areas; skills gaps in areas such as risk; decision making structures; and contract management.

Key Issues for the Workforce Plan

9. Taking into account the needs identified in service plans; the areas in the current Workforce Plan which remain to be addressed; and other recent developments, the main areas to be addressed in 2008/09 and reflected in the revised plan are: -
 - a) **Management Development.** Building on the work carried out to develop competencies and the pilot being undertaken with the support of IDeA and BCE, to develop a programme using the £20,000 budget provision.
 - b) **Investors in People.** To put in place the processes and capacities required to meet the Council's objective to achieve IIP status in 2009.
 - c) **Job Evaluation and Equal Pay.** To carry out a job evaluation process in order to give assurance that the Council is meeting equal pay requirements as set out in legislation and its own equality policies
 - d) **Equality and Diversity.** In meeting level 1 of the Equalities Standard the Council gave a number of commitments to actions to promote equality and diversity in its workforce – including:
 - review of recruitment procedures, forms and advertising
 - staff training in equalities
 - an employment equality assessment of the local labour market
 - equal pay policy
 - e) **Supporting services in addressing HR needs arising from service plans** through the development of plans to address recruitment and retention, planning for growth and other matters affecting their capacity for continuing service delivery.

- f) **Succession Planning.** Consideration has been given to more structured approach to resource planning to prepare officers to take over senior or specialised posts, which become vacant.

Following comments in the CGI re-inspection report, succession planning both at senior management level and within services will be an important issue to be tackled. Currently the Council has an informal approach to succession planning with service managers taking a localised approach to developing potential within their services. There is a need to develop a more robust Corporate Policy to ensure the organisation will have the individuals with the drive, knowledge and experience needed to provide strategic direction and handle changes in service delivery.

The Council will undertake a review of current workforce issues and risks and recommend a medium term approach to address the potential lack of managerial and professional successors. Service plans will include an element of workforce and succession planning.

Succession Planning also needs to take account of the potential outcome following a tenant vote on housing transfer. A vote in favour of a transfer would result in the transfer of approximately one third of the workforce. In this scenario, valuable skills, knowledge and experience and management capacity will be lost from the Council.

The age profile of the Council suggests that many of the experienced technical/professional officers and managers will reach normal retirement within the next few years, this is of particular concern in areas such as accountancy. Modern Apprenticeships and sponsored internships should be considered as an effective way to replenish the organisation with new talent.

- g) **Housing Futures.** Significant input is anticipated from all support services as the project gathers momentum.
- h) **Service reviews.** To address the implications of the programme of service reviews, in particular a scheduled review of the HR service. With the pace of change and the improvement programme the Council requires more input and support from its HR section than it can realistically deliver. Increasing demands on the team to support restructuring and corporate initiatives as well as 'business as usual' support to operational managers means that HR resources are stretched. A service review of the HR section will take place during the next year with a view to identifying clearer direction and resource requirements. Part of this review needs to take account of the ongoing HR systems support and development requirements in order to maximise potential of the Resourcelink system.
- i) **Growth Areas.** Working with partners and using external resources as far as possible, to ensure the necessary skills for the planning and development of the growth areas and future service planning to match workforce requirements with the service needs of the growing population

Implications

10. There are new financial implications arising from the revised plan. Plans to undertake a review and to strengthen succession planning will have financial consequences. The introduction of an apprenticeship scheme would initially incur additional expenditure but once a programme has been established it could be cost neutral. Staffing implications are addressed throughout.
11. The delivery of the Action Plan will very much rely on the capacity of the HR team, Corporate Managers and other senior officers and managers. An additional post has been approved for the HR team and a new member of staff started in August. Progress on the delivery of the plan will be kept under review with the Staffing Portfolio Holder.

Consultations

12. Policy Development Committee was consulted at the outset of the revision of the plan and drew attention to the need to address succession planning.

Effect on the Corporate Objectives

13. The purpose of the plan is to ensure capacity to deliver the Corporate Objectives and this is specifically addressed in Section 4 of the Plan.

Recommendation

14. Cabinet is recommended to approve the attached revised Workforce Plan and to request the Action Plan to be built into service plans and implemented by the officers concerned. In particular, a review of the workforce and succession planning to ensure a corporate approach to this issue.

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

- Workforce Plan
- Local Government-the place to be, the place to work (LGA, LGE, I&DeA)
- CIPD – Succession Planning

Contact Officers:

Susan Gardner-Craig, HR Manager. Telephone: (01954) 713285

Paul Swift, Policy and Performance Manager: Telephone: (01954) 713017

South Cambridgeshire District Council

Workforce Plan

2008/9 to 2010/11

(Version 3 – 1st April 2008)

1.0 Introduction

- 1.1 The last twelve months have seen significant change and challenges for this Council, most of which has impacted on the current workforce and the development of future resources. In this context it is appropriate to review the original Workforce Plan, developed in November 2006, and to re-evaluate the Council's position and future workforce needs.

Purpose – Why a Workforce Plan?

- 1.2 Workforce planning is about looking to the future, being proactive and ensuring that the Council is fully staffed by appropriately skilled and qualified people now and in the longer term. The key purpose of South Cambridgeshire District Council's Workforce Plan is to draw together strategically all that the Council does to recruit, retain, support and develop employees, managers and elected Members. The plan must support the evolution of the Council as it undergoes considerable change to ensure that the services it provides and the influence it has within Cambridgeshire and the 'Growth Agenda' - and more increasingly within a wider regional and sub-regional context – are effective and responsive.
- 1.3 In order to meet the challenges over the next four years, it is critical that the Council **has the right people, with the right skills, in the right jobs, at the right time** to deliver its priorities and continuously improving services. The Council's current priorities for 2008/2009 are to:-
- Work in Partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future
 - Deliver high quality services that represent best value and are accessible to all our community
 - Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work
- 1.4 The Council must be able to attract and retain talent in a highly competitive employment market place and must develop and re-skill staff to respond effectively to the Growth Area agenda, Corporate Governance Inspection recommendations and Housing Futures project in particular. New ways of working, especially within partnerships, have reinforced the need for local community leadership skills for Councillors and stronger partnership skills for staff.
- 1.5 The Workforce Plan reflects the nature of the Council, the services it delivers, the results and recommendations following inspections and the culture of the organisation.
- 1.6 The plan covers the short and medium term and it will be reviewed on an annual basis, to ensure that it remains 'fit for purpose' and that the issues it covers and the priorities it sets are the right ones for the Council, its elected Members, its senior management, its employees and most importantly the communities of South Cambridgeshire

2.0 Context - Workforce Size and Composition

- 2.1 The workforce profile was produced by extracting data from the HR and Payroll system. This data provides an overview of the whole Council. Appendix 1 gives statistics about the Council's current workforce.
- 2.2 South Cambridgeshire District Council employs 500 employees. For the purpose of this plan, the authority has been divided into 5 corporate service areas and Chief Executive's direct reports.

Table 1: South Cambs District Council, service areas

Chief Executive	Executive Director	
Chief Executive's direct reports	Planning and Sustainable Communities	Health and Environmental Services
Elections and Support Services	Building Control,	Environmental inspection and enforcement
Legal Services	Design and Conservation	Health & Safety
Human Resources and Payroll	Development Control	Waste Management
Communications		Street Cleaning
Policy & Performance		Water courses
Finance and Support Services	New Communities	Affordable Homes
Accountancy	Community Development	Supported Housing
Revenues and Benefits	Growth	Homelessness
Democratic Services	Major Developments	Housing repairs and asset management
ICT	Economic Development	Choice Based Lettings

- 2.3 We do not have direct comparisons to enable us to assess how the distribution of our workforce between services compares with other councils. Audit Commission spending comparisons show that the Council is in the lowest quartile of district councils for spending for all services except for planning (Development Services) and general fund housing. Our overall workforce is lower per head of population than neighbouring councils. We are carrying out service reviews for all major services and this will give us a more objective base for assessing the adequacy of our workforce to deliver the service standards required.
- 2.4 The key statistics and findings are:-
- In 2006, 60% of the Council's workforce was over 40 years; this has increased slightly to 61.2%. The ageing workforce is an issue for all service areas and greater emphasis on succession planning is required particularly at senior management and professional officer levels.
 - 8.2% of the workforce has less than 1 years service, 24.8 % has between 1 and 5 years service. 51.6% of the total workforce has service between 5 and 20 years, so we have a good record of retaining staff in terms of skills and experience, but we do have a profile of an ageing workforce (see Appendix 1). This may result in a sudden loss of skills and experience in the next few years unless we start to succession plan for the future need for professional, technical and managerial staff. There are a number of specific areas where the Council is likely to lose senior officers in the next 2-3 years – e.g.: senior management; Development Services; Environmental Health; Accountancy
 - Several categories of staff are in short supply (environmental health, planning, accountancy, trades). The Planning service is addressing this issue successfully by a policy of "grow your own". Environmental Health teams have adopted a similar approach (student placements). There is also the issue of career progression for younger staff and this could be seen as a key reason for leaving. The introduction of a 'Duty to Consider' Policy in line with age legislation requirements is seen as a positive step in managing turnover and loss of experience and skills at the point of normal retirement age.
 - The age profile of the workforce is not representative of the wider demography but is typical of local government generally. In respect of regional trends there is an 'Age Bulge' in the 40 – 64 age bands but an under-representation in the 16 – 30 age groupings.

- e) The district council is fairly equally balanced in terms of gender composition with 50.2% being male and 49.8% female employees. There are predominantly more female part time employees than male, although there has been an increase in the numbers of male part time workers. The top quartile of earners is dominated by males with only 33% of the top 5% of earners being female.
- f) Although there are 20% more females in the pay range scp 25 – 28 there are 30% less females than male in the pay range scp 29 – 36. This would indicate that although females are progressing their careers to supervisory levels they are less likely to progress into management roles.
- g) The percentage of disabled employees is fairly representative of the wider community being 3% compared with 3.5% who are economically active in Cambridgeshire.
- h) Ethnic minority representation, currently at 3%, within the workforce is slightly lower than the census figure for Cambridgeshire.
- i) There are concerns about lack of diversity in the workforce in some services. Diversity is valuable because it enables individual services and the organisation as a whole to benefit from the different perspectives and ideas that diversity brings to the provision of services. In many cases traditional stereotypes strongly influence the composition of the workforce in certain services and professions.

3.0 Context – Workforce Issues

3.1 The issues in the following paragraphs have been identified as a result of:-

- a) Discussions with SMT, Corporate Managers, Heads of Service.
- b) The results of the recent staff surveys.
- c) Information giving the composition of staff
- d) Service planning processes
- e) Information from the East of England Regional Assembly and DCLG

External Factors

3.2 The Workforce Plan needs to take into account factors such as:-

- a) The Council's medium term financial position, and the future pressure on its resources.
- b) Planning for, and meeting the needs of, new communities at Northstowe and other growth areas both in terms of the skills required to ensure appropriate development and to meet the increased service provision needs of the new population.
- c) Responding to rising expectations about the quality of services provided by the Council – for example in seeking to improve satisfaction levels.
- d) The changing nature of local government and different range of skill sets required – including: a greater range of service provision and management models; more project based; more partnership; community leadership; more cross-cutting work; mobile working and working from home.
- e) The national agenda on pay, pensions, retirement, work-life balance, health and child friendly policies.
- f) The continuing need to address recruitment and retention
- g) The need to improve succession planning and in particular, to prepare for the retirement of senior managers or others with specialist skills, knowledge or experience.
- h) The Council was subject to a Corporate Governance Inspection in October 2006 and an Improvement Plan, under the banner of Inspire, has been followed through during 2007.

Re-inspection took place in January 2008 and the report was published on 20th March 2008. The main points relevant to this plan are –

- The need to improve succession planning
 - Ensuring that improvement at the Council is about lasting cultural change
 - Achieving a match between the resourcing and expectations on the HR service
 - Making sure that recent investment in capacity results in further improvement.
- i) The decision of the Council to develop a proposal to transfer its housing stock.

Succession Planning

- 3.3 Succession planning can be broadly defined as identifying future potential leaders and professionals to fill key positions. The Council has an ageing workforce profile and it is likely that a number of senior managers and professional officers will retire over the course of the next five years. A further issue is the trend towards flatter organisational structures. This means fewer employees are gaining strategic skills and exposure to the political skills needed for senior positions.
- 3.4 Consideration has been given to more structured approach to resource planning to prepare officers to take over senior or specialised posts, which become vacant. Following comments in the CGI re-inspection report, succession planning both at senior management level and within services will be an important issue to be tackled. Currently the Council has an informal approach to succession planning with service managers taking a localised approach to developing potential within their services. There is a need to develop a more robust Corporate Policy to ensure the organisation will have the individuals with the drive, knowledge and experience needed to provide strategic direction and handle changes in service delivery.
- 3.5 The Council will undertake a review of current workforce issues and risks and recommend a medium term approach to address the potential lack of managerial and professional successors. In the next year the Council will commission a review of its workforce and succession planning needs in order to draw up its future approach to succession planning. Service plans will include an element of workforce and succession planning.
- 3.6 Succession planning also needs to take account of the potential outcome following a tenant vote on housing transfer. A vote in favour of a transfer would result in the transfer of approximately one third of the workforce. In this scenario, valuable skills, knowledge and experience and management capacity will be lost from the Council.
- 3.7 The age profile of the Council suggests that many of the experienced technical/professional officers and managers will reach normal retirement within the next few years; this is of particular concern in areas such as accountancy. Modern Apprenticeships and sponsored internships should be considered as an effective way to replenish the organisation with new talent.
- 3.8 Management and supervisory competency frameworks have been developed for the Council these will be underpinned by development programmes formulated to address generic and individual learning needs. Services will be helped to develop strategies for succession planning in their own areas. This may include Officers showing potential being identified and personal development plans being written to enable them to be in a better position to compete for posts becoming available in the Council.

Recruitment

- 3.9 Turnover rates are stable and much reduced from previous high levels (actual figure for 2006/7 was 9.40%, year to date for 2007/8 is 6.64%). Recruitment, into entry/junior level posts, is generally not the problem it was and local recruitment campaigns for this level of job role have produced a good number of applications. Difficulties previously experienced in retaining street cleaning operatives has settled down as a result of reviewing and re-evaluating job roles. Initiatives to 'Grow our Own' (HGV driver training) have proved to be very successful in the waste management operations area. Further initiatives, such as using Train to Gain funding, will be investigated with a view to raising qualification levels.
- 3.10 Some problems remain in a limited number of areas – such as senior or experienced professional technical roles, for example urban design (see workforce composition above), and experienced managers. Over the medium to long term recruitment is likely to continue to be an issue which the Council needs to keep under review because of:-
- National shortages in some technical/professional work areas are contributing to recruitment problems.
 - High housing costs in the area and the fact that key worker definitions do not apply to this Council.
 - Competition from other employers in the area in particular for Growth Agenda posts – e.g. from housing associations; other Councils; health sector etc.
 - The possible impact from financial pressure (MTFS) and Audit Commission inspections.
 - Recruitment of officers into more senior positions, where we are looking for sufficient skills to undertake more complex work.

The Council will continue to monitor recruitment and retention closely and review the pay scale and indexing arrangements on a regular basis.

- 3.11 Reliance upon Planning Delivery Grant and other external funding to support posts required to meet the extensive growth agenda creates a risk around the future of funding and the ability to deliver the Council's aspirations in this area.
- 3.12 Another issue linked to recruitment difficulties, particularly in respect of recruiting more young people to Local Government, is the profile/image of local government. We are not generally attracting young people into the Council – we have little in the way of training/internship opportunities and apprenticeships. The reputation of the Council also has an impact on recruitment.

Services facing service peaks

- 3.13 A limited number of services are under pressure at certain times of the year – e.g. Elections; Accountancy and Revenues. The introduction of a more flexible workforce, certainly at administrative levels, is being considered. Greater use of annualised hours, casual contracts and other forms of flexibility is being encouraged.
- 3.14 An area of concern, highlighted by the CGI re-inspection, was the capacity of the HR team. With the Council asking more of its limited HR section than it can realistically deliver, placing increasing demands on the team to support restructuring and corporate initiatives as well as 'business as usual' support to operational managers. A service review of the HR section will take place during the next year with a view to identifying clearer direction and resource requirements. Part of this review needs to take account of the ongoing HR systems support and development requirements in order to maximise potential of the Resourcelink system.

Skills identified for the Local Government Workforce

- 3.15 The Local Government Employers have identified, nationally, the key skills areas, which, need to be developed or acquired in the wider local government workforce:
- a) Organisational development and change management
 - b) Business Process analysis
 - c) Performance, productivity and people management
 - d) Customer relations management
 - e) Project and financial management
 - f) Partnership working and community development
 - g) Managing and promoting diversity
 - h) Maximising the use of technology

Training and Skills

- 3.13 The Council spends a considerable amount on training:

	£ per employee	Total spend across all services
2004/2005	£ 347	£178,278
2005/2006	£ 250	£158,037
2006/2007	£ 385	£176,095
2007/2008	£448	£226,692

Training budgets have been under pressure and there will need to be greater scrutiny and evaluation of the effectiveness and value for money. All corporate training budgets were reduced by 15% to achieve the overall £50,000 reduction on annual training/seminars and courses budgets, which was agreed in the budget savings for 2007/08.

- 3.14 The Council has a corporate training budget, to cover cross cutting, generic skills and ICT training requirements, and also service-controlled training budgets. The corporate budget has been successfully utilised to deliver absence management training, project management ICT and basic supervisory/team leader training.
- 3.15 The Council has been successful in gaining Building Capacity East funding for “Top Team” development and for mentoring and leadership training for Members. Building Capacity East are supporting a project to address management development needs. However, a sum of £20,000 has been included in the budget for 2008/9, with further budgets for future years, to deliver management skills training
- 3.16 Difficulty in recruiting experienced staff in some professional areas has also led to increased training needs. It has, in some cases, been necessary to employ officers who do not meet the full experience requirements for the job. In these cases additional development needs will be identified and extra burden will be placed on training budgets in service areas. Pressure will also be placed on existing staff who will be required to coach the new team member and cover for their shortfall in skills.

- 3.17 The areas where skills development is most needed relate closely to the skills needs identified by the Local Government Employers and include:-
- a) General management skills – for example performance management; coaching and mentoring; service analysis and review.
 - b) Customer care – for example in terms of establishing a culture of customer care; development of customer care standards; identifying customer needs; dealing with their complaints and concerns and communicating with customers.
 - c) Financial skills among service managers.
 - d) Project management
 - e) Partnership skills
 - f) Procurement skills
 - g) ICT skills – skills need to continue to improve to maximise the benefits of ICT investment and continue to improve productivity – both at the level of the individual officer and the understanding of managers on how ICT can help achieve their business aims.
 - h) Skills and understanding in relation to equality and diversity.
 - i) Some specialist skills - particularly in relation to the new settlements – e.g. urban design; landscape design; affordable housing; which the Council is trying to develop.

Capability

- 3.18 The Capability policy and procedure have been reviewed and improved to provide greater clarity and guidance to managers and staff. The processes within the policy are currently being used where staff are unable to perform to the required level or they have difficulty in changing or adapting if the nature of their job has changed. It must be emphasised that this applies to a very small number of staff; however, these few capacity or capability issues can have a disproportionate impact on relatively small teams and can be a major distraction for their managers. Stronger emphasis has been placed on utilising the performance management and appraisal route to ensure early identification of capability issues.

Appraisals

- 3.19 The Council has made considerable progress in developing its staff appraisal process and extending it to all employees. Links between service planning and individual objective setting have been improved. A review of the appraisal scheme is planned for 2008 and will be linked to Investor in People improvements. Progress is still required to improve the coverage, quality and timing of appraisals.

Management

- 3.20 A key focus for the organisation is to raise management capacity at corporate and at service management levels to meet the challenges facing the Council in the years ahead. Areas to be addressed include improvements in service planning; performance; productivity and people management; working effectively in partnerships; management of financial resources; project management; and customer care.

A number of areas have been identified which could be addressed to improve management capacity to tackle the future agenda of the Council:-

- a) Robustness of current management structures.
- b) Providing greater clarity about the role of managers and what they are expected to deliver.
- c) Identifying key competencies and improving management skills.
- d) Reviewing the amount of time taken up with meetings and the democratic process.
- e) Achieving greater clarity of strategic direction and service outcomes.
- f) Applying a more consistent approach to performance management.

- g) Reviewing the balance between the roles of support services (such as finance; communications, HR and policy) and the roles of service managers. Some concerns have been voiced that service managers are being asked to take on too many of these support roles and address cross cutting issues or corporate issues.

Many of these are already being addressed. In particular, a management competency framework is being developed to cover all levels, it is planned to roll this out during 2008 followed by a management development framework. Improving management capacity is addressed in the Action Plan.

Investor in People

- 3.21 Investor in People re-accreditation has been achieved for the Health and Environmental Service area. The CGI Action Plan includes a commitment to put in place arrangements, which will prepare the rest of the Council for achieving the IIP standard during 2009.

Staff Survey

- 3.22 The Council regularly undertakes a survey of its staff (a full satisfaction survey every two years). The results of the last survey (2006) were discussed with a panel of staff. There were many encouraging results from the survey. The following have been identified as the most important issues to be addressed and are included in the Action Plan:-
 - a) Improving two-way communication between staff and management.
 - b) Ensuring greater consistency of the application of HR and management policies through the improvement of management capacity
 - c) An improved and consistent approach to departmental induction for new starters.
 - d) Bring forward a review of flexible working options
 - e) Review and re-launch the lunchtime seminars to improve their effectiveness in addressing corporate issues and sharing ideas.

Progress has been made in the last year resulting in improvements in the above areas. It was been decided that 'mini surveys' will be carried out to focus on key satisfaction areas such as communication. The first mini survey was undertaken in September 2006. The results are encouraging in that they indicate a positive direction of travel.

A new survey was carried out in March 2008 and there has been a significant increase in the number of staff responses to 75%. The overall results and findings have been presented to all staff. Corporate Managers have been discussing the results with their teams and service area action plans are being developed. The Staffing Portfolio Holder has agreed the principle of conducting the survey on an annual basis.

4.0 Council's Priorities and Workforce Requirements

- 4.1 The Council has committed to three Corporate Objectives. These are underpinned by service priorities for 2008/09 onwards

Objective 1. To work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future by -

- a) Developing effective working arrangements with major partners to deliver the growth agenda
- b) Effective project planning and management; maximising S106 gains; and developing and implementing LDF policies to achieve new communities and protect rural life
- c) Working with partners to deliver affordable housing for local people
- d) Promoting low carbon living and delivering low carbon growth
- e) Extending and encouraging the use of recycling opportunities

Objective 2. To deliver high quality services that represent best value and are accessible to all our community by -

- a) Ensuring the best value for money options for service delivery
- b) Strong management and prioritisation of resources, resulting in improved audit assessments
- c) Achieving improved customer satisfaction with our services
- d) A commitment to improvement and good quality services, demonstrated by performance against national, local and Direction of Travel indicators.
- e) Improving access to services through our Contact Centre
- f) Working towards level 2 of the equalities standard
- g) Taking account of climate change in all the services we deliver

Objective 3. To enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work by -

- a) Listening to and engaging with the local community
- b) Working effectively with voluntary organisations and parish councils to improve services through partnership
- c) Taking an active role in the Crime and Disorder Reduction Partnership and working with the police and other partners to reduce crime and fear of crime and tackle anti social behaviour.
- d) Protecting and enhancing the environment and maintaining the cleanliness of our villages
- e) Promoting sustainability for the benefit of the local and global environment
- f) Supporting schemes to improve rural transport and access to services.
- g) Promoting participation in sport and active recreation to improve the health of all
- h) Working with local people to promote community cohesion and addressing the needs of the most vulnerable in the community
- i) Promoting economic development consistent with our sustainability and environmental aims.

4.2 The achievement of these objectives will depend on many of the same skills and capabilities mentioned in the previous section. Particular workforce issues are discussed below.

- a) There will continue to be a need for a wide range of skills required to plan, develop and project manage the growth areas. Work will continue with partners, taking advantage of external funding opportunities, to ensure that we have the requisite skills in areas such as planning, urban and landscape design and the development of community buildings.
- b) Our workforce will need to grow in order to provide services to an expanding and changing population. This will not happen evenly and is a process, which will require careful management. Services may have to absorb some additional service demands until additional staff resource can be justified. The Growth Areas Project Team will provide growth area population projections to service managers to enable them to manage their response to growth.
- c) In order to improve service provision the Council will continue to foster an awareness of customer care in various ways e.g. through training and induction; the embedding of Council values; management and leadership; communications; and performance management.

- d) As part of the aim to achieve level 2 of the equalities standard in 2008/09, the Council will implement a programme of training in 2008/09 consisting of introductory or equalities awareness training for all staff, with appropriate enhanced training for managers, team leaders and those involved in equality impact assessments.
- e) The ability to work effectively in partnerships is a key skill in delivering the Council's objectives. This will be an important part of any management development.
- f) Other key skills in delivering the Council's objectives and cost effective services include procurement; engagement; project management; financial management; and sustainability.

5.0 Current initiatives to address the workforce needs of the Council

- 5.1 In the last year the Council completed a restructuring of its senior management tiers, based on five Corporate Managers reporting to the Chief Executive and Executive Director. Along with the Chief Executive and Executive Director, the new Corporate Managers plus the Principal Solicitor and HR Manager will form the Executive Management Team. A further restructure has recently taken place to bring together the planning, design and community development elements of the Growth Agenda. The creation of the New Communities Team will strengthen the links in these services to meet the challenges of the major new township of Northstowe.
- 5.2 A personal development and team building programme for the Executive Management Team is being delivered. This has focussed on personal effectiveness, leadership and strategic team working.
- 5.3 Development for managers below 2nd tier level is being addressed through the development of a competency framework and a management development programme; a pilot scheme with IDeA for 2008/2009 centred on strategic partnerships; and the investment of £20K for other development centred on the competency framework.
- 5.4 A programme of service reviews is being carried out for all service areas to identify efficiencies and improve customer service. ICT and HR have been identified as early reviews in order to improve corporate capacity.
- 5.5 To respond to the CGI inspection, the Council made resources available to strengthen corporate capacity in a number of areas – for example in
 - Scrutiny support
 - Strategic partnerships (support for LSP and LAA)
 - Performance management
 - Equalities and diversity
- 5.6 Improved communications – a number of initiatives have been introduced to improve employee communication and engagement:
 - Weekly email bulletins from the Chief Executive to all staff
 - Monthly core staff briefing from SMT
 - Team meetings
 - Re-launch the staff newsletter
 - Chief Executive and Leader Q & A Roadshows
 - Inspire project updates

- 5.7 The development of customer service standards with staff and the launch of those standards by the Service First team.
- 5.8 The completion of a review of Sheltered Housing has resulted in a successful new partnership arrangement with the PCT.
- 5.9 Re-launching the schools work experience programme with the local Connexions Service to encourage young people to look at local government as a career option. Production of a student guide and more varied work placements to enable the student to gain a wider appreciation of the Council's service areas.
- 5.10 Forging links with universities to provide environmental health students gap year placements.
- 5.11 Joint Growth agenda recruitment initiatives with Cambridge City, Cambridgeshire County and Horizons to attract good quality planning, urban design and community development staff. The formation of a joint Urban Design Team between South Cambridgeshire and Cambridge City Councils.
- 5.12 Shared Services initiative to look at possible partnership with other local authorities, in particular payroll and back office accountancy functions are being explored.
- 5.13 Introduction of a more robust service planning regime. Procurement of a new performance management system
- 5.14 The development of plans to achieve Investor in People accreditation during 2009 and use the IIP standards to drive improvement, change culture and introduce measurement in relation to the effectiveness of training and development.
- 5.15 The adoption of the following Council Values, following a series of staff workshops and a "Vote for Values" day.
- Professionalism
 - Mutual Respect
 - A commitment to improvement
 - Customer service
 - Trust
- 5.16 Work will continue in 2008/09 to embed the values, starting with workshops to identify appropriate behaviours and action plans.

Medium Term Financial Strategy

- 5.17 The Council continues to face a challenging financial position. An unfavourable financial settlement and an unsuccessful appeal to the Local Government Minister has required the Council to make savings in relation to Northstowe in its budget plans. Nevertheless, the Council has been able to include in the budget for 2008/09 additional posts to improve capacity in some key areas – such as:-
- Revenues and Benefits
 - Planning (to provide a duty desk service)
 - ICT
 - Economic Development
 - Growth areas (Section 106 monitoring and negotiating capacity)

- 5.18 The most pressing financial challenge facing the Council is the need to achieve the Gershon Efficiency savings. This will be a difficult problem for the Council given the efficiency savings already made and the already lean Council budget. However, the target will have to be met not only to meet Government targets but also to balance the Medium Term Financial Strategy. The achievement of the savings is likely to impact upon the workforce in a range of ways. Staff will be encouraged to be more challenging about how things are done. There will need to be a willingness to change. There is likely to be greater pressure on HR and managers to find and implement solutions. Communications and change management skills will be important.
- 5.19 The Council will continue to seek to redirect its resources to ensure that the workforce reflects changing requirements, and in particular the growth areas.

6.0 Principles Underlying the Plan

Importance of staff to the organisation

- 6.1 The Council recognises the heavy reliance placed on its employees in delivering services to the people of South Cambridgeshire. It appreciates the valuable contribution made by staff – and the appreciation of their skills – to the success and stature of the authority. The plan recognises that staff who develop our long-term plans and those who provide the frontline services to our customers will help to shape the future of our communities. It is essential that the plan underpins and facilitates the achievement of the Council's corporate objectives and service priorities.
- 6.2 There must be strong links to :-
- Service plans, personal objective setting and personal development plans set by the appraisal process so that every employee can recognise how they can contribute to the achievement of the Council's objectives
 - Medium term financial strategy
 - Performance management framework
 - Training activity leading to improved performance outcomes

Driving cultural change

- 6.3 We recognise that changes to the way we work need to be supported by cultural change across and through the organisation. The first steps to cultural change have taken place with the formation of the new senior management team and executive management team structures. This has been supported through the development and communication of Council objectives and values and through the greater involvement of staff in service planning and development of "golden threads" between the Corporate Objectives, service plans and personal objectives.

Smarter Working

- 6.4 The Council will need to investigate, consider and implement 'smarter' ways of working which will bring improvements in terms of service delivery, or greater efficiency, or cost benefits, taking every opportunity to secure staff involvement, motivation and encouragement for change, and a greater focus on the Council's priorities and objectives. We recognise that to be successful we need to must not make the change to people – change will only be successful by involving and working with people.

- 6.5 We recognise that partnership working is the way forward delivering key improvement to services for local communities. To do this we will need to identify skill gaps and develop employees to maximise opportunities to work in partnership with other organisations. This can be achieved by:-
- a) discussion with our partners (Cambridgeshire County Council; other County authorities; voluntary sector; public sector organisations) to identify potential areas of joint procurement and partnership working
 - b) ensuring that the process is managed in such a way to ensure that relevant staff are fully involved and that managers and elected members have the necessary leadership skills to drive the change
 - c) 'One Council' approach with an end to narrow silo behaviour at departmental and portfolio level.
 - d) an inclusive Council where all staff and Members feel that they can contribute. In particular, involving 2nd and 3rd tier officers in strategy and policy development.

Achieving flexibility

- 6.6 The Council has recognised that it needs to be flexible and adaptable to enable it to be responsive to the change agenda. Our personnel policies, procedures and practices must support and facilitate flexibility in resourcing the Council's service areas.
- 6.7 The HR team, staff representatives and senior management will need to consider reviews to personnel policies to ensure that they encourage and enable the Council to be responsive to both the needs of its employees and customers. A policy review programme has been agreed with auditors.
- 6.8 Job roles should be reviewed as they become vacant to ensure that future service needs are considered. Job descriptions and person specifications will be revised to include skills and competencies required for the role.
- 6.9 Appropriate use will be made of temporary and fixed term contracts, partnership working and shared service initiatives. Greater emphasis placed on monitoring and review of job descriptions and person specifications, through the appraisal process, to ensure that they accurately reflect organisational needs.

Developing staff, Building capacity

- 6.10 Continued focus on the Council's commitment to developing staff with particular emphasis on ensuring that managers and staff have the necessary skills to manage change, manage projects, meet new roles, provide effective leadership and deliver high performance.

Focussing on:

- Assessing and addressing current and future skills needs
- Succession planning
- Introducing management and supervisory training and development based around core competencies
- Delivering project management training
- Arranging training awareness on cross crossing issues such as Equality/Diversity, ICT and Stress Management
- Effective monitoring of Personal Development Plans set under appraisals
- Continually reviewing our job roles and focussing our job profiles on competencies

Barriers

- 6.11 The main barriers to achieving the workforce for the future include:
- a) Financial pressures – affecting the Council’s ability to be an employer of choice in terms of salary and benefits
 - b) Financial pressures – affecting the Council’s ability to deliver technical and managerial development programmes to ensure that staff have the right skills
 - c) Financial pressures – affecting the Council’s ability to take advantage of apprenticeship initiatives to ‘Grow Your Own’
 - d) Marketing/Branding/Media publicity – the Council’s standing in the local government and employment market place could be adversely affected by continuing ‘Bad News’ stories.

Ensuring that the Council is ‘fit for purpose’

- 6.12 The Council recognises that it is not a static organisation but one, which must continue to evolve and develop in line with external and internal influences. This evolution means that it must ensure that it is organised and structured in the best way to meet both the strategic and service demands generated or influenced by:
- a) The local community – which influences the Council’s overall priorities and objectives. The consultation strategy and public involvement provides the framework for continuous review
 - b) New legislation and central government requirements
 - c) ‘Best practice’ and innovation
 - d) Audit and inspection
 - e) Corporate governance arrangements to reflect the needs, and be supportive of the organisation
 - f) Delegations scheme appropriate to the needs of the organisation

Pay and Reward

- 6.13 The Council commissioned Price Waterhouse Cooper (PWC) to review its pay and reward structures in 2003, the emphasis being on addressing significant recruitment and retention issues. PWC recommended a new job evaluation and pay and grading structure, which were implemented in 2003/2004.
- 6.14 The introduction of new equalities legislation and increase in equal pay claims and the change employment marketplace mean that the job evaluation scheme and pay structure are no longer fit for purpose. The Council has commenced a major project to undertake a full job evaluation review during 2008/2009 with a view to introducing the NJC scheme for local government. A new pay and grading structure will be developed and introduced in order to meet the requirements of Single Status.

7.0 The objectives of the Plan

The most important issues to be addressed by the Plan

7.1 In summary, the most important issues, which the Plan must address, are: -

- a) The development of effective leadership and clarity of vision, together with communication and cultural change. This and the development of a whole Council approach around agreed values are essential if the Council is to remain focused on improving services and meeting future challenges such as the growth areas within limited resources.
- b) Skills development – particularly generic and management skills such as project management, performance management, customer relations and partnership working. Supporting the development of effective management, particularly at the second and third tiers, is essential to achieving the Council's aims. However, a learning and developing approach across the whole workforce will be important in a changing work environment. It is the skills and abilities of the workforce on which the Council's future depends.
- c) Addressing retention and recruitment and ensuring succession arrangements will continue to be key workforce issues. The Council's ability to keep and attract employees through competing on salary levels alone is limited because of the Medium Term Financial position. The Council's approach must therefore be one of training, development and making the Council an attractive place to work through the full package of working conditions and work satisfaction.
- d) A workforce, which matches the demands upon it. This is particularly important in the context of the growth agenda, where a range of skills will be required for the planning and development of the new settlements and the workforce will need to grow in a planned and co-ordinated manner to provide services for the new residents.

The Objectives of the Plan

7.2 In the light of the foregoing paragraphs, the following objectives reflect the needs of the Council in adapting to external pressures and meeting its objectives in the medium term:-

Workforce Plan Objectives:

To enable the Council to achieve a workforce to deliver its objectives by:-

- **Enhancing leadership and management**
- **Enhancing the skills and motivation of staff to meet the changing work environment and maximise performance**
- **Flexibility and the ability to achieve organisational change to reflect changing needs**
- **Working towards a staffing complement and structure which reflects the Council's objectives and future needs**

7.3 These objectives reflect best practice guidance from the Government that workforce plans should address the following issues:-

- a) Organisational development and transformation
- b) Leadership capacity
- c) Workforce skills and capacity
- d) Recruitment and retention
- e) Pay and rewards

Delivering the Objectives – Action Plan

7.4 The Council will deliver the above objectives through the **Action Plan** set out in Appendix 2. The plan responds to the issues set out in 3.0 above.

Measures of Progress

7.5 How will we know we are making progress? The principal means will be through the achievement of the Action Plan. The contents of the Action Plan will be included within the Council's normal performance management framework – i.e. in Service Plans, appraisals and the Performance Plan and major actions included in the quarterly monitoring reports to Management Team and Cabinet.

7.6 Ultimately, the success of the workforce plan is measured by the effectiveness of the Council in delivering its objectives and performance in relation to performance indicators relating to service performance and service quality.

7.7 The Council already has a number of national and local performance indicators, which relate to this plan and are valuable in measuring progress on key matters relating to workforce matters:

- Training
- Turnover
- Sickness
- Retirements
- Satisfaction of employees with the Council as an employer

7.8 These and other appropriate workforce measures will be built into the Health Card with progress reported on a quarterly basis to EMT and portfolio holders, as part of the Council's improved performance management arrangements.

7.9 The regular staff survey is also a key indicator of workforce views and satisfaction.

Reviewing the Plan

7.10 The Workforce Plan will be revised annually in the period January to March to enable:-

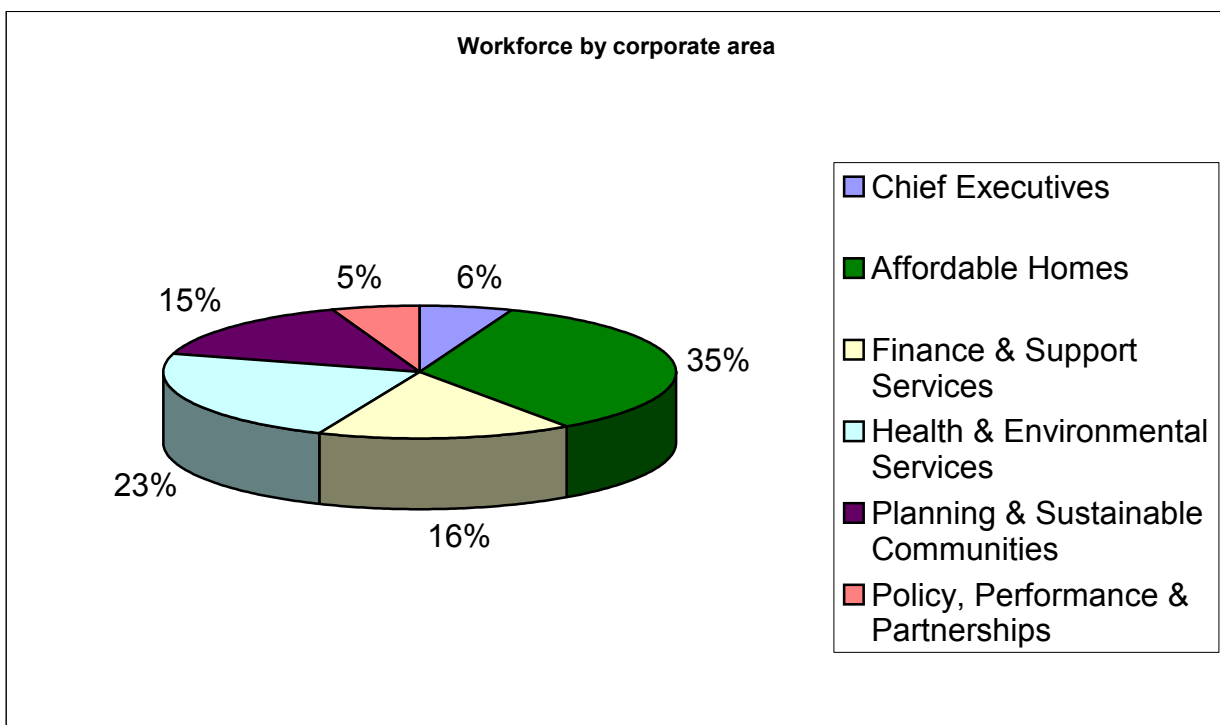
- the review to take into account the views of Members on priorities and budget setting, service planning and service areas on their individual workforce needs
- the outcome of the review to feed into the annual update of the Medium Term Financial Strategy
- the outcome and recommendations from any inspections and audits to be incorporated.

KEY WORKFORCE STATISTICS

Employee Numbers

The Council employs 500 people across a wide range of service areas. This figure excludes any casual employees. Department sizes show that almost half of the workforce is located within Environmental and Housing service areas and one fifth of staff are located in Planning. A future decision to transfer the housing service would significantly reduce the Council's employee numbers.

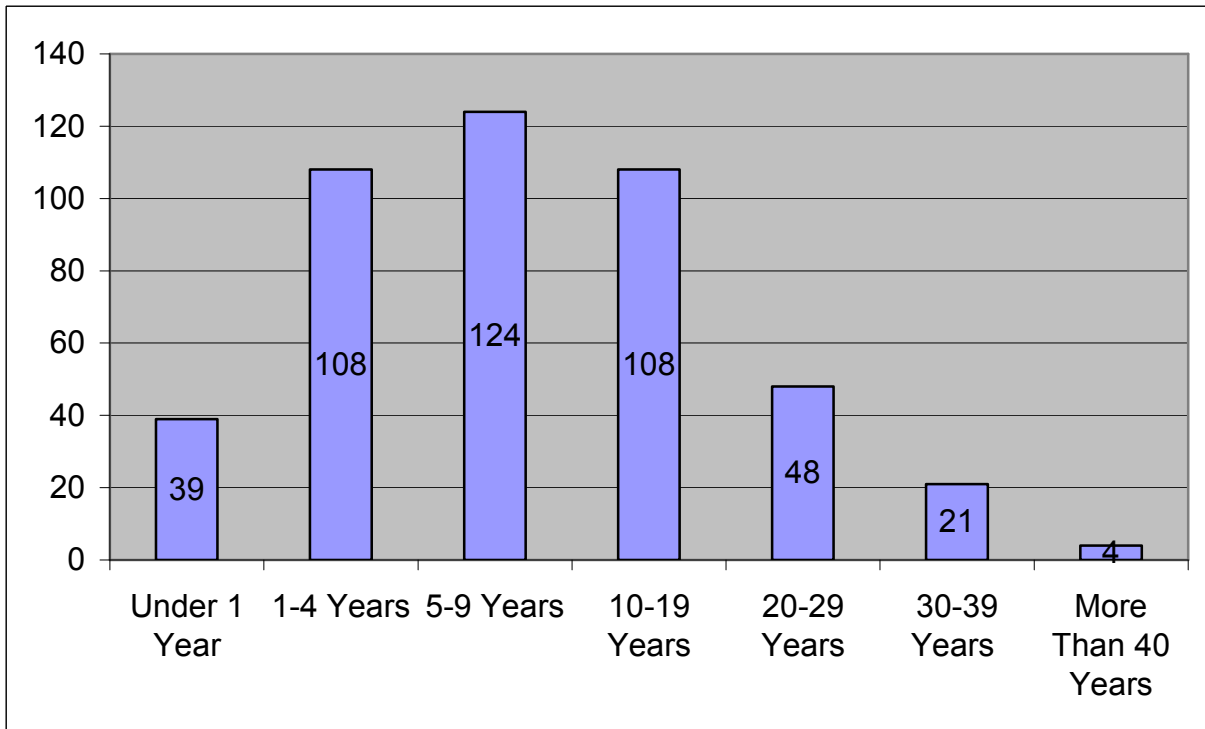
Department sizes



(as at 31 March 2008)

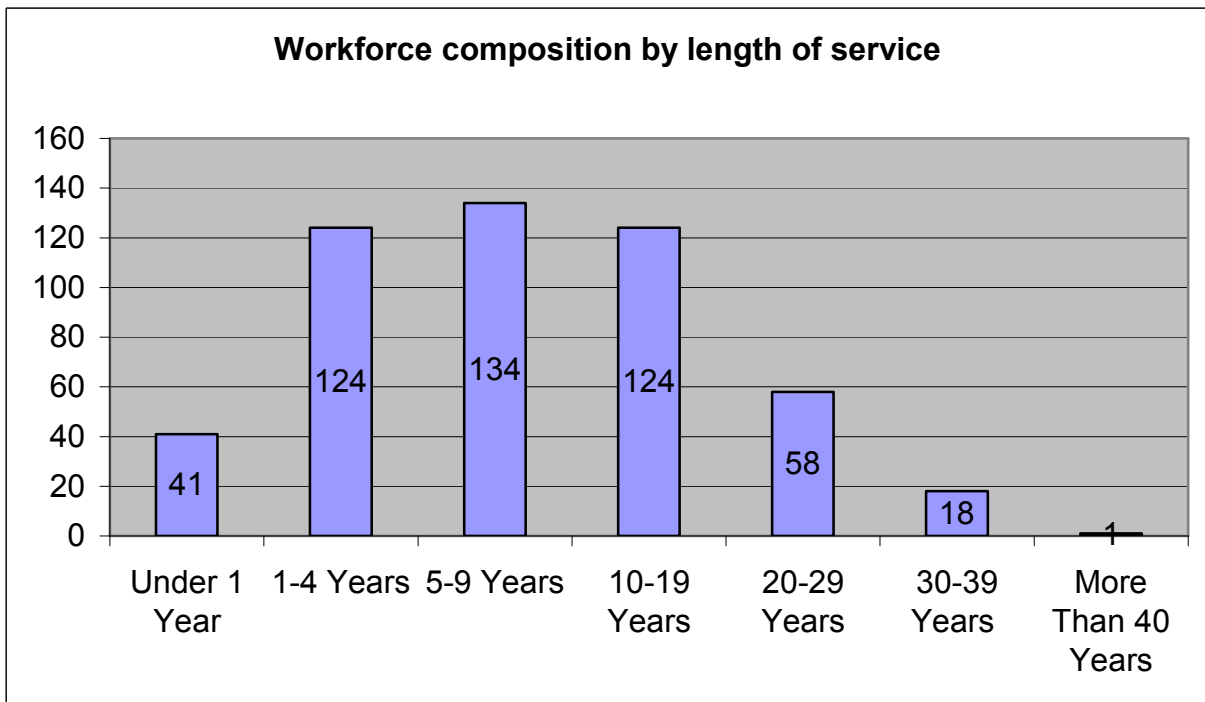
Since the last WfP, the Council has restructured into 5 Corporate service areas. The Chief Executive has a number of direct reports including legal, elections and HR/Payroll. The largest department is Housing Services, with 35% of the workforce; this includes Sheltered Housing, Housing Options and property services and maintenance. The second largest is Environmental Services, which provides front line services such as street cleansing, refuse collection and public environmental health.

Length of service of employees



(Sept 2006)

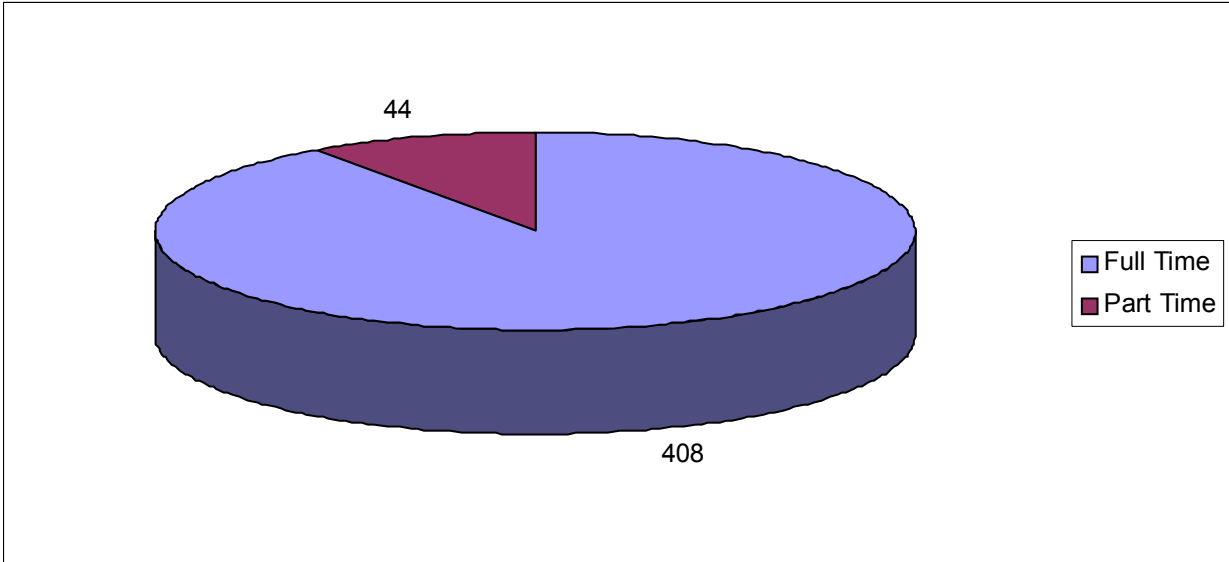
Workforce composition by length of service



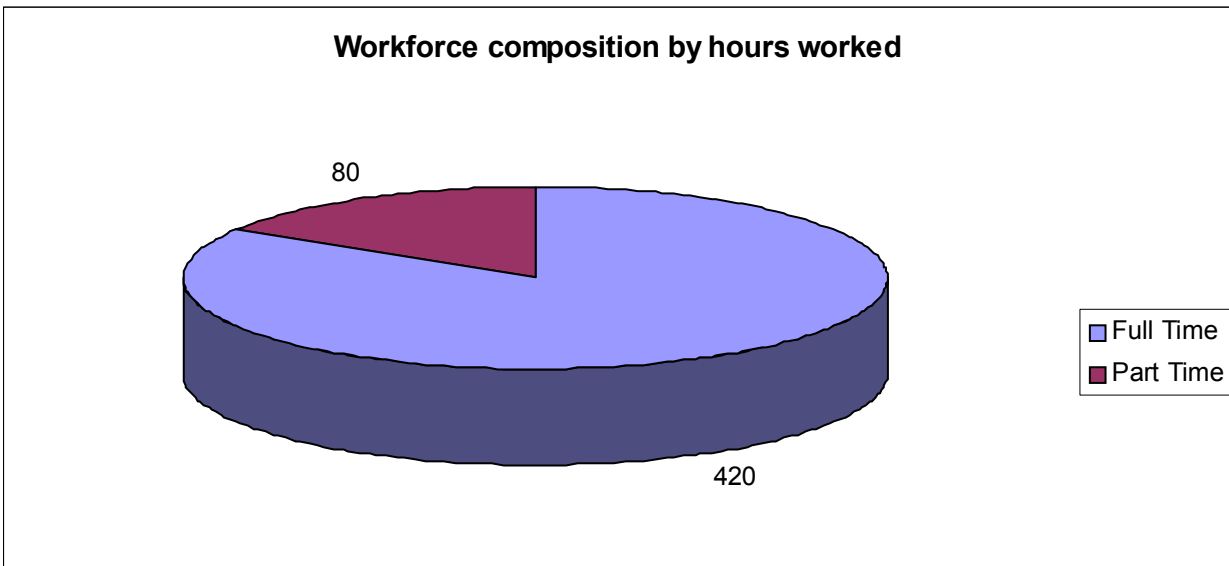
(as at 31 March 2008)

Breakdown of Full and Part time employees

There has been a significant increase in the number of employees working part time hours, and in particular the number of male part time workers (12 part time men and 68 part time women) employed by the Council. Reasons for this include, the inclusion of the sheltered housing cleaning staff and the number of requests to work part time following maternity leave.



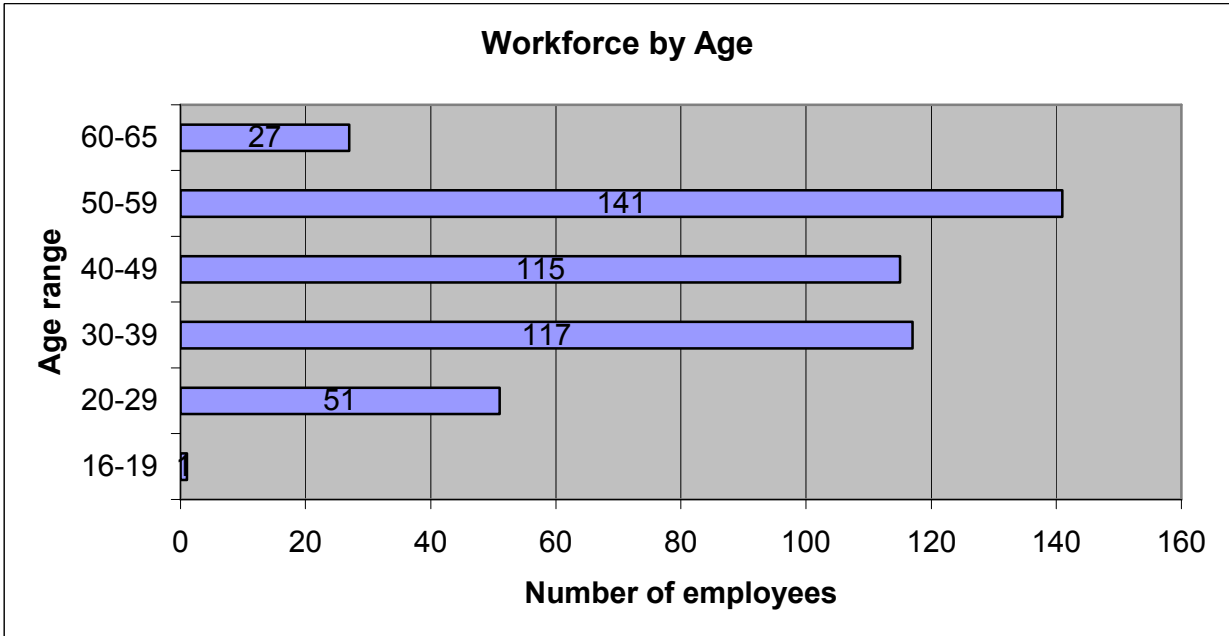
(Sept 2006)



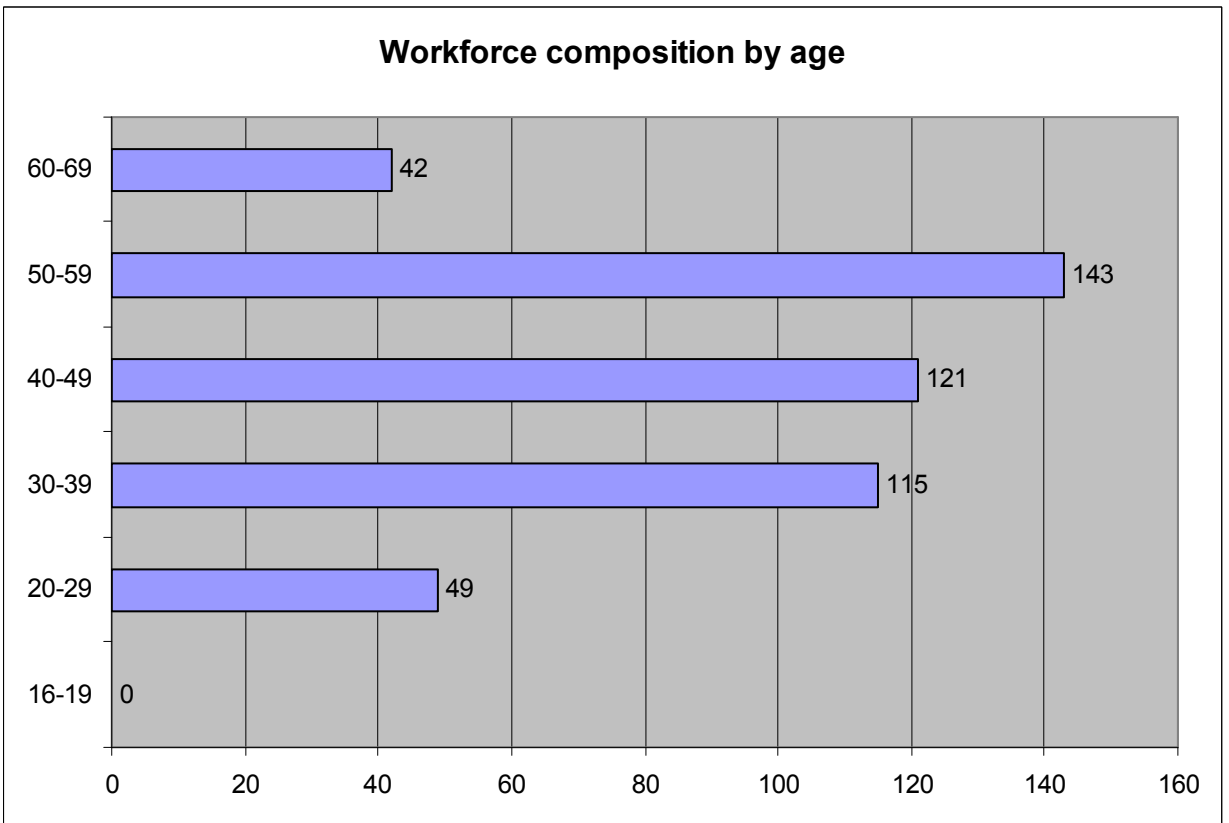
(as at 31 March 2008)

Breakdown of current workforce by age

The tables below show the breakdown of employees by age. The highest category being in the 50 years plus group where this represents 28.6% of the workforce. Only 10% of the workforce are below 29 years. And there are no employees below 20 years of age. There has been an increase in the 60 – 69 age range from 5% to 8.4%. The Council has 13 employees working who are aged 65 and over. A high number of retirements are predicted in the next 5 to 8 years.



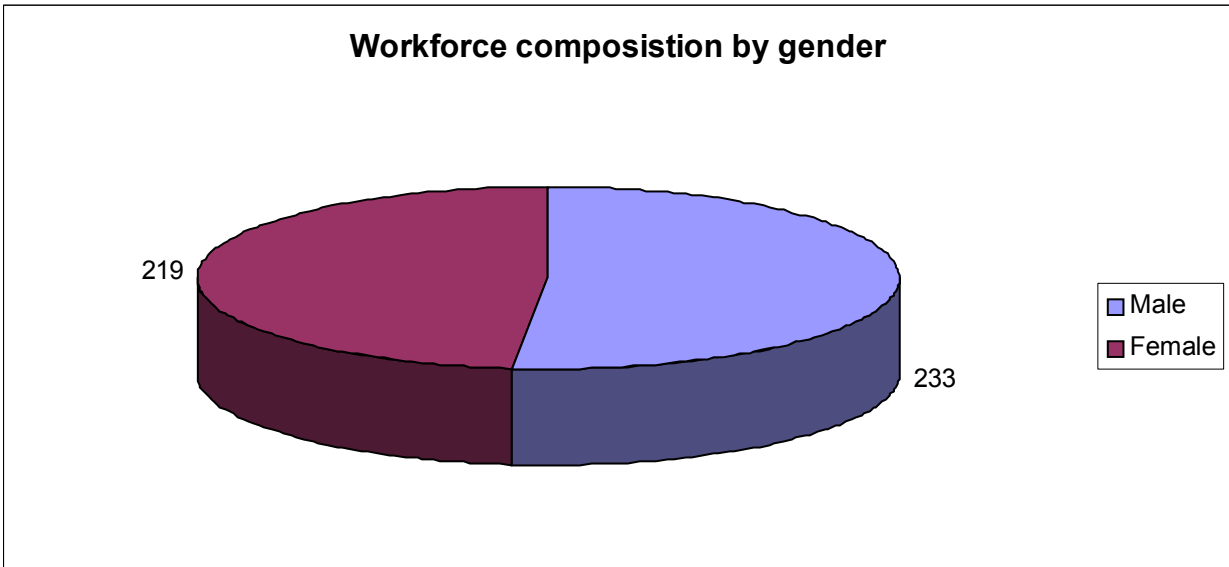
(Sept 2006)



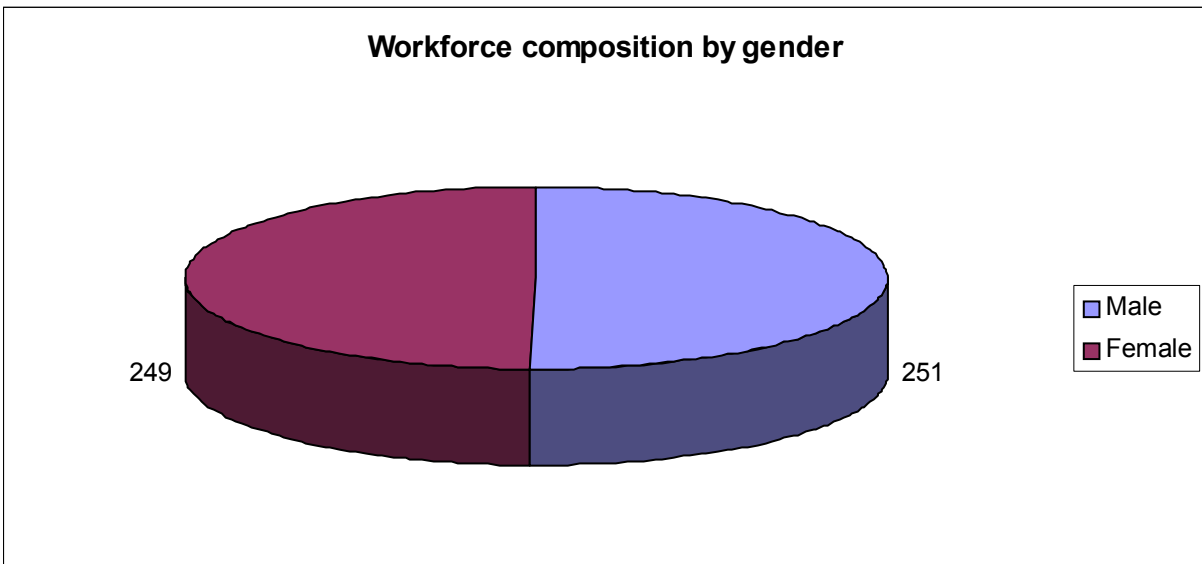
(as at 31 March 2008)

Gender composition

The total workforce is fairly evenly split in terms of gender (50.2% male and 49.8% female). There are predominantly more men in the following service areas: ICT, Housing Repairs, Environmental Health and Waste management. Women represent a higher proportion of the workforce than men in Revenues and Benefits, general administration and Sheltered Housing service areas. This is a normal trend in these occupational areas.



(Sept 2006)



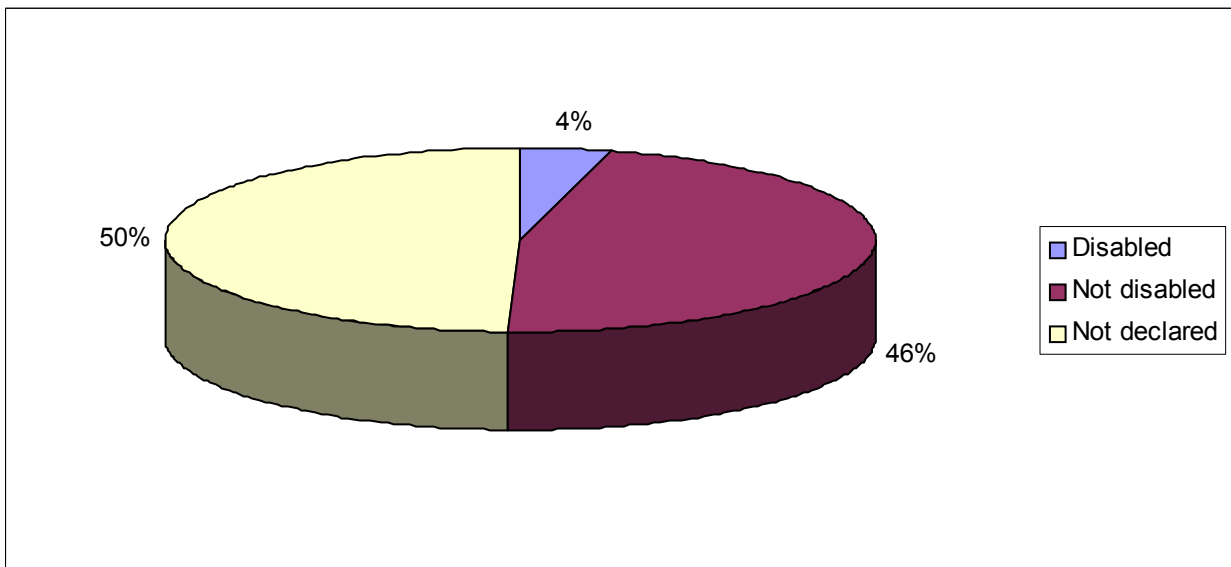
(as at 31 March 2008)

Percentage of staff declaring that they have a Disability

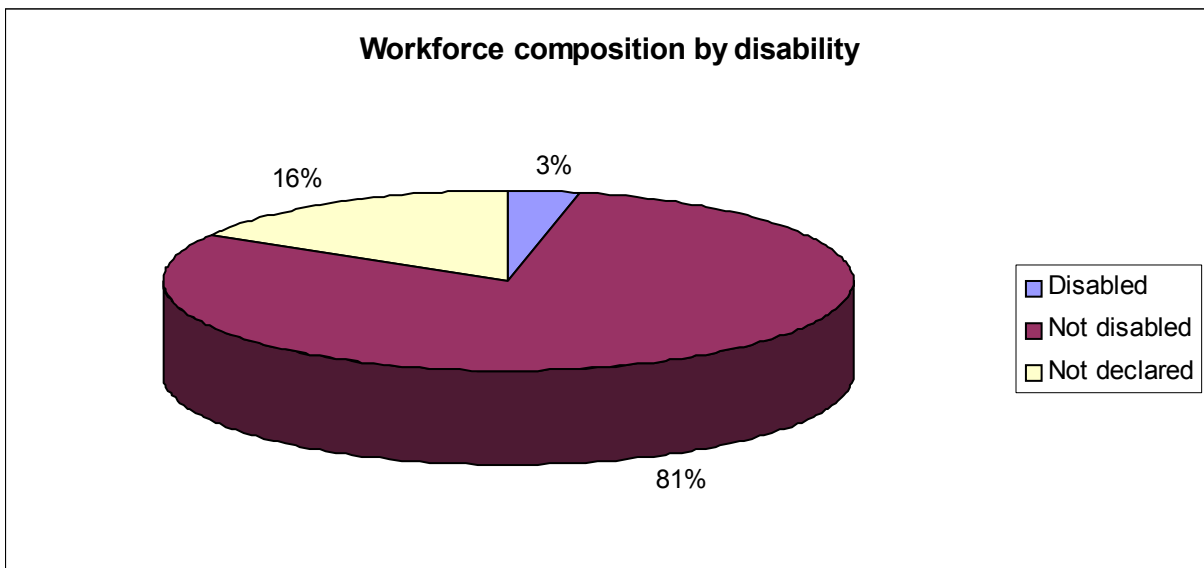
Employees are asked to declare whether they consider themselves to have a disability as defined under the Disability Discrimination Act 1995,

“a person has a disability for the purposes of this Act if he has a physical or mental impairment which has a substantial and long-term adverse effect on his ability to carry out normal day-to-day activities”.

In 2007, the HR/Payroll team undertook a full review of the personal details held on HR/Payroll systems. Every employee was asked to check their personal details including disability equal opportunities monitoring information. 16 Employees declared that they consider themselves to have a disability, 402 employees did not consider that they had a disability and 82 did not declare.



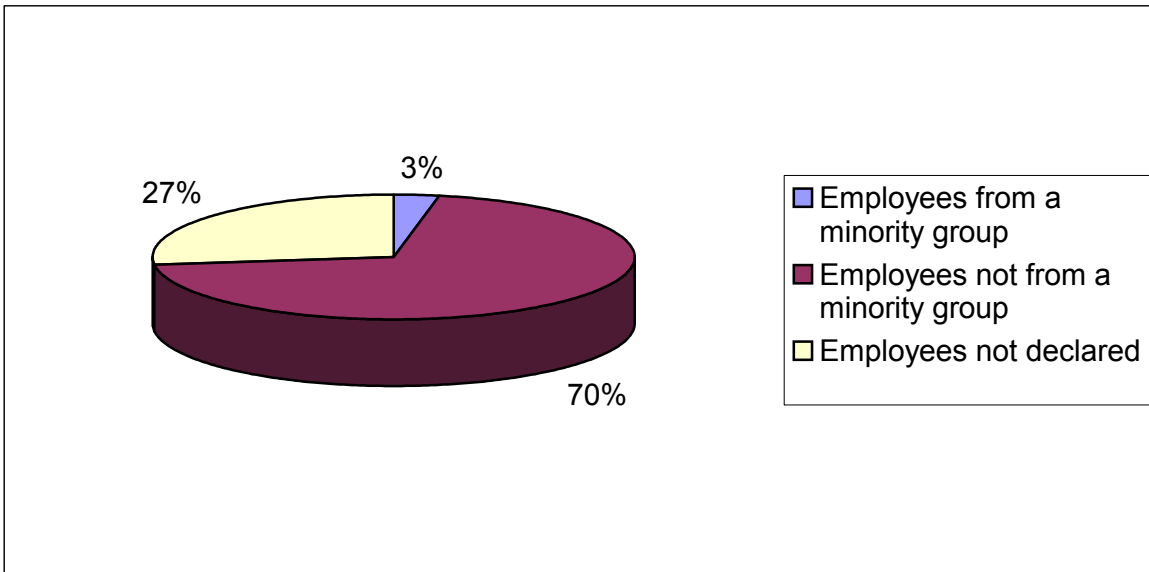
(Sept 2006)



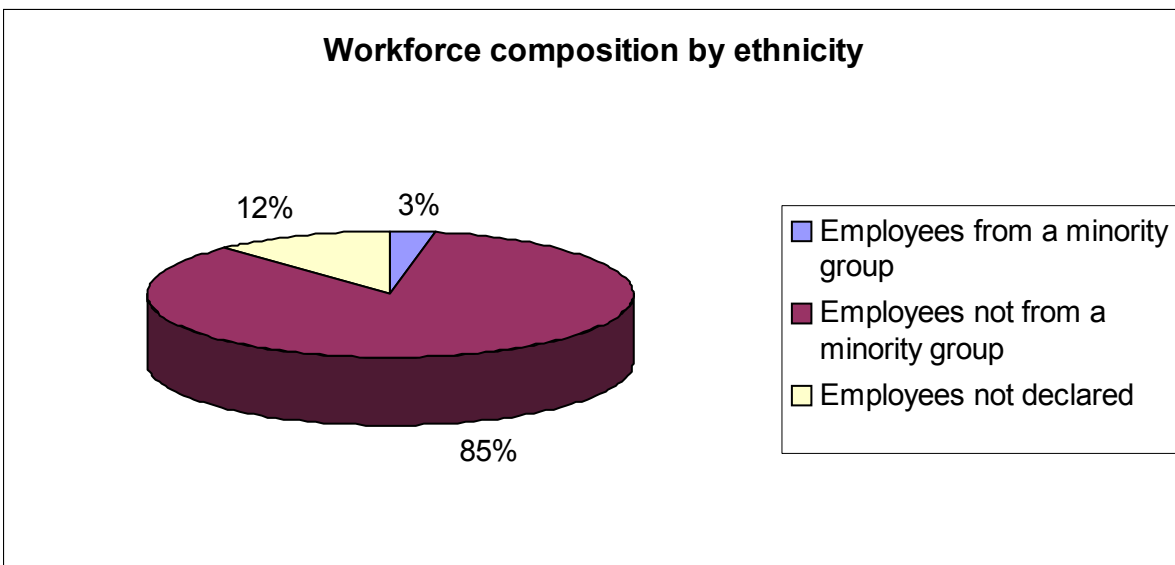
(as at 31 March 2008)

Ethnicity

The Council collects data on employee breakdown by ethnic group as defined by the census. In 2007, the HR/Payroll team undertook a full review of the personal details held on HR/Payroll systems. Every employee was asked to check their personal details including equal opportunities monitoring information. Currently 16 employees have declared that they consider themselves to be from a minority ethnic group. 60 employees did not declare.



(Sept 2006)



(as at 31 March 2008)

Turnover

Staff turnover (voluntary leavers) is fairly stable at around 10% per annum. There are no particular trends for reasons for leaving. Voluntary leavers have, in the main, cited 'Career development' and 'personal reasons' for leaving.

Year		Year end target
2006/2007 (year end)	9.40%	10.00%
2007/2008 1 st qtr	2.88%	11.00%
2007/2008 2 nd qtr	5.75%	11.00%
2007/2008 3 rd qtr	6.64%	11.00%
2007/2008 (year end)	Not yet available	11.00%

Revised Workforce Plan 2006/7 to 2008/9 - Action Plan

	Action	Who	When			Resources
			8/9	9/10	10/11	
	Objective 1: Enhance leadership and management					
1	Continue programme of Member mentoring and leadership courses	RM	✓	✓	✓	Current budget/Improvement East funding
2	Continue development for Corporate Managers	JM	✓			Current budget/Improvement East funding
3	Pilot IDeA management development programme focusing on strategic partnership skills	SGC/PS	✓			Improvement East funding
4	Develop and deliver development for managers below Corporate Manager level, based on competency scheme.	JM	✓	✓	✓	£20,000 included in budget
5	Supervisor/Team Leader development programme based on competency scheme.	JM	✓	✓	✓	£20,000 included in budget
6	Embed service planning and staff involvement in the process	PS	✓			Within existing resources
7	Embed corporate briefing and the feedback mechanism	GH	✓			Within existing resources
8	Develop a programme to embed Council values	PS/GJH/G J				
			✓			
	Objective 2: Enhance skills and motivation to meet the changing work environment and maximise performance					
9	Achieve Investors in People accreditation for the whole organisation	SGC	✓	✓		Within existing resources
10	Develop a training policy to ensure a consistent approach to the allocation of training and value for money (to be addressed as part of IIP accreditation)	JM	✓			New HR officer
11	Actions to address commitments made to achieve level 1 of the Equalities Standard the Council to promote equality and diversity in the workforce – including: <ul style="list-style-type: none"> • review of recruitment procedures, forms and advertising • staff training in equalities 	JM	✓	✓		Within existing resources

	Action	Who	When			Resources
			8/9	9/10	10/11	
	<ul style="list-style-type: none"> an employment equality assessment of the local labour market 					
12	Carry out job evaluation scheme and new pay structure with a view to meeting Equal Pay requirements	SGC	✓	✓		Resources identified in MTFS?
13	Continue Improvement to induction for new starters, including introduction of e-induction	JM	✓	✓		Within existing resources
14	Staff survey – complete survey; publicise results and planned actions to address the findings	MB/SGC	✓	✓	✓	Subject to outcome of survey
15	Continue review of flexible working practices to aid diversity and support retention and recruitment	SGC	✓	✓		Within existing resources
	Objective 3: Flexibility and the ability to achieve organisational change					
16	Continue to improve HR reporting/monitoring data – eg on sickness and equalities	SGC	✓	✓	✓	Resources unknown but will be part of response to CGI
17	Develop competency framework:- <ul style="list-style-type: none"> Framework of management competencies being developed Extend framework to other posts Include competencies in appraisal process 	JM	✓	✓	✓	Within existing resources
18	Continue to develop change management procedures, policy and capacity	SGC	✓	✓		Within existing resources
19	Service review of HR service to identify future resourcing needs and to include IT system support requirements	PS/SGC	✓			
	Objective 4 – work towards a staffing complement and structure which reflects the Council's objectives and future needs (including recruitment and retention)					
20	Commission a review of succession planning requirements	SGC/SMT	✓	✓		Potential resource issues
21	Strengthen the workforce planning element of service planning including supporting services in developing succession plans.	PS/ Corporate Managers	✓	✓		Additional financial resource will be required for the use of consultants
22	Identify service staffing requirements and structures through continuing the programme of service reviews	PS/SGC	✓	✓		Within existing resources
23	Housing Futures:- <ul style="list-style-type: none"> Ensure appropriate resources of Housing Futures project Plan for impact of transfer of housing stock on workforce 	DL DL	✓ ✓	✓ ✓	✓	Potential significant resources

	Action	Who	When			Resources
			8/9	9/10	10/11	
24	Planning for growth – Growth Area Project Team to ensure that services have up to date growth projections to enable them to plan impact on services and future workforce requirements.	TB	✓	✓	✓	
25	Continue to develop a structured approach to career development (grow your own etc), drawing on secondments, mentoring, plus establishment of career grades, applying to services where recruitment/ retention has been a problem	SGC/CM	✓	✓	✓	
26	Continue to adopt a proactive approach to absence management, including support for managers; improved trigger reporting; and support for active lifestyles.	SGC/JM	✓	✓	✓	
	Other					
27	Annual review of Workforce Plan to fit in with service planning cycle	SGC/PS	✓	✓	✓	

SGC = Susan Gardner Craig
PS = Paul Swift
DL = Denise Lewis
JM = Jill Mellors
RM = Richard May
MB = Margaret Bird
CM = Corporate Managers
SMT=Senior Management Team
GJ= Gareth Jones
TB= Tom Barrance

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet 9 October 2008
AUTHOR/S: Chief Executive / Scrutiny Development Officer

REPORT OF THE ARBURY PARK TASK AND FINISH GROUP

Purpose

1. To advise the Cabinet of the findings and recommendations reached by the task and finish group looking at Arbury Park, as set out in the report enclosed separately with the agenda for Cabinet members and available on the Council's website at www.scambs.gov.uk

Background

2. On 17 January 2008 the Scrutiny Committee set up a cross-party task and finish group to examine questions raised by residents regarding the new housing development at Arbury Park. Their aim was to make recommendations for improvement there and at future developments within the District.
3. The Chairman of Impington Parish Council was co-opted onto the group and all meetings were open to the relevant portfolio holders.
4. The group made an interim report to Cabinet on 8 May 2008.

Report

5. The review of Arbury Park took eight months to complete which required a considerable investment of time and energy by officers and Members, as well as more than thirty other contributors.
6. Cabinet will be pleased to hear of the extremely positive and constructive approach of everyone who took part in the review.
7. The report at Appendix 1 sets out the findings of the task and finish group, their recommendations, and what has been achieved already during the review. It will be presented by the Chairman of the parent committee, who will convey any changes or additional comments made by that committee.
8. The Cabinet is asked to undertake to provide a written response and action plan for presentation to the scrutiny and overview committee on 4 December 2008.

Implications

9.	Financial	Financial implications to the Council of the report at Appendix 1 have yet to be identified.
	Legal	None
	Staffing	Staffing implications to the Council of the report at Appendix 1 have yet to be identified.
	Risk Management	None
	Equal Opportunities	None

Consultations

10. Appendix A of the report of the Task and Finish Group lists an extensive list of consultees.

Effect on Corporate Objectives

11. The findings of this review will contribute to all of the Council's Corporate Objectives:
- Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future
 - Deliver high quality services that represent best value and are accessible to all our community
 - Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work

Recommendation

12. That the Cabinet welcomes the report of the Arbury Park Task & Finish Group and undertakes to provide a response and action plan to the Scrutiny and Overview Committee on 4 December 2008.

Contact Member: Cllr John Batchelor
Contact Officer: Jackie Sayers, Scrutiny Development Officer
Tel: (01954) 713451