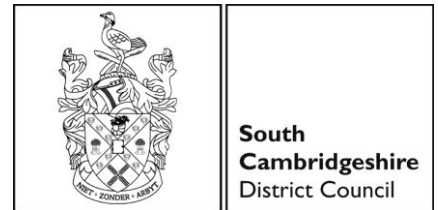


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**South
Cambridgeshire**
District Council

20 December 2019

To: The Leader – Councillor Bridget Smith
Deputy Leader (Statutory) – Councillor Dr. Aidan Van de Weyer
Members of the Cabinet – Neil Gough, Bill Handley, Dr. Tumi Hawkins,
Hazel Smith and John Williams
Quorum: Majority of the Cabinet including the Leader or Deputy Leader (Statutory)

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **COUNCIL CHAMBER - SOUTH CAMBRIDGESHIRE HALL** on **WEDNESDAY, 8 JANUARY 2020** at **9.30 a.m.**

Yours faithfully
Liz Watts
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

- | | | |
|----|--|---------|
| 1. | Apologies for Absence To receive Apologies for Absence from Cabinet members. | |
| 2. | Declarations of Interest | |
| 3. | Minutes of Previous Meeting To authorise the Leader to sign the Minutes of the meeting held on 4 December 2019 as a correct record. | 1 - 6 |
| 4. | Announcements | |
| 5. | Public Questions | |
| 6. | Issues arising from the Scrutiny and Overview Committee | 7 - 8 |
| 7. | Housing Revenue Account Capital Programme Update | 9 - 22 |
| 8. | Collection Fund - Estimated Council Tax Surplus | 23 - 26 |
| 9. | Adoption of the Greater Cambridge Sustainable Design and Construction Supplementary Planning Document The appendices are available online at www.scambs.gov.uk . Click or | 27 - 40 |

- 10. An Economic Action Plan and new Business Support Service for South Cambridgeshire** 41 - 76
- 11. Date of next meeting**
Wednesday 5 February 2019 at 9.30am



GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

Notes to help those people visiting the South Cambridgeshire District Council offices

While we try to make sure that you stay safe when visiting South Cambridgeshire Hall, you also have a responsibility for your own safety, and that of others.

Security

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

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on
Wednesday, 4 December 2019 at 9.30 a.m.

PRESENT: Councillor Bridget Smith (Leader of Council)
Councillor Dr. Aidan Van de Weyer (Deputy Leader of Council (Statutory))

| | | |
|---------------------|------------------|---|
| Councillors: | Neil Gough | Deputy Leader |
| | Bill Handley | Lead Cabinet Member for Environmental Services and Licensing |
| | Dr. Tumi Hawkins | Lead Cabinet member for Planning |
| | Hazel Smith | Lead Cabinet member for Housing |
| | John Williams | Lead Cabinet member for Finance |

Officers in attendance for all or part of the meeting:

| | |
|---------------------|--|
| Susan Gardner Craig | Interim Director of Corporate Services |
| Mike Hill | Director of Housing and Environmental Services |
| Stephen Kelly | Joint Director of Planning and Economic Development |
| Peter Maddock | Head of Finance |
| Jonathan Malton | Cabinet Support Officer |
| Rory McKenna | Deputy Head of Legal Practice |
| Ian Senior | Democratic Services Officer |
| Liz Watts | Chief Executive |

Councillors Anna Bradnam, Dr. Claire Daunton and Brian Milnes were in attendance, by invitation.

1. APOLOGIES FOR ABSENCE

There were no Apologies for Absence from members of the Cabinet. However, Councillor Dr. Douglas de Lacey did send Apologies.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF PREVIOUS MEETINGS

Cabinet authorised the Leader to sign, as a correct record, the Minutes of the meeting held on 6 November 2019.

4. ANNOUNCEMENTS

There were no announcements.

5. PUBLIC QUESTIONS

Cabinet noted that, following a conversation with South Cambridgeshire District Council's Monitoring Officer, Daniel Fulton had formally withdrawn the question he had intended asking.

6. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE

Cabinet received and noted a report on the discussions held, and recommendations agreed, in public session by the Scrutiny and Overview Committee at its meeting on 14 November 2019.

The report covered

- Streetlighting Policy and LED upgrade program
- 2019-20 Quarter 2 Performance Report
- General Fund Medium Term Financial Strategy
- Service Transformation: Savings Proposals

7. SERVICE TRANSFORMATION PROGRAMME: SAVINGS PROPOSALS

Cabinet **received** a report covering the key objectives and intentions in relation to the transformation of Council services within the context of a continually challenging financial environment, and

- (a) Noted** the considerable challenges facing the Council given the financial outlook, including Government announcements in respect of local government funding, and the expectation that future cost pressures will exceed the resources available;
- (b) Noted** the revenue budget guiding principles, outlined at paragraph 21 of the Chief Executive's report, providing the context for the planning of the 2020 / 2021 revenue budget and the formulation of proposals to achieve service efficiency savings;
- (c) Noted** the growth bids, detailed at Appendix A to the Chief Executive's report, for inclusion in the Budget Setting Report in February 2020;
- (d) Noted** the proposed range of service efficiency savings / policy options detailed in Appendix B of the report and that these would undergo further refinement and consultation with employees and other stakeholders prior to forming part of the Budget Setting Report in February 2020; and
- (e) Noted** that some of the savings proposals would require a detailed equality analysis.

8. MEDIUM TERM FINANCIAL STRATEGY

Cabinet considered a report setting out the medium term budget strategy for the Council.

The Leader welcomed the report's clarity.

Cabinet

- (a) Acknowledged** the projected changes in service spending and the overall resources available to the Council over the medium term; and
- (b) Recommended to Full Council** the Medium Term Financial Strategy attached as Appendix A and the updated financial forecast attached as Appendix B to the report from the Interim Director of Finance.

9. 2019-20 QUARTER 2 PERFORMANCE REPORT

Cabinet **received, noted and debated** the Operational Key Performance Indicator (OKPI) results as detailed in the report from the Director of Corporate Services.

The Leader said that the frequency of Cabinet meetings was currently under consideration. Among other things, a revised programme of meetings could achieve a more effective alignment between meeting dates and reporting Quarters.

At the request of Councillor Brian Milnes, Councillor Neil Gough said that efforts would be made to incorporate standard deviations into future reports.

10. **STREET LIGHTING POLICY AND LED UPGRADE PROGRAM**

Cabinet considered a report proposing a policy for South Cambridgeshire District Council's Streetlighting Service, set out at Appendix A to the report from the Assistant Director for Waste and Projects.

Councillor Brian Milnes (Vice-Chairman of the Scrutiny and Overview Committee) said that the Committee had welcomed this project as a means of both saving money and demonstrating a commitment to the aim of being 'Green to our core'. Councillor Milnes added that the project provided an opportunity to address the issue of the inconsistent spacing of streetlights in many South Cambridgeshire villages.

The ensuing debate covered the following points:

- payment for extra lighting
- the appropriateness of dimming streetlights
- public engagement, including with Parish Councils
- the need to establish why Cambridgeshire County Council had removed streetlights
- solar lighting
- electricity contracts
- communication matters

Cabinet **approved** the South Cambridgeshire District Council Streetlighting Policy document to be included on the Council's website and inform the communications plan.

11. **SHARED PAYROLL SERVICE**

Cabinet considered a report on the Payroll shared service operated by Cambridge City Council and South Cambridgeshire District Council. This service had gone live in April 2014.

Cabinet

1. **noted** that the Payroll Shared Service Agreement had been extended and would be reviewed in line with other Greater Cambridge shared services arrangements; and
2. **asked** officers to explore the feasibility of appointing a payroll apprentice to support the team and invest in the future of the service.

12. **APPLICATIONS FOR COUNCIL TAX REDUCTION UNDER SECTION 13A OF THE LOCAL GOVERNMENT FINANCE ACT 1992 - DELEGATION OF AUTHORITY FOR**

DECISION MAKING

Cabinet considered a report on the current decision-making process set out in the Protocol and Guidance for the Granting of Local Discounts for Council Tax (published in April 2013) seeking delegated authority for the Lead Cabinet Member for Finance to determine applications for discretionary Council Tax reductions.

Cabinet **agreed to delegate** Council Tax reduction decision-making to the Lead Cabinet Member for Finance, as outlined in Option 1 pending a review of the policy

13. EXCLUSION OF PRESS AND PUBLIC

Cabinet **agreed** by affirmation that the Press and public be excluded from the meeting during consideration of the following items in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (as amended) (exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act). Paragraph 3 refers to information relating to the financial or business affairs of any particular person (including the authority holding that information).

14. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE

Cabinet **received and noted** a report on the discussion held, and recommendation agreed, in confidential session by the Scrutiny and Overview Committee at its meeting on 14 November 2019.

The report covered property acquisition.

15. POTENTIAL PROPERTY ACQUISITION DECISION

Cabinet considered a confidential report seeking its approval for a commercial property investment that would enable the Council to pursue its Business Plan objective of supporting businesses, and deliver positive financial returns.

Cabinet **approved**:

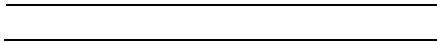
- (a) The investment outlined in the report from the Interim Director of Finance as a multi-let office investment in accordance with the approved Investment Strategy; and
- (b) The delegation of the final terms of the acquisition of the property to the Lead Member for Finance and Interim Director of Finance.

16. COMMUNAL ROOM REVIEW PROJECT - DECISION REQUIRED REGARDING THE FUTURE USE OF THE LIMES/LIMES CLOSE SHELTERED COMMUNAL ROOM IN BASSINGBOURN

Cabinet considered a confidential report about Sheltered Communal Buildings in South Cambridgeshire

After detailed debate, Cabinet **deferred** determining this matter until it had been briefed about options and implications.

**The Meeting ended at 10.55
a.m.**



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REPORT TO:

Cabinet

8 January 2020

LEAD MEMBER:

Councillor Grenville Chamberlain, Chairman, Scrutiny and Overview Committee and Councillor Brian Milnes, Vice Chairman, Scrutiny and Overview Committee

Update from Scrutiny and Overview Committee

Purpose

1. This report is to inform Cabinet of the discussions and recommendations agreed by the Scrutiny and Overview Committee at its meeting of 17 December 2019, which Cabinet may wish to consider in its decision making.

Update on Universal Credit implications for rent collection

2. The committee considered an update which it had requested at its November committee meeting, on the impact of Universal Credit (UC) on rent collection and the steps being taken to mitigate this.
3. Scrutiny and Overview Committee members noted the challenges posed by Universal Credit, highlighting that Disability Cambridgeshire was seeing problems caused by UC for people with disabilities. Members asked whether the Council could do anything further to help support these people.
4. Committee members thanked officers for their thorough approach to mitigating the risks of Universal Credit.

Housing Revenue Account Capital Programme update

5. The committee considered an update on the HRA Capital programme, noting that this had been re-profiled in line with the expected timing and levels of spend.
6. The committee:
 - a. Noted the outturn position of a £2.742 million underspend for the HRA Capital Programme and that of this, £1.124 million was proposed for reprofiling into future years.
 - b. Noted that borrowing of around £10 million was likely to be required during 2021/22 in order to finance the updated Capital Programme.
 - c. Noted that following the abolition of the HRA debt cap, a local debt cap of £250 million rising to £300 million, has been calculated.

- d. Recommended to Full Council the revised HRA capital programme for the period 2019/2020 to 2024/2025, to reflect amendments to and the reprofiling of expenditure.

Update on Shared Planning Service

7. The committee considered an update on the progress of the shared planning service project. The committee noted the activities, performance and key risks faced by the service.
8. Committee members highlighted the importance of officers answering customers' emails and telephone calls and noted that procedures were being put in place to ensure this.
9. The committee requested standard deviations be provided with future performance data.
10. The committee thanked officers for the comprehensive report, which it felt indicated significant progress in the restructuring of the planning team and likely improvement of the service.

An Economic Action Plan and new Business Support Service for South Cambridgeshire

11. The committee considered and commented on the draft Greater Cambridge Economic Action Plan and agreed that subject to the incorporation of some amendments that were suggested, such as the updating of housing numbers and the inclusion of a glossary, the draft Action Plan be submitted to Cabinet for approval.
12. The committee reviewed and commented on the proposal to create a new Business Support Team to deliver business support and engagement. The main query from the committee regarding this was how success would be measured.

Proposed Scrutiny Review

13. The committee considered and endorsed the proposal to invite the Centre for Public Scrutiny to undertake a review of the effectiveness of the Council's scrutiny function. The review will take place between January-April 2020.

Report Author:

Victoria Wallace – Scrutiny and Governance Adviser 01954 713026

Agenda Item 7

Report To: Cabinet 8 January 2020

Lead Cabinet Member(s): Councillor John Williams,
Lead Cabinet Member for Finance

Lead Officer: Peter Maddock, Head of Finance

Subject: Housing Revenue Account (HRA) – Capital Programme Update

Executive Summary

1. To update the HRA Capital programme reprofiling spend in line with current expectations and amending the programme where budgets are out of line with expected spending needs.
2. This is not a key decision as there are no additional resource implications directly arising from the report; it provides monitoring information to ensure awareness of capital scheme progress and new capital bids for consideration and allocation.

Recommendations

3. **That Cabinet is requested to consider the report and, if satisfied, to:**
 - (a) **Note the outturn position of a £2.742 million underspend for the HRA Capital Programme and that, of this, £1.124 million was at that time proposed for reprofiling into future years;**
 - (b) **Consider the updated HRA capital programme at Appendix B which has been re-profiled in line with the expected timing of spend and amended in line with expected levels of spend where appropriate;**
 - (c) **To note that, in order to finance the updated Capital Programme, borrowing of around £10 million is likely to be required during 2021/22;**
 - (d) **To note that, following the abolition of the HRA debt cap, a local debt cap has been calculated as £250 million at 1st April 2019 rising to £300 million as at 31st March 2022;**
 - (e) **Recommend to Full Council the revised HRA capital programme for the period 2019/2020 to 2024/2025, at Appendix B, to reflect amendments to, and the reprofiling of expenditure identified in the report.**

Reason for Recommendations

4. To enable the Cabinet to consider the outturn performance of the Council's HRA Capital Programme in 2018/2019 and the updated capital programme incorporating new items and reprofiling of expenditure.

Details

Capital Programme – Performance Monitoring

5. The Council's approved Capital Strategy and good practice requires that:
 - (i) Effective arrangements are established for the management of capital expenditure, including the assessment of project outcomes, budget profiling, deliverability and the achievement of value for money;
 - (ii) It is appropriate that, in terms of project outcomes and deliverability, the Cabinet receive an annual report covering:
 - the details of schemes commenced on time;
 - the details of schemes completed on time;
 - how many schemes were completed within budget.

HRA Capital Programme – Performance 2018/2019

6. A summary of the performance achieved in relation to the HRA Capital Programme schemes substantially completed in 2018/2019 is detailed in **Appendix A**.
7. In summary, the Cabinet will note that, in many cases, schemes that commenced were completed on time and within budget. It is relevant, however, that there was an expenditure underspend of £2.742 million and equivalent financing underspend in relation to the approved 2018/2019 Capital Programme, with outturn expenditure of £15.625 million compared to the original funding allocation of £18.367 million.
8. A more detailed post implementation review of key capital projects has been undertaken by relevant Officers in accordance with the Capital Strategy and a summary of the scheme progress is also identified in **Appendix A**.

HRA Capital Programme – 2019/2020 and beyond

9. The Council has updated the 30 year HRA plan for the first time in a number of years and this shows that the existing programme (excluding unallocated housebuilding amounts) can be funded from existing resources, particularly now that the 1% rent reductions have ended and the Council is back to increases of CPI +1%.
10. The revised programme as presented does, however, suggest that if the unallocated amounts do translate into actual schemes the Council will need to borrow around £10 million in 2021/2022 though this is very much dependant on actual resources available and whether the proposed changes to the criteria for use of 1-4-1 receipts actually happen. The 30 year plan suggests this borrowing could be fairly short-term but by reprofiling to later years could be minimised.
11. Following the abolition of the HRA debt cap in 2018 a proposed local debt cap for South Cambs has been calculated as part of the 30 year plan update at £250 million at 1st April 2019 rising to £300 million by 31st March 2022. Borrowing of £205.123m was taken on when the HRA subsidy system was abolished in 2012 so the cost of a further £45 million of borrowing is estimated to be affordable which would include the aforementioned £10 million. The Council will need to do further work to ascertain the exact level and duration of borrowing required when the time comes.
12. The 30 year plan will be updated again once the 2020/2021 budget has been set and a presentation to members is planned soon afterwards.

Capital Programme Financing

13. The HRA Capital programme is financed by Capital Receipts, The Major Repairs Reserve, Direct Revenue Financing and developer contributions (section 106) specifically for the new build programme. Any new build expenditure can be funded from 1-4-1 receipts but only up to 30% of spend on housing stock for rent.
14. The ability to generate capital receipts to contribute to the capital programme funding is limited and primarily comes from HRA right to buy sales; it is currently assumed that 20 sales per year will be achieved initially but levels are expected to fall away in later years. It is currently expected that all 1-4-1 receipts will be used within the set timescales without having to return any monies to Central Government but any significant delays in the house building programme could jeopardise this.
15. In determining its Capital Programme, the Council must comply with the regulations relating to the Prudential Framework for Capital Finance in local authorities and related prudential indicators, i.e. is it prudent, affordable (in terms of HRA income) and sustainable (in the Medium Term). Due regard should, therefore, be given to:
 - (i) The estimate of available capital finance (from capital receipts and borrowing) needed to cover existing committed schemes and any residual sum available for uncommitted and future priority schemes;
 - (ii) The estimate of capital finance resource becoming available (from capital receipts and external borrowing) in the ensuing five years for uncommitted schemes and new priority schemes (e.g. from forecast new capital receipts or external funding);
 - (iii) The estimated revenue implications (estimated at £53,000 per year per £1 million borrowed over 25 years) of the proposed total programme and impact on the HRA in terms of affordability.
16. To enter into excessive long term borrowing could expose the HRA to excessive risk so it is strongly recommended that the Council seriously considers the level of capital investment proposed before any borrowing is considered.
17. The programme should be reset at least twice in any calendar year, once as part of the annual budget setting and again in the autumn to ensure the allocations are as up to date as possible and reflect actual expectations.
18. The Capital Programme is prepared on a five year rolling programme. As such Cabinet/Council in February 2020 will be formally setting the programme for the 2020/2021, 2021/2022, 2022/2023 2023/24 and 2024/2025 financial years.

Options

19. The option exists of not approving the revised capital programme.

Implications

20. In the writing of this report, taking into account the financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered:

Policy

21. The Council has two policies which underpin the Capital Programme, namely the Capital Investment Strategy and the Medium Term Financial Strategy for the HRA (MTFS). The former provides the framework for the evaluation, approval and monitoring of capital schemes and this includes a requirement for an annual report relating to schemes completed in the previous financial year. The MTFS provides the framework for funding the Capital Programme and, in line with good practice, no capital scheme can be authorised and no commitment made until:
- Capital finance is in place to cover the full capital costs; and
 - It has been determined by Council that the ongoing revenue cost consequences are affordable in the light of forward Revenue Budget forecasts and related consequences.
22. The Capital Strategy was approved by Council at its meeting on 21 February 2019 and provides the framework for submitting and considering new bids and for reviewing the performance of schemes in the approved programme.
23. Specifically, it is appropriate to submit an annual report (as part of performance monitoring arrangements) in respect of capital schemes that have reached practical/substantial completion in terms of whether or not the scheme has met the objectives and, where appropriate, relevant performance measures.

Legal

24. The Council is not legally required to have a Capital Programme but from time to time legally unavoidable schemes, such as those relating to Health and Safety, are required for which the Council has to identify an appropriate source of funding.
25. The Local Government Act 2003 introduced the Prudential Code which requires the Council to agree and comply with a number of Prudential Indicators that underpin the Council's capital investment demonstrating that the investment is prudent, sustainable and affordable.

Resource Implications

26. The net budget for the capital programme will need to be financed from the Council's resources (e.g. capital receipts), revenue financing or, borrowing. The borrowing costs are approximately £53,000 per year for every £1 million borrowed and any borrowing costs will need to be factored into the revenue budget when preparing the HRA Medium Term Financial Strategy.
27. Full Council, at its meeting on 21 February 2019, approved new schemes for inclusion in the HRA capital programme for the period 2019/2020 to 2023/2024 and

also the re-profiling of the existing programme. The full programme is summarised in the table below:

| Capital Programme: Housing Revenue Account | 2019/2020 £million | 2020/2021 £million | 2021/2022 £million | 2022/2023 £million | 2023/2024 £million |
|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Expenditure | | | | | |
| Existing Stock Improvements | 7.000 | 7.148 | 6.904 | 6.887 | 6.902 |
| Other Improvements | 0.070 | 0.070 | 0.070 | 0.070 | 0.070 |
| New Build | 18.702 | 27.696 | 13.869 | 4.724 | 6.200 |
| Other | 1,259 | 0.937 | 1.014 | 0.319 | 0.444 |
| Total | 27.031 | 35.851 | 21.857 | 12.000 | 13.616 |
| Funding | | | | | |
| Capital Receipts | 5.162 | 7.538 | 3.693 | 2.849 | 1.710 |
| Major Repairs Reserve | 6.689 | 6.868 | 7.032 | 5.714 | 8.567 |
| Direct Revenue Financing | 12.622 | 12.603 | 7.323 | - | 2.435 |
| Grants/Contributions | 2.558 | 8.842 | 3.753 | 3.437 | 0.904 |
| Borrowing | - | - | 0.056 | - | - |
| Total | 27.031 | 35.851 | 21.857 | 12.000 | 13.616 |

28. The outturn in relation to the 2018/2019 Capital Programme, reported to Cabinet on 2 October 2019, is reproduced below for information and it identified an expenditure underspend of £2.742 million and equivalent financing underspend:

| | Revised Budget £ million | Outturn £ million | Variance £ million | C/F |
|--|---|------------------------------|-------------------------------|--------------|
| New Homes Programme | 8.916 | 8.040 | (0.876) | 0.843 |
| Capitalised Repairs | 7.546 | 6.640 | (0.906) | 0.281 |
| Self-Build Plot Preparation | 0.695 | 0.092 | (0.603) | 0 |
| Re-provision of Existing Homes | 0.910 | 0.799 | (0.111) | 0 |
| Re-Purchase of Shared Ownership Properties | 0.300 | 0.054 | (0.246) | 0 |
| Expenditure | 18.367 | 15.625 | (2.742) | 1.124 |
| Capital Receipts | 3.319 | 2.881 | (0.438) | |
| Major Repairs Reserve | 6.429 | 6.455 | 0.026 | |
| Revenue Funding | 5.095 | 5.538 | 0.443 | |
| Contributions including S106 | 3.524 | 0.751 | (2.773) | |
| Funding | 18.367 | 15.625 | (2.742) | |

29. There is now a need to update the capital programme to take into account amendments to and the re-phasing of 2019/2020 and future years schemes. The revised programme is reproduced at **Appendix B**.

Risk Implications

30. The main risks associated with the capital programme are that budgets are not adequate, leading to over spend and the financial implications arising from this or that the schemes will not meet the desired objectives.
31. The future aspirations for capital schemes must be affordable (i.e. there is identified capital resource to fund schemes) and capital budgets must be adequate to avoid over spending with consequent financial implications.

Environmental Implications

32. There are no environmental implications arising directly from the report. A number of the proposed bids would have environmental impacts that would be considered prior to implementation.

Equality Impact

33. The report is exclusively a support or administrative process and has no direct relevance to the Council's duty to promote equality of opportunity, promote good relations and eliminate unlawful discrimination. Individual bids may have specific equality impacts. For example, the highways bid would include improvements to street lighting and footways that would directly benefit people with restricted mobility.

Background Papers

Where the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require documents to be open to inspection by members of the public, they must be available for inspection:

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

The following documents are relevant to this report:

- Budget Report – Report to Cabinet: 6 February 2019
- Business Plan 2019 - 2014 – Report to Council: 21 February 2019
- HRA Medium Term Financial Strategy and HRA Budget – Report to Council: 21 February 2019

Appendices

- A Capital Programme Performance 2018/2019

B Updated Capital Programme 2019/2020 – 2023/2024

Report Authors: Peter Maddock – Head of Finance
e-mail: peter.maddock@scambs.gov.uk

Completed Capital Projects [HRA]: Performance - 2018/2019 Projects

| Capital Funded Projects: New Build | Funding Allocation £'000 | Actual Cost £'000 | Commenced on Time? | Completed on Time? | Completed within Budget? | Lead Officer |
|---------------------------------------|-----------------------------|----------------------|-----------------------|-----------------------|--------------------------------|-------------------|
| Pembroke Way Teversham | 483 | 17 | YES | YES | YES | Kirsten Donaldson |
| Pampisford Road Gt Abingdon | 200 | 159 | YES | YES | YES | Kirsten Donaldson |
| High Street Balsham | 1,532 | 805 | YES | NO | YES | Kirsten Donaldson |
| Woodside Longstanton | 249 | 261 | YES | YES | NO | Kirsten Donaldson |
| Bannold Drive Waterbeach | 94 | 102 | YES | YES | NO | Kirsten Donaldson |
| Gibson Close Waterbeach | 1,444 | 947 | YES | NO | YES | Kirsten Donaldson |
| Highfields Caldecote | 446 | 275 | YES | NO | YES | Kirsten Donaldson |
| Linton Road Gt Abingdon | 1,302 | 1,901 | YES | N/A | N/A | Kirsten Donaldson |
| Grace Crescent Hardwick | 1,306 | 2,018 | YES | N/A | N/A | Kirsten Donaldson |
| Unallocated | 300 | | N/A | N/A | N/A | Kirsten Donaldson |
| Acquisitions | 1,560 | 1,555 | YES | YES | YES | Kirsten Donaldson |
| TOTAL | 8,916 | 8,040 | | | | |

| Capital Funded Projects: Other HRA Capital | Funding Allocation £'000 | Actual Cost £'000 | Commenced on Time? | Completed on Time? | Completed within Budget? | Lead Officer |
|---|-----------------------------|----------------------|-----------------------|-----------------------|--------------------------------|-------------------|
| Shared Ownership Re-Purchase | 300 | 54 | YES | YES | YES | Kirsten Donaldson |
| Self Build Set Up Costs | 695 | 92 | YES | YES | YES | Kirsten Donaldson |
| TOTAL | 995 | 146 | | | | |

| Capital Funded Projects: Capitalised Repairs | Funding Allocation £'000 | Actual Cost £'000 | Commenced on Time? | Completed on Time? | Completed within Budget? | Lead Officer |
|---|-----------------------------|----------------------|-----------------------|-----------------------|--------------------------------|---------------|
| Water/Drainage Works | 80 | 56 | YES | YES | YES | David Purnell |

| | | | | | |
|-----------------------------|--------------|--------------|-----|-----|-----|
| Drainage Upgrades | 310 | 323 | YES | YES | NO |
| Disabled Adaptations | 849 | 727 | YES | YES | YES |
| Change of Tenancy - Capital | 500 | 676 | YES | YES | NO |
| Rewiring | 484 | 184 | YES | YES | YES |
| Heating Installation | 1,980 | 1,434 | YES | NO | YES |
| Energy Conservation | 1,020 | 634 | YES | NO | YES |
| Estates Roads & Paths | 15 | 78 | YES | YES | NO |
| Garage Refurbishment | 52 | 14 | YES | YES | YES |
| Parking Facilities | 86 | 33 | YES | YES | YES |
| Window Replacement | 270 | 490 | YES | YES | NO |
| Re-Roofing | 446 | 544 | YES | YES | NO |
| Full Refurbishments | 200 | 243 | YES | YES | NO |
| Structural Works | 10 | 19 | YES | YES | NO |
| Asbestos Removal | 34 | 31 | YES | YES | YES |
| Kitchen Refurbishment | 743 | 425 | YES | NO | YES |
| Bathroom Refurbishment | 318 | 215 | YES | NO | YES |
| Electrical Alarm Upgrades | | 240 | | | |
| Sheltered Housing and Other | 149 | 274 | YES | YES | NO |
| TOTAL | 7,546 | 6,640 | | | |

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| Capital Funded Projects: Redevelopment of Bedsit Accommodation | Funding Allocation £'000 | Actual Cost £'000 | Commenced on Time? | Completed on Time? | Completed within Budget? |
|---|-------------------------------------|------------------------------|-------------------------------|-------------------------------|---|
| Robinson Court Gamlingay | 910 | 799 | YES | YES | YES |
| TOTAL | 910 | 799 | | | |
| HRA TOTAL | 18,367 | 15,625 | | | |

| |
|-------------------|
| Lead Officer |
| Kirsten Donaldson |

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Capital Projects – Scheme Progress/Post Implementation Review

REVIEW OF SCHEMES: NEW BUILD PROGRAMME

The programme includes 9 schemes. The nature of these schemes means there is significant potential for delay and cost overrun. Three schemes completed during the year with two seeing a cost overrun albeit it marginal. Four schemes are behind schedule though two of these (Gibson Close, Waterbeach and Highfields Caldecote) are due to complete this month. A further two commenced and are ahead of schedule. Overall there were a number of carry forwards requested as part of the outturn and these have been taken into account now that the programme has been updated.

REVIEW OF SCHEMES: OTHER HRA CAPITAL

This relates to the re-purchase of Shared Ownership properties and Self Build Plot preparation. Both budgets were set too high and spend fell significantly short. Going forward budgets have been set at more realistic levels the downside though is that income to fund other elements of the programme will be less than previously forecast.

REVIEW OF SCHEMES: CAPITALISED REPAIRS

There are a number of repair and renewal programmes within the HRA including kitchens, bathrooms, re-wiring, window, heating and re-roofing. The overall budget was set at £7.5m with spend coming in at £6.6m. There were delays to the Heating installation, Energy Conservation and Kitchen and Bathroom refurbishments due to a number of contractor issues. Some of this underspend was carried forward though it was felt there was enough capacity in future budgets to manage expenditure going forward. The budgets have been completely re-assessed as part of this report and the five year total has increased by around £1m.

REVIEW OF SCHEMES: REPROVISION OF EXISTING HOMES

The scheme was for the replacement of bedsit accommodation at Robinson Close, Gamlingay and completed during 2018/2019.

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Agenda Item 8



REPORT TO: Cabinet

8 January 2020

LEAD CABINET MEMBER: Councillor John Williams,
Lead Cabinet Member for Finance

LEAD OFFICER: Trevor Roff, Interim Director of Finance

Collection Fund - Estimated Council Tax Surplus

Executive Summary

1. To determine the estimated Council Tax Surplus.
2. This is a key decision as it results in the authority distributing surplus funds between the Council and other precepting bodies, which are significant having regard to the Council budget setting process.

Recommendations

3. **That Cabinet is requested to consider the report and, if satisfied, approve:**
 - (a) **that an estimated surplus at 31 March 2020 in relation to the Council Tax element of the Collection Fund of £0.774 million be declared for 2019/2020 and shared between the Council, Cambridgeshire County Council, Cambridge Police & Crime Commissioner and the Cambridgeshire Fire Authority in proportion to their 2019/2020 precepts on the Collection Fund;**
 - (b) **That, in future financial years, the determination of the estimated Collection Fund surplus for distribution to precepting bodies be delegated to the Lead Member for Finance.**

Reason for Recommendations

4. To enable the Cabinet to determine the estimated Collection Fund surplus as at 31 March 2020 for distribution to precepting bodies.

Details

5. The Local Government Finance Act 1992 requires the Council to determine the estimated surplus on the Collection Fund as at 31 March in respect of Council Tax prior to 15 January. This will enable the precepting authorities (Cambridgeshire County Council, Cambridge Police & Crime Commissioner and the Cambridgeshire Fire Authority) to take into account their share of any surplus before finalising their precepts for 2020/2021.

6. The table below identifies the actual surplus as at 31 March 2019, the estimated surplus on the Collection Fund relating to Council Tax as at 31 March 2020, and how the surpluses are to be shared in accordance with current regulations:

| Estimated Surplus Calculation | £ | | £ |
|---|--------------------------|-------------------------|-------------------------|
| Balance in the Collection Fund relating to Council Tax as at 31 March 2019 after allowing for bad debts | | | 1,061,557.97 |
| Less: Surplus paid in 2019/2020 (based on forecast made in previous year) | | | |
| South Cambridgeshire District Council | 82,132.00 | | |
| Cambridgeshire County Council | 449,828.00 | | |
| Cambridge Police & Crime Commissioner | 71,522.00 | | |
| Cambridgeshire Fire Authority | 24,747.04 | | <u>628,229.04</u> |
| | | | 433,328.93 |
| Add: Estimated Surplus in 2019/2020 | | | 341,174.90 |
| Estimated Surplus at 31 March 2020 for Distribution (see below) | | | 774,503.83 |
| Share of Estimated Surplus Calculation | 2019/2020 Precept | % ⁽²⁾ | Share of Surplus |
| | £ | | £ |
| South Cambridgeshire District Council (including Parishes) ⁽¹⁾ | 14,710,751.30 | 13% | 98,921.41 |
| Cambridgeshire County Council | 82,106,988.99 | 72% | 552,122.66 |
| Cambridge Police & Crime Commissioner | 13,933,238.96 | 11% | 93,693.08 |
| Cambridgeshire Fire Authority | 4,426,647.46 | 4% | 29,766.68 |

Notes

(1) Parish requirements are deemed to be part of the District Council precept on the Collection Fund.

(2) The percentage (%) relates to the proportion of the estimated surplus for 2019/2020 to be paid to each Authority in accordance with the 2019/2020 precepts and demands on the Collection Fund.

Options

7. The option of not declaring and distributing the Council Tax surplus is not considered appropriate as the Council is required by law to determine the estimated surplus or deficit on the Collection Fund so that precepting authorities can take it into account in finalising their precepts.

Implications

8. In the writing of this report, taking into account the financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered:

Policy

9. There are no specific policy issues arising directly from the report.

Legal

10. The Local Government Finance Act 1992 requires the Council to determine the estimated surplus or deficit on the Collection Fund as at 31 March in respect of Council Tax prior to 15 January preceding the financial year for which budget calculations are to be made, in order that the precepting authorities (Cambridgeshire County Council, the Cambridge Police & Crime Commissioner and the Cambridgeshire Fire & Rescue Authority) can be notified and take their share of the surplus into account before finalising their precepts for 2020/2021.

Financial

11. The estimated surplus on Council Tax collection will be distributed to precepting bodies during 2020/2021 with precept payments.

Risk

12. In the event that the anticipated rate of collection of Council Tax is not achieved, the Collection Fund could fall into deficit. The position cannot be rectified until the following financial year when each of the precepting authorities would be required to take this adjustment into account when determining their precepts for the following financial year.

Environmental

13. There are no environmental implications arising directly from the report.

Equality Analysis

14. In preparing this report, due consideration has been given to the Council's statutory Equality Duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010.
15. It is considered that the report has no relevance to the Council's statutory equality duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relation. An equality analysis is not needed.

Background Papers

Where the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require documents to be open to inspection by members of the public, they must be available for inspection:

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

The following documents are relevant to this report:

- General Fund Medium Term Financial Strategy – Report to Cabinet: 4 December 2019

Appendices

None

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Agenda Item 9



REPORT TO: Informal Cabinet

8 January 2020

LEAD CABINET MEMBER: Lead Cabinet Member for Planning

LEAD OFFICER: Joint Director of Planning and Economic Development

Adoption of the Greater Cambridge Sustainable Design and Construction Supplementary Planning Document

Executive Summary

1. The Greater Cambridge Sustainable Design and Construction Supplementary Planning Document (SPD) has been prepared to provide guidance on the implementation of policies related to climate change and sustainable design and construction within the adopted South Cambridgeshire and Cambridge Local Plans in order to support the Greater Cambridge growth agenda and delivery of sustainable development.
2. The draft SPD was made available for public consultation between the 15 July and the 23 September 2019. During the consultation a total of 257 representations were received, 253 of which were to the SPD and 4 of which were to the Habitats Regulations Assessment and Sustainability Appraisal Screening Reports. Of the representations received to the SPD, 48 were in support of the provisions in the SPD, 113 were in objection and 92 were comments on the SPD.
3. This report provides responses to the representations received along with recommendations for amendments to the SPD ahead of adoption. Cabinet are asked to consider the summary of representations made on the draft SPD during the public consultation and the officers' response to these representations and adopt the SPD with a number of consequential proposed changes.

Key Decision

Yes

The key decision was first published in the November 2019 Forward Plan.

Recommendations

4. It is recommended that Cabinet:

- a) Consider the main issues raised in the public consultation; agree responses to the representations received and agree consequential proposed changes to the SPD as set out in the Consultation Statement and the tracked changed version of the SPD for adoption (See Appendices A and B);
- b) Subject to a), adopt the Greater Cambridge Sustainable Design and Construction SPD; and
- c) Delegates to the Joint Director of Planning and Economic Development is in liaison with the Lead Cabinet Member for Planning, the authority to make any editing changes to the SPD prior to publication.

Reasons for Recommendations

5. The above recommendation is required to ensure that the SPD is amended to take account of the outcome of the recent consultation as appropriate and to ensure that the adopted SPD is available to assist the determination of planning applications for the district.

Details

6. The Greater Cambridge Sustainable Design and Construction SPD has been developed with input from officers from across both Cambridge City Council and South Cambridgeshire District Council. It provides technical guidance for developers on the information that needs to be submitted with planning applications to demonstrate compliance with adopted planning policies related to climate change and sustainable design and construction. In providing such guidance, the SPD will ensure that new development contributes to meeting the challenges posed by our changing climate including:
 - (a) Contributing to carbon reduction targets and reducing fuel poverty;
 - (b) Ensuring that new development is adaptable to our changing climate;
 - (c) Ensuring that new development makes efficient use of resources;
 - (d) Ensuring that new development contributes to the health and wellbeing of new and existing residents.
7. The draft Greater Cambridge Sustainable Design and Construction SPD was made available for public consultation from the 15th July to the 23rd September 2019.

Results of the consultation

8. The outcomes of the consultation are set out in the consultation statement in Appendix A. This appendix has been prepared in accordance with the Town and Country Planning (Local Plan) (England) Regulations 2012. Regulation 12 requires the preparation of a consultation statement, setting out the persons consulted when preparing the SPD, a summary of the main issues raised by those persons and how these have been addressed in the SPD.

9. During the consultation a total of 257 representations were received, 253 of which were to the SPD and 4 of which were to the Habitats Regulations Assessment and Sustainability Appraisal Screening Reports. Of the representations received to the SPD, 48 were in support of the provisions in the SPD, 113 were in objection and 92 were comments on the SPD.
10. The table below provide a summary of the representations received to each section of the SPD. All of the representations are available to be read in full on our online consultation system at: <https://cambridge.jdi-consult.net/localplan/>.
11. The SPD is considered to be consistent with the Local Plan policies for which it provides additional guidance, subject to the proposed changes that are recommended to made in response to the representations received as set out in the consultation statement (Appendix A) and brought together in Appendix B in a tracked changed version of the SPD for adoption. A summary of the key issues and the responses to these is provided below. Cabinet is recommended to adopt the amended SPD to provide further guidance and detail on the implementation of policies in the adopted Local Plan.

Table 1: Summary of representations

| |
|---|
| Section 1: Introduction |
| <ul style="list-style-type: none"> • General support for the SPD but with comments that the document should go further, specifically with regards to net zero carbon development; • Comments regarding the need for flexibility in how the requirements of policy and the guidance in the SPD are applied to specific developments, giving consideration to viability, advances in technology and future national policy (for example changes to Building Regulations) • Objections to the level of detail contained within the SPD with recommendations that the focus should be on the Sustainability Checklist, with developers pointed to guidance contained in the Planning Practice Guidance and other relevant documents. • Comments regarding the role of neighbourhood plans, with the SPD needing to make reference to Neighbourhood Planning; • Exemplar role of local authorities in delivering their own projects should be addressed in the SPD. |
| Section 2: The importance of urban design |
| <ul style="list-style-type: none"> • General support, particularly for the principles of walkable neighbourhoods and adaptable buildings; • Objections to the level of detail contained within the SPD with recommendations that the focus should be on the Sustainability Checklist, with developers pointed to guidance contained in the Planning Practice Guidance and other relevant documents; • Concerns over how applicable some elements of the guidance are to villages in South Cambridgeshire; • Support for the transition to low and zero emissions transport and reducing the reliance on private vehicles; |

- Exemplar role of local authorities should be addressed in the SPD;
- Clarification sought on references to 'off gauge bikes'

Section 3: Implementation

Introduction

- Support for the recognition of the need for early and effective engagement to agree alternative approaches where feasibility or viability are a concern;
- General support for the topics and guidance in this section;
- Concern over lack of reference to communications connections to properties;
- Some support for the inclusion of aspirational targets that go beyond policy requirements particularly related to energy, water and biodiversity

Energy and carbon reduction

- Guidance is too complicated and requirements overlaps with information required to meet Building Regulations;
- Query the support for gas fired Combined Heat and Power as it is not a true low carbon technology and can in many cases lead to an increase in carbon emissions compared to a standard gas boiler;
- Support for the requirement for 10% of carbon reduction to come from on-site renewable energy;
- Support for submission of Carbon Reduction Statements and the energy hierarchy;
- Request for additional guidance related to retrofit to be referenced in the section on energy efficiency in existing homes;
- The SPD should be more ambitious (i.e. net zero carbon);
- Objection to the inclusion of on-site requirements as part of the 10% renewable energy requirement;
- Need to reference future changes to Building Regulations and the Future Homes Standard which will have implications for policy implementation;
- Request that the 19% requirement should be applied on a site wide basis and not on a building by building basis;
- Energy requirements are considered to only apply to typical non-residential developments and not developments such as hospitals which may require a different approach;
- Concern that policies to maximise biodiversity and space for pv arrays at roof level may compromise the positioning of certain technologies;
- Viability should not be used to bypass the policy requirements related to energy and carbon reduction.

Water efficiency

- Adopted policies do not require the submission of a Water Conservation Strategy;
- Support for policy requirements related to water efficiency;
- Water efficiency requirements do not go far enough;
- Cambridge requirements for non-residential development do not take account of the feasibility and viability constraints of achieving this requirement in all forms of non-residential development;
- Some of the water efficiency requirement may not be achievable in certain

types of development (e.g. restrictions on water re-use in acute hospital environments);

- Rainwater harvesting works best in isolation of green/brown roofs.

Climate Change Adaptation

- Sufficient guidance on climate change adaptation and the role of trees exists elsewhere so further guidance in the SPD is not required;
- Policy CC/8 should not be read as requirement for all flat roofs to be green or brown roofs;
- Support for the approach to climate change adaptation – should be inherent part of masterplanning;
- Strong support for the cooling hierarchy;
- Support for the encouragement of green and brown roofs and the recognition of the role of green infrastructure;
- Support for the role of trees although the SPD should encourage the use of native species of local provenance;

Biodiversity

- Adequate local guidance on biodiversity already exists and as such further guidance is not required in this SPD;
- The SPD should not include a requirement for biodiversity net gain as this is not included in local plan policies;
- The list of priority habitats should include chalk streams;
- Support for guidance on biodiversity and the role of new development in enhancing biodiversity;
- Emphasis should be placed on encouraging the preservation, restoration and re-creation of priority habitats, ecological networks and the protection and recovery of priority species populations;
- Reference should be made to the Doubling Nature Vision;
- Welcome reference to the application of the mitigation hierarchy – the document would benefit from an explanation of the ecological mitigation hierarchy;
- Comments were made as to the type of assessment that should be submitted as part of the planning process;
- Reference to the need for developments likely to affect a European site to be accompanied by sufficient information to assess likely significant effect and the need for an Appropriate Assessment to be undertaken where necessary.

Pollution

- Section needs substantial editing to simplify advice for applicants, making reference to relevant national guidance and other advice;
- Sensible to plan for the provision of electric vehicles but the planning for the infrastructure demands associated with this needs to happen at an early stage and can require a substantial infrastructure burden to be accommodated. Further clarity should be provided to define the type/specification/energy demands of ev charging require for specific uses;
- Need to make it illegal for people to idle their engines while stationary;
- With regards to the requirement for a Low Emission Strategy and the

requirements of Table 3.20, there is insufficient flexibility in relation to the scale of development proposed. Allowance should be made for the LES to be included in the Design and Access Statement or Sustainability Statement depending on the scale of development;

- EV charging requirements need to be consistent with national policy (i.e. Building Regulations). Some of the requirements are too high and could have cost implications for developments;
- Some elements of this section may be difficult to apply in a hospital setting;
- Need to include reference to the need to mitigate impacts on sensitive ecological receptors including protected species;
- Need to include reference to the impacts that noise and vibration and lighting schemes can have on heritage assets;
- Support for the SPD from the Environment Agency in respect of groundwater and contaminated land;
- Requirements related to ev charging have not been tested at local plan examination;
- Clarification sought on acoustic standards in relation to ventilation;
- The SPD should include a definition of slow, fast and rapid for electric vehicle charging;

Sustainable Drainage and Flood Risk

- Adequate guidance is contained in the Flood and Water SPD;
- Support for the requirements in relation to sustainable drainage systems, particularly multi-functional approaches;
- Include reference to the need to consider archaeology in the design and layout of sustainable drainage systems;
- Need to include guidance on foul drainage;
- Include option to re-use water on site as part of this section;
- Include reference to adoption of sustainable drainage systems by sewerage undertaker or other bodies;
- Section should also apply to South Cambridgeshire.

Construction standards (BREEAM)

- Further guidance on BREEAM not required;
- BREEAM excellent is often not feasible for schemes under 1,000m², and in these cases the SPD could more strongly encourage the development of bespoke approaches;
- The SPD could usefully establish thresholds and non-residential project criteria defining where BREEAM 'excellent' is realistically achievable;
- This requirement should also apply to development in South Cambridgeshire.

Sustainable Show Homes

- The requirements of policy CC/5 and its associated supporting text are sufficient – no further guidance in the SPD is required;

Works to a heritage asset to address climate change

- Historic England, English Heritage and the Chartered Institution of Building Services Engineers provide advice on environmental improvements in heritage assets, and as such it is considered that no additional guidance is

required or necessary;

- Need to stress the importance of putting buildings into good repair;
- Works to heritage assets should be sensitive but also with purpose;
- Broad support for this section of the SPD. Reference to additional guidance prepared by Historic England and other organisations recommended.
- More guidance for homeowners required.

Construction waste and recycling and waste facilities:

- Sufficient guidance is already included in the RECAP Waste Management Guide and Toolkit;
- Support for this section of the SPD
- More reference to embodied carbon and the recycling and re-use of materials required;
- Needs to include advice for non-typical non-residential development (e.g. hospitals);
- Change should be designed to reduce construction waste to must be designed to reduce construction waste;
- Refer to the Construction Code of Practice for the Sustainable Use of Soils on Construction Sites;
- Needs to be a better solution to charging/disposing of waste.

Section 4: Further approaches

- Topics are not related to planning policies and cannot be addressed through the planning system. The SPD is not the appropriate document to set out such aspirations;
- Figures 13 and 14 do not take into account the historic environment;
- The South Cambridgeshire Health Impact Assessment SPD considers matters related to health and wellbeing and it is not necessary to duplicate this within the Sustainable Design and Construction SPD;
- Support for the section, particularly elements related to food growing;
- CUH pleased to see the recognition in the SPD of the role of the built environment in the health and wellbeing of residents;
- Developers should seek advice from Cambridgeshire Police Designing out Crime Officers at an early stage to ensure the principles of Secured by Design are met;
- Policies related to modern methods of construction need to be flexible to accommodate change;
- Encourage the inclusion of explicit support for the use of natural building materials;
- Include guidance on increasing the use of wood products in construction and wherever possible the use of UK sourced timber;
- Need to include reference to the embodied energy of existing buildings and the assessment of proposals in line with whole life cycle in accordance with BS EN 15978;

Needs to be a measurable standard for embodied energy included in the SPD – reference to Oxford City Council requiring a Natural resource Impact Assessment.

| |
|---|
| Appendix 1: Sustainability Checklists |
| <ul style="list-style-type: none"> • Need for Ha.1 – Ha.4 to cross reference Governments retrofit guidance PAS 2035:2019 and the special considerations under Part L1B and L2B; • The checklist should be the main focus of the document with a single checklist prepared for both Cambridge and South Cambridgeshire; • En.2 for South Cambridgeshire should not make reference to other onsite energy use; • Wt.2 – the Cambridge requirement for 5 BREEAM credits should be reduced in recognition that this requirement will not be technically feasible for smaller developments; • En.1 for Cambridge should be updated to read 19% improvement on Part L 2013; • Include reference to Habitats Directive requirements in the checklist; • Checklist should be more aspirational in relation to energy targets; • SuSH.1 – can you give benchmarking standards for the Show Home?; • Welcome the historic environment questions. |
| Appendix 2: Carbon reduction template for inclusion in Carbon reduction Statement for residential development – Cambridge developments |
| <ul style="list-style-type: none"> • Too Cambridge specific |
| Appendix 3: Gas Fired Combined Heat and Power Advice Note |
| <ul style="list-style-type: none"> • Needs to take account of the latest Climate Change Committee advice; • Possibly irrelevant to SCDC as the A14 work should eliminate the AQMA. |
| Appendix 4: Home Energy Questionnaire |
| <ul style="list-style-type: none"> • Needs to cross reference PAS 2035:2019; • Too Cambridge specific. |
| Appendix 5: Carbon reduction proformas for applications in South Cambridgeshire |
| <ul style="list-style-type: none"> • SCDC report carbon reduction form |
| Appendix 6: Requirements for specific lighting schemes |
| <ul style="list-style-type: none"> • For all-night lighting at low brightness use a compact fluorescent porch light of 9W (600 lumen); This is probably taken from an old existing document. Should be LED low power lighting that is not mercury based as per a compact fluorescent lamp. • Is more guidance on lighting needed? |
| Appendix 7: Contaminated land guidance |
| <ul style="list-style-type: none"> • Noddy's guide to development process for contaminated areas. |
| Appendix 8: Noise Pollution |
| <ul style="list-style-type: none"> • Is more guidance on noise pollution needed? |
| Acronyms |
| No comments |
| Glossary |
| <ul style="list-style-type: none"> • Include a definition of setting and significance in relation to heritage assets |
| Representations to Sustainability Appraisal and Habitats Regulations Assessment Screening Reports |
| <ul style="list-style-type: none"> • Natural England is satisfied with the conclusions of the Draft Habitats |

Regulations Assessment Screening (June 2019) report that the draft Greater Cambridge Sustainable Design and Construction SPD is unlikely to have any significant impacts on the conservation objectives of Natura 2000 and Ramsar sites. We agree that it is not necessary to proceed to the next stage of the Habitats Regulations Assessment process i.e. Appropriate Assessment.

- Historic England would concur with your assessment that the document is unlikely to result in any significant environmental effects and will simply provide additional guidance on existing Policies contained within a Adopted Development Plan Document which has already been subject to a Sustainability Appraisal/SEA. As a result, we would endorse the Authority's conclusions that it is not necessary to undertake a Strategic Environmental Assessment of this particular SPD.
- Natural England agree with the conclusions of the Sustainability Appraisal Screening (June 2019) report that the SPD will not give rise to significant environmental effects beyond those already identified as part of the appraisal of the parent policies and site allocation contained within the adopted 2018 Cambridge and South Cambridgeshire Local Plans. The Plan can therefore be screened out of the requirement for a separate Sustainability Appraisal.
- Objection to the accompanying HRA, which is deficient as it presumes mitigation of water abstraction by "increased efficiency" will allow sufficient water to be available without impacts on European sites. As indicated, there is finite water available, so this is a nonsensical approach. The accompanying Habitat Regulations Assessment cannot reach its conclusion of no impact based on present evidence and furthermore should be aware of "People over wind/Sweetman" C 323/17 decision

12. A common theme across many of the representations received from local community and interest groups, residents and architects was that the SPD should be more ambitious in the targets required related to energy, water and biodiversity, in light of recently declared climate and biodiversity emergencies and increasing concerns about water abstraction. While this support for greater ambition is welcomed, it is important to note that SPDs cannot be used to set new policy requirements and can only provide guidance on the implementation of existing policies. As such the Greater Cambridge Sustainable Design and Construction SPD must focus on providing guidance on the implementation of existing policy, which was developed prior to announcements on net zero carbon. Further work on Net Zero Carbon will be carried out as part of the development of the Greater Cambridge Local Plan, and the Councils have committed to introducing policies related to net zero carbon as part of this document. Work is being commissioned to provide the evidence base for these policies, building on work on carbon footprinting and carbon budgets already carried out for the area.

13. Nevertheless, it is recognised that the Greater Cambridge Sustainable Design and Construction SPD is being prepared at a time of changing national policy, and some additional wording has been added to the introduction of the SPD to reflect this. This will encourage developers to consider ways in which to

futureproof their developments, giving consideration to emerging national requirements such as the Future Homes Standard and changes to Building Regulations.

14. Others respondents called for a degree of flexibility in how the requirements of policy and the guidance in the SPD is applied on a case by case basis, giving consideration to issues around technical feasibility and viability but also recognising that policy in this area, particularly around net zero carbon is a rapidly evolving area. Paragraphs 3.1.4 and 3.1.5 of the SPD already allow for some flexibility in the implementation of policies in light of feasibility and viability considerations, subject to early engagement with the planning service as part of the pre-application process. However, given that the policies in the adopted Local Plans were written in 2011/12, it is inevitable that elements of adopted policy will become overtaken by changes to national policy. As such it is proposed that additional wording be added to section 3 of the SPD to allow for updates to national requirements such as Building Regulations to be taken into account. This is most likely to apply to the topic of energy and carbon reduction, with the current consultation on changes to Part L of the Building Regulations to support the transition to net zero carbon buildings likely to have implications for the implementation of existing local plan policies. The most notable impact will be on the implementation of the Cambridge carbon reduction requirement for new homes, which is measured as a percentage improvement on 2013 Part L. But there may also be implications for the South Cambridgeshire policy given the Government's preferred approach stipulates the use of on-site renewable energy in order to reduce carbon emissions. A response to the Part L consultation is being developed by officers from across both South Cambridgeshire District Council and Cambridge City Council and will be subject to Member endorsement in due course.
15. It is also important to ensure that the implementation of current policy does not lead to unintended consequences, for example the SPD as currently drafted allows for gas Combined Heat and Power to be used in meeting the requirements of policy CC/3 of the South Cambridgeshire Local Plan (renewable and low carbon energy in new developments). However, with the continued decarbonisation of the electricity grid, and Governments proposal to ban gas heating for new homes from 2025, some respondents to the SPD have called for the support for CHP to be removed from the SPD. This section of the SPD (paragraphs 3.2.28 – 3.2.32) has been amended to ensure that developments are not locked into higher carbon emissions in the future through the selection of inappropriate technologies.
16. With regards to the representations suggesting that the SPD is contains too much detail, it is recognised that there is a wide variety of guidance on topics available, and where possible, the SPD has referenced this material. However, in developing the SPD, officers have been mindful of the quality of information submitted with planning applications, as well as how up to date some of the guidance available is, including the Planning Practice Guidance. There are cases where applications are submitted with little or no information to enable officers to

fully determine the extent to which they comply with adopted policy and mitigate their impact on the environment, despite the presence of national guidance. This leads to technical officers having to either request the submission of further information, which leads to delays in determining applications or recommend refusal of applications. As such, it is considered that the level of information included in the SPD is necessary to ensure that appropriate detail is included within applications to enable officers to make an informed decision on how the proposals respond to policy requirements.

Next steps

17. The SPD as proposed to be amended in response to the consultation is consistent with adopted policy in the Local Plan 2018 for which it provides further detail and guidance. The guidance it provides will help to ensure that new development responds to the climate emergency and assists with the delivery of sustainable development.
18. Subject to approval by Cabinet, the Consultation Statement will be published on the Council's website.
19. If the SPD is adopted, officers will prepare an adoption statement and carry out various other actions laid down by regulation including actions to publicise the adoption of the SPD and make it available for reference.
20. On adoption, the SPD is capable of being a material planning consideration in the determination of planning applications.

Options

1. Members may decide:
 - Approve the Consultation Statement including the proposed changes to the SPD;
 - Approve the Consultation Statement including the proposed changes to the SPD with amendments;
 - Not approve the Consultation Statement including the proposed changes to the SPD;
 - Not delegate to the Joint Director of Planning and Economic Development in liaison with the Lead Cabinet Member for Planning, the authority to make any editing changes to the SPD prior to publication.

Implications

21. In the writing of this report, taking into account financial, legal, staffing, risk, equality and diversity, climate change, and any other key issues, the following implications have been considered:-

Equality and Diversity

22. An Equalities Impact Assessment has been undertaken as part of the development of the SPD. This notes that given the aim of the SPD to enhance the environmental performance of new homes, including their energy efficiency, there could be positive impacts from a fuel poverty perspective amongst the following protected characteristics:

- (e) Age;
- (f) Disability;
- (g) Pregnancy and maternity;
- (h) Race; and
- (i) Rurality.

Climate Change

23. The Greater Cambridge Sustainable Design and Construction SPD will play an important role in planning for climate compatible development, helping to support the implementation of relevant policies in the adopted South Cambridgeshire Local Plan. While growth will inevitably lead to an overall increase in carbon and other greenhouse gas emissions, the SPD provides guidance on policies in the Local Plan that seek to reduce these impacts and increase the use of renewable and low carbon energy, sustainable modes of transport, reduce water use in new developments and also ensure that development is able to adapt to our changing climate. In doing so, it seeks to ensure that development is designed to exceed statutory minimum requirements for environmental performance set out in the Building Regulations.

Effect on Council Priority Areas

Growing local businesses and economies

24. Not directly relevant.

Housing that is truly affordable for everyone to live in

25. By ensuring that new homes are built to the highest possible sustainability standards, and incorporate renewable energy technologies and water saving devices, this can help to ensure that homes remain affordable not just to buy but to also live in by reducing energy and water bills.

Being green to our core

26. The SPD will provide guidance on the implementation of policies related to climate change and sustainable construction, helping to ensure that all new development plays a role in responding to our changing climate and meeting national targets for carbon reduction.

A modern and caring Council

27. Not directly relevant.

Background Papers

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

- South Cambridgeshire Local Plan 2018:
https://www.scambs.gov.uk/media/12740/south-cambridgeshire-adopted-local-plan-270918_sml.pdf
- Draft Greater Cambridge Sustainable Design and Construction SPD:
<https://www.cambridge.gov.uk/media/7434/draft-sustainable-design-and-construction-spd.pdf>
- Sustainability Appraisal Screening Report:
<https://www.cambridge.gov.uk/media/7440/draft-sustainable-design-and-construction-spd-consultation-sustainability-appraisal-screening-report.pdf>
- Habitats Regulations Assessment Screening Report:
<https://www.cambridge.gov.uk/media/7436/draft-sustainable-design-and-construction-spd-consultation-habitats-regulations-assessment-screening-report.pdf>
- Equalities Impact Assessment:
<https://www.cambridge.gov.uk/media/7435/draft-sustainable-design-and-construction-spd-consultation-eqia.pdf>
- Draft Greater Cambridge Sustainable Design and Construction SPD Consultation Statement: <https://www.cambridge.gov.uk/media/7439/draft-sustainable-design-and-construction-spd-consultation-statement.pdf>

Appendices

Appendix A: Statement of Consultation

Appendix B: Tracked changed version of the Greater Cambridge Sustainable Design and Construction SPD for adoption

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Agenda Item 10



South
Cambridgeshire
District Council

REPORT TO: Cabinet 8 January 2020

LEAD CABINET MEMBER: Councillor Bridget Smith

LEAD OFFICER: Stephen Kelly Joint Director of Planning and Economic Development

An Economic Action Plan and new Business Support Service for South Cambridgeshire

Executive Summary

1. The Greater Cambridge Economic Action Plan has been drawn up by South Cambridgeshire District Council, the Greater Cambridge Partnership and Cambridge City Council. Building upon the Greater Cambridgeshire and Peterborough Local Industrial Strategy (LIS) approved by Government in Summer 2019, it brings together into one document the plans and priorities of the three partners around economic development and provides a link between South Cambridgeshire's plans for supporting local businesses.
2. In order to deliver the actions within the draft Economic Action Plan, and in line with the commitment in the business plan the report also proposes to create additional capacity within South Cambridgeshire District Council through the creation a Business Support team within the Council alongside a dedicated budget to deliver business support and engagement. Three new roles have been identified which will supplement existing strategic economic development capacity within the shared planning service, thus creating a Business Support team of four posts and retaining the more strategic capacity within the Planning service. Given the ongoing consultation on the future organisational structure, the management of the new Business Support service is not yet finalised. At this stage therefore, the Committee is being asked to comment upon the broad roles and budget for the service, rather than its detailed structure.
3. This is a key decision. It was first published in the September 2019 Forward Plan.

Recommendations

4. It is recommended that Cabinet:
 - a) Approve the Greater Cambridge Economic Action Plan; and
 - b) Delegate authority to the Joint Director of Planning and Economic Development to make minor typographical/factual changes or changes to improve legibility/understanding prior to the publication of the Economic Action Plan
 - c) Agree the proposal for a new Business Support Service for South Cambridgeshire;

Reasons for Recommendations

5. The proposals will underpin delivery of the Council's Corporate objective to support economic development in the District as set out in the 2019-2024 Business Plan.

Greater Cambridge Economic Action Plan

6. The "Greater Cambridge Economic Action Plan" can be found at Appendix 1. It has been created jointly with the Greater Cambridge Partnership (GCP) and Cambridge City Council – reflecting the close relationship between the area's economy and the administrative boundaries.
7. The purpose of the plan is:
 - To set out targeted objectives and actions that will support the Greater Cambridge economy and local businesses; and
 - Through those objectives and actions to support the delivery of the Local Industrial Strategy (LIS) in Greater Cambridge.
8. The Plan is based around a series of objectives that align with the LIS strategic ambitions (and the Government's five Foundations of Productivity), but also responds to local evidence and priorities. It seeks to address the Council's ambition to support businesses of all sizes, including rural enterprise and farming, to help create new jobs and opportunities near to where people live.
9. The locally targeted actions have been drawn from existing plans and priorities. For South Cambridgeshire, they include:
 - a. Key economic development driven actions identified in the SCDC Business Plan
 - b. The Council's Brexit Advisory Group priorities for action
 - c. A range of corporate activities including housing, transport and planning
10. Whilst the plan responds to the Local Industrial Strategy for the area it has been prepared and drafted with the benefit of officer engagement with members and local stakeholders in the early autumn. In addition to the assimilation of feedback from the workshops and feedback at events such as the initial Local Plan consultations the action plan (and Business Plan) also build upon learning secured through the Brexit Advisory Group Hearings early in 2019.
11. The plan has also been considered by SCDC Scrutiny Committee (at their meeting on 17th December). The Scrutiny Committee comments covered points of detail and accuracy and emphasised the importance of strategic level interventions to improve utilities and digital infrastructure. The Committee also sought clarification on the means by which the "performance" of the plan would be monitored and measured. Whilst the Action Plan appended has not been able to be updated in time for publication to introduce a dedicated performance framework, the development of the Business Support Service covered in this report will be accompanied by associated performance indicators. Some of the Action Plan objectives, surrounding housing and planning outcomes for example, are also already addressed in the corporate performance reporting process and will be reviewed further as part of the Business Planning cycle.

12. The Economic Action Plan is also expected to complement South Cambridgeshire District Council's Investment Strategy and help to determine "Stream 2" Investment decisions – those which can generate regeneration or economic development benefits as well as positive financial returns for the Council.

A new Business Support Service for South Cambridgeshire

13. 'Growing local businesses and economies' is one of four priority areas in the South Cambridgeshire District Council Business Plan 2019-24. The Business Plan outlines twenty-two actions to be implemented by the Council over the plan period to help achieve this objective. The Economic Action Plan (above) plays an important part in delivering that objective, but delivery of a number of the actions will require the Council to lead on and/or directly deliver a number of the plan's actions. At the present time however, the Council lacks the capacity to deliver all of these measures effectively.

14. The current Economic Development resource within South Cambridgeshire, i.e. those officers that are dedicated exclusively to the promotion of economic development of the district, is as follows:

- 1 Economic Development Officer currently in post; and
- 1.5 additional posts, Business Liaison Officer (1fte) and Assistant Economic Development Officer (0.5fte). These posts are currently vacant with role profiles being taken through the job evaluation process with the expectation that recruitment will take place at the beginning of 2020.

15. In order for the Council to deliver the objectives of the Action Plan, two broad capabilities are required. Firstly, capacity to help interrogate data and shape the strategies and policy of the Council and its partners – so that future planning and investment recognises and is supportive of the economic priorities for the District and can engage with the barriers to successful economic growth (such as infrastructure etc). Secondly, the Business Plan commits to a series of business support activities offering practical advice and targeted support to existing and growing businesses in the District and to engage with those seeking a foothold in the area.

16. Whilst the Council has identified roles to support strategic economic development work, the current staffing resources (and focus) is not currently considered sufficient to successfully deliver the range of actions outlined in the Council's Business Plan.

17. Accordingly, with reference to other councils' business support services (such as in West Suffolk, Bedford and Huntingdonshire), officers have considered the resources required to successfully achieve the Council's ambitions. This is considered to comprise a need for a team of four officers and revenue funding to support the delivery threads below. The new business support resources may not rest within the Shared Planning Service (and decisions on this will need to await the outcome of the senior management re-structure currently underway), but from the new financial year starting in April, capacity and capability to deliver the Business and Action Plan outcomes will need to be created. This would be in addition to the strategic economic development capability, which will remain within the Strategy and Economy team of the Shared Planning Service.

18. The development of and recruitment to the new roles, together with the prioritisation and implementation of a fully costed delivery plan will take place in the new year. Initial activity and focus within the team, based upon the LIS, Business Plan and Economic Action Plan will nevertheless target the following areas:

Support to Small and Medium Size Enterprises (SME)

19. In order to support businesses, the Council needs to better understand their needs by listening to them and to the bodies that represent them. Building a business engagement plan the service will be looking to go out to SMEs and to connect with entrepreneurs and networks across the area, to share information on the support available to them and to provide a responsive and useful support capability. This might include a package of support activities for start-up and small enterprises working in concert with programmes provided by the Combined Authority and other partners.

Inward Investment and promotion of the Enterprise Zones

20. The District has three designated Enterprise Zones – part of the “Cambridge Compass”. Development on the Enterprise Zones to date has been very limited – and there is accordingly a need to work with partners on each of the sites to resolve existing barriers, identify investment opportunities and to develop marketing materials and campaigns to encourage businesses to locate to these sites. There is also currently a lack of a reliable and up to date information on the district’s economy and available land and premises – including the land that will become available in new settlements. Information and marketing material to enable potential investors to understand, not only what is on offer from South Cambridgeshire, but also the opportunities available in its individual communities is also very limited.

21. The new service, working with partners such as Cambridge &, the Greater Cambridge Partnership (GCP) the Combined Authority’s Growth Company and Department for International Trade (DIT), will promote South Cambridgeshire and its EZs and development sites to businesses. This is expected to include an enquiry handling system and work to build relationships with potential investors and agents in order to guide them through their relocation to or within the district.

Supporting Sustainable Village economies

22. Working with parish councils, members and local SMEs to develop and to start to implement a programme of activities to support local village economies. Based upon initial feedback, areas that will be explored include:

- building knowledge of village economies;
- connecting workers and businesses;
- developing local supply chains;
- supporting the sustainability of village retail centres;
- developing local workspaces including the reuse of agricultural premises;
- the provision of digital infrastructure;
- creative workspace opportunities.

23. The development of a larger visitor economy is an important component in helping to ensure our village businesses are sustainable; bring greater activity and additional spend. Following the creation of a Destination Management Plan, the service would work with Visit Cambridge & Beyond to implement the recommended actions for the district

and with partners to develop sustainable tourism initiatives such as cycling and walking trails to encourage visitors into the district's communities.

24. Businesses will also play a key part in SCDC's response to the declared climate emergency. The service will also explore ways in which it can support local enterprises respond to the pressure towards low carbon futures and will provide information and advice to help businesses to understand the benefits of generating their own energy, improving their energy efficiency, increasing water and waste recycling. They will also engage experts to investigate the delivery of a brokerage service for renewable technology investment.

Developing and embedding "business friendly" practice across the Council

25. The service will seek to explore developing trends in economic development, particularly in rural areas, best practice in delivery and opportunities for bidding for additional funding. Through engagement with officers across the Council, particularly in Planning, Licensing, Environmental Health and Neighbourhood Planning, the service will help to shape SCDC's interaction with businesses. In particular, the service will have responsibility for developing the Council's single point of contact processes and structure will also work with the regulatory services teams to implement the Better Business for All initiative within the council and with the OneVu team on the implementation of a My South Cambs portal for businesses.

Implications

26. In the writing of this report, taking into account financial, legal, staffing, risk, equality and diversity, climate change, and any other key issues, the following implications have been considered:-

Financial and Staffing

27. A budget bid of £200k has been included in the 2020/21 budget as an annual revenue increase. This has been approved by Cabinet on 4 December for inclusion in the February budget setting meeting.

Legal

28. None.

Risks/Opportunities

29. The current economic climate is volatile and highly competitive; creating a better environment for business growth will not guarantee business growth. A thriving business environment, with clearly articulated commitments from the Council will nevertheless help South Cambridgeshire District Council compete as a location for business, whilst the support provided by officers to small and medium sized businesses will help to retain existing employers, improve survival rates of new enterprises and secure new investment in existing and new communities across the district.

Equality and Diversity

30. None

Climate Change

31. Supporting investment into the District's new and existing settlements and the continued success and expansion of the District's existing dispersed business community will help

the Council to meet its climate change and wellbeing objectives – ensuring that across the district, local communities are close to opportunities for work – and reducing the need to travel to the City or neighbouring towns for employment.

Consultation responses

32. A draft of the proposal for a new Business Support Service was taken to the Economic Development Policy Members Group on 24 October 2019. Councillor McDonald, as the council's Business Champion, has helped shape the service further. In additional consultations with Members (on the Economic Action Plan) and businesses on matters surrounding the joint local plan has also helped to inform the outcomes in the Economic Action plan and the need for additional business Support. The proposed Action Pan and Business Support Service has also been shaped by listening to a number of focused "Brexit" centred presentations from businesses and business groups, received as part of the Brexit Advisory Group engagement sessions in early 2019.

Effect on Council Priority Areas

Growing local businesses and economies

33. The investment in Business Support Capacity and the production of a Greater Cambridge Economic Action Plan contribute to the actions in the Business Plan to 'Create a business team with a single point of contact for business enquiries' and to 'Create a new plan to support the South Cambridgeshire economy and local businesses'. By its very nature, the plan will support the implementation of the other actions that come under this key priority in the Business Plan.

Housing that is truly affordable for everyone to live in

34. The Economic Action Plan acknowledges the importance of the provision of housing in creating a sustainable Greater Cambridge economy and reflects the aspiration in the Greater Cambridge Housing Strategy to provide housing for local workers.

Being green to our core

35. A number of actions to be delivered by the new service will support local businesses to become more sustainable and to protect and enhance the natural environment.

A modern and caring Council

36. A number of actions to be delivered by the new service will support our customers with high-quality services, in particular, the creation of a single point of contact for business enquiries.

Background Papers

- Business Plan 2019 - 2014 – Report to Council: 21 February 2019.
- Cambridgeshire and Peterborough Independent Economic Review Interim (9 May 2018) and Final (14 September 2018) reports.

- Cambridgeshire and Peterborough Local Industrial Strategy, July 2019.
- Greater Cambridge City Deal, June 2014.
- Report to Cabinet: Brexit Advisory Group: Priorities for Action, 6 March 2019.

Appendices

Appendix 1: Greater Cambridge Economic Action Plan

Report Author:

Stephen Kelly/Johanna Davies – Joint Director of Planning/Economic Development Officer
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Appendix 1

Greater Cambridge Economic Development Action Plan

Local Action to Deliver the Local Industrial Strategy in Greater Cambridge

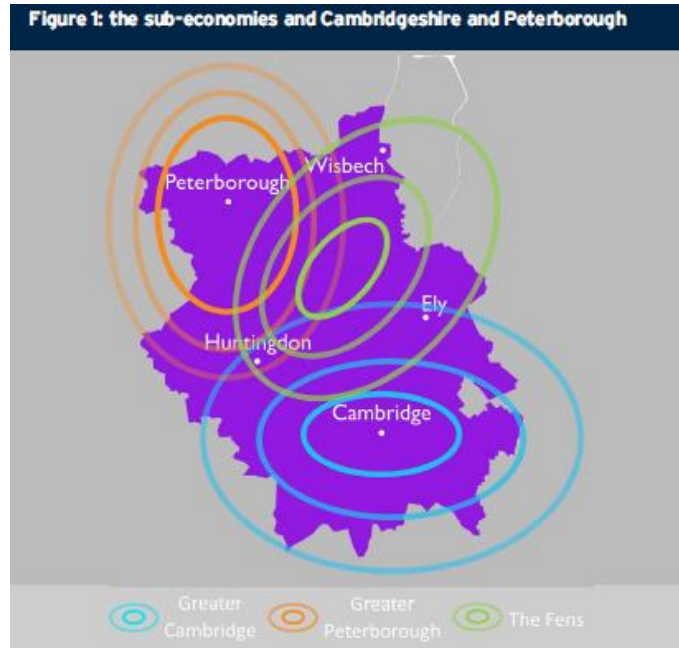
1: THE NEED FOR AN ACTION PLAN

Developing the Local Industrial Strategy

In July 2019, the Cambridgeshire and Peterborough Combined Authority (CPCA), jointly with the Government, published the Local Industrial Strategy (LIS) for Cambridgeshire and Peterborough. This followed and draws heavily on the evidence base produced by the highly credible Cambridgeshire and Peterborough Independent Economic Review (CPIER), the LIS sets out “how Cambridgeshire and Peterborough will maximise the economy’s strengths and remove barriers that remain to ensure the economy is fit for tomorrow’s world”.

The Greater Cambridge Partnership (GCP) – including Cambridgeshire County Council, South Cambridgeshire District Council and Cambridge City Council, as well as colleagues in academia and business – contributed to the development of the CPIER report and the LIS. Both documents recognise that three functional economies

exist within Cambridgeshire and Peterborough (*illustrated above*) and support the ambition to develop the economy of the wider area by taking an approach focused on the complementary strengths and individual needs of each place, including Greater Cambridge.



Greater Cambridge also has a critical role as an engine of growth for the Oxford-Cambridge Arc. The Arc has been identified in national policy as an opportunity to develop an economic asset of international standing, delivering economic benefits both locally and nationally. It is a commitment from Government, businesses and local partners to work together to accelerate economic growth, which requires local partners in Greater Cambridge to consider how best to deliver their part of this commitment.

Greater Cambridge also sits at a pivotal position within life-science and high-tech corridors, and the Cambridge-Norwich agri-tech corridor. The actions in this plan therefore contribute to the success of all of these strategic initiatives and spatial dimensions.

Purpose of this Action Plan

The LIS “does not represent all the priorities and actions” that will be needed to successfully drive economic growth in Greater Cambridge and instead sets out long-term, strategic ambitions for the whole of the Cambridgeshire and Peterborough economy. All partners in the growth of Greater Cambridge will have a vital role to play in focusing their actions on achieving these ambitions – including academic and research institutions, infrastructure agencies, business networks and businesses themselves.

This Action Plan will set out the interventions that are being taken by the authorities at a Greater Cambridge economic geography level to deliver against the strategic ambitions set out by the LIS.

This Action Plan will:

- A. Outline the key objectives required to effectively deliver the LIS's ambitions**
- B. Outline the key actions partners are taking to deliver those objectives.**
- C. Indicate the measures of success we expect to see for each action.**

2: THE GREATER CAMBRIDGE ECONOMY

The Greater Cambridge economy is exceptional. Cambridge and South Cambridgeshire host internationally significant clusters of life science, digital and advanced manufacturing businesses.

The proportion of local residents with high level qualifications in both areas (South Cambridge 51.4%, Cambridge 61.5%) significantly surpass national figures (39.3%)¹ as do the average wage rates of workers (South Cambridgeshire £746.20, Cambridge £642.40, GB £571.10)². Unemployment rates of 2.2% (South Cambridgeshire) and 2.9% (Cambridge) are well below the national rate of 4.1%³.

Cambridge has the highest number (269.8) of patents per 100,000 people in the UK (compared to an average in cities nationally of 17.8)⁴, whilst employment in scientific research and development is over 23 times more concentrated in South Cambridgeshire than it is nationally.

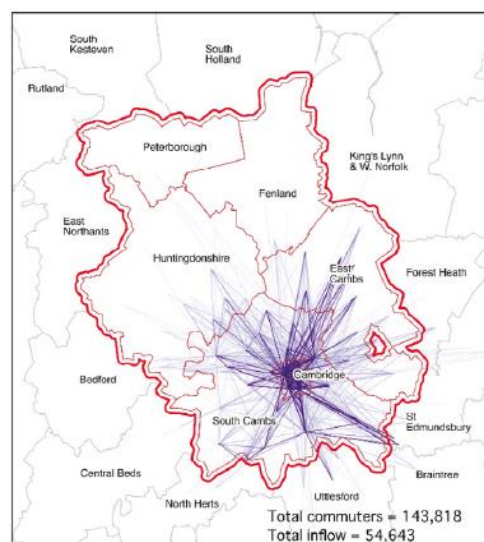
All of this contributes to Greater Cambridge's role as the engine for economic growth across the wider geography. The CPIER concludes:

"A distinguishing feature of [Cambridgeshire and Peterborough] is how strongly it has grown recently... This has been driven primarily, but not entirely, by rapid business creation and growth in the south – Cambridge and South Cambridgeshire."

As identified by the CPIER and the LIS, Cambridge and South Cambridgeshire function as the geographic core of a single, distinct economic area. In a single day, around 23,000 workers leave their home in South Cambridgeshire to travel to work in Cambridge, whilst a not insignificant 8,000 undertake the journey in the opposite direction. Furthermore, Cambridge has an important role in meeting the retail and leisure needs of South Cambridgeshire's population, with the residents of many of the district's 105 villages and two towns contributing a significant proportion of the 3million+ shopping visits to the city centre each month.

Together the two areas support the different stages in the lifecycles of companies, with a rich mix of early-stage through to internationally-established businesses locating close together within the city, whilst a significant number of the businesses incubated in Cambridge are able to expand into South Cambridgeshire, taking advantage of greater space and more affordable rents (for example, data from Colliers indicates office rents are roughly 15% less expensive in South Cambridgeshire⁵). This has enabled the creation and substantive development of the area's major economic clusters.

The development of these clusters, including our significant science and business parks around Greater Cambridge, has been vital to growing, attracting and retaining major international businesses within the area.



¹ NOMIS: Jan 2018-Dec 2018 data

² NOMIS: 2018 data

³ NOMIS: Apr 2018-Mar 2019 data

⁴ Centre for Cities Outlook 2019 (<https://www.centreforcities.org/wp-content/uploads/2019/01/19-01-28-Cities-Outlook-2019-Full.pdf>); pg44

⁵ Colliers Offices Rents Map (<http://www.colliers.com/en-gb/uk/insights/offices-rents-map>): the data indicates Grade A office rents are approx. 17% cheaper in South Cambridgeshire than Cambridge City, and Grade B approx. 12% cheaper.

However, this also provides local partners with a spatial challenge, as people have to be able to move between home – which is increasingly dispersed away from the city centre – and work, and between Greater Cambridge’s economic clusters, generating a connectivity challenge for local partners to address. The map (*see previous page*) shows the nature of the challenge by highlighting commuting patterns into and around Greater Cambridge.

Key Challenges

Connectivity is a vital theme amongst the ongoing challenges facing the Greater Cambridge economy that, if not successfully tackled, have the potential to significantly impact both on future growth and on the well-being of the area’s residents.

Insufficient infrastructure: the need to improve infrastructure, particularly multi-modal transport infrastructure that provides attractive sustainable alternatives to the private car and enhances connectivity in Greater Cambridge, is the foundation of the Greater Cambridge City Deal and is acknowledged by the CPIER as the “single most important infrastructure priority” facing Cambridgeshire and Peterborough. The LIS notes that “even with the Greater Cambridge Partnership’s ambitious future investment strategy, comprising c. £600m programme of transformative infrastructure... much more is needed”, to deliver the efficient transport network needed to sustain a productive economy.

Housing affordability: the level of housing growth in the area, whilst running at very high levels in recent years, has been outstripped by demand, meaning quality housing has become very expensive and sometimes unaffordable to many residents. In 2018 the Office for National Statistics showed that, on average in Cambridge City, full-time workers could expect to pay 12.95 times their salary on purchasing a home. In South Cambridgeshire this figure is 10.25 times average salaries. Compared to the national average of 7.8, this is a specific local challenge.

Impact of commuting: with large numbers of workers only able to afford to live at a distance to their workplaces (as demonstrated by the commuting patterns presented by the map on page 4), commuting levels are growing, as are the associated problems of congestion and air pollution. These have knock on effects on worker well-being and productivity, and on business recruitment and retention.

Skills gaps: both housing affordability and the uncertainty around Brexit have contributed to the difficulties facing companies wishing to recruit and retain workers with specialist and general skills. Skills gaps are appearing across the economy in both key sectors and supporting sectors; a study for the CPIER found that “the share of available vacancies and hard-to-fill vacancies for professionals in the Cambridge region is much higher” than the national average, particularly in the Life Sciences and Information and Communications sectors, two important sectors locally. Our infrastructure must also ensure it alleviates skills gaps, by connecting people with the right skills to employers and opportunities that require them.

Energy supply: Greater Cambridge has been impacted by significant grid constraints around the supply of energy to new developments. Some areas of commercial development are at full capacity, whilst some renewable energy projects are unable to feed electricity into the network. This will quickly start to prevent further growth if not addressed – the CPIER identifies that the main energy supply for our area only has enough spare capacity for 1,000 homes.

Local inequalities: there are areas of Cambridge where deprivation is within the 20% most deprived nationally. National indices can hide deprivation in rural communities such as South Cambridgeshire where deprivation is more likely to be characterised by poor access to services such as healthcare, education, shops and amenities⁶. For example, within the Index of Multiple Deprivation, 16% of South Cambridgeshire is ranked within the 10% most deprived areas in England with respect to “barriers to housing and services”.

Commercial land affordability: Land, particularly in Cambridge and its peripheral areas is becoming unaffordable to some types of business. Some companies who rely on proximity to their market and on whom local residents rely on for the provision of goods and services are increasingly being priced out of the city.

The CPIER report is clear on the need for continuing intervention to safeguard both local and national growth:

"Cambridge is at a decisive moment in its history where it must choose whether it wants to once again reshape itself for growth, or let itself stagnate and potentially wither. We believe the latter would be disastrous for its people and the UK economy."

⁶ Amanda Burke and Andy Jones, The development of an index of rural deprivation: A case study of Norfolk, England, Social Science & Medicine, Volume 227, April 2019

3: LOCAL INDUSTRIAL STRATEGY - PRIORITIES FOR GREATER CAMBRIDGE

The Cambridgeshire and Peterborough Local Industrial Strategy is a seminal commitment between Cambridgeshire and Peterborough and the Government to drive growth for the benefit of the local and national economy. One of its three strategic priorities is to ‘improve the long term capacity for growth in Greater Cambridge by supporting the [five] foundations of productivity’. The ambitions set out below, under each ‘foundation of productivity’, are the essential strategic growth priorities for Greater Cambridge within the LIS.

| | | | | |
|---|--|---|--|--|
| <p><u>Place</u> Tailor and customise intervention to meet the distinctive needs of the three different areas of the local economy – Greater Cambridge, Greater Peterborough and the Fens.</p> | <p><u>People</u> Improve and grow the local skills base to support a successful globally competitive economy and labour market grounded in high-skilled and better paid jobs, increased productivity, and growing strong, sustainable communities.</p> | <p><u>Ideas</u> Deliver an economy wide place-based innovation eco-system</p> | <p><u>Business Environment</u> Increase productivity, changing the spatial distribution of growth and supporting an increase in business growth and skills levels across the whole of the local economy.</p> | <p><u>Infrastructure</u> Drive productivity growth through infrastructure.</p> |
|---|--|---|--|--|

These ambitions are major drivers of action for economic growth in Greater Cambridge, along with two vital ongoing commitments between the local area and central Government:

| | | |
|---|--|---|
| <p>Greater Cambridge City Deal (2014) Deal agreed to unlock economic growth in Greater Cambridge, accelerating delivery of 33,500 houses, 44,000 new jobs, 420 new Apprenticeships and a transformative package of transport infrastructure.</p> | <p>Cambridgeshire and Peterborough CA Devolution Deal (2017) Deal agreed to deliver substantial economic growth across CA area – doubling GVA over 25 years, delivering 72,000 new homes and reinforcing skills and transport connectivity.</p> | <p>Cambridgeshire and Peterborough Local Industrial Strategy (2019) Strategy designed to maximise the economy’s strengths and remove barriers to boost productivity, reinforce sector specialisms and enhance economic growth.</p> |
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The key strategic priorities of local partners already present a solid foundation for delivering the LIS’s ambitions and drive the actions that will be discussed throughout this document.

The main priorities for this Action Plan are summarised below. In Section 4 these are in turn translated into a series of key objectives and delivery mechanisms.

FOR PLACE:

Investing for Thriving Communities

Our investment plans will reflect the fact that our communities are our number one priority. Where we own land or premises we will look to ensure that they fulfil their economic and social potential. Our new investments will focus on supporting the sustainability of our new and existing communities, for example by bringing forward our Cambridge Compass Enterprise Zone sites more quickly.

Our overall approach to economic development will seek to protect local retail and leisure outlets, including cafes and restaurants, as a vital part of growing thriving local communities. To this end, our range of interventions will be delivered conscious of the pressures on these outlets, particularly in locations outside of Cambridge city centre.

Protecting the Environment and Tackling Climate Change

Greater Cambridge's commitment to address climate change is also a high priority. The two local authorities have declared a climate emergency. South Cambridgeshire District Council has committed to supporting the transition to zero carbon and Cambridge aspires to achieve zero carbon status for Cambridge by 2050. The CPIER states that "Cambridgeshire and Peterborough must play its part in meeting the stipulations of the Climate Change Act". This Action Plan will outline how we will work with our local businesses to help ensure that Greater Cambridge meets its ambitious Climate Change targets.

In line with the CPIER recommendations, we will also look to work with our partners and businesses to implement actions from the emerging Local Natural Capital Investment Plan to ensure that the natural capital of Greater Cambridge - our natural resources - that are so vital to the economic development of Greater Cambridge, are not damaged by economic growth but are enhanced as new development is delivered.

Inward Investment

Greater Cambridge is interested in inward investment to drive of the diffusion of both growth and innovation. Private and public sector partners are developing inward investment projects at a sub-regional level and we will continue to engage with them to ensure that all of our business and residential communities are represented.

Making Brexit Work

The prospect of the UK leaving the EU is already having an impact on the local economy. In consultation with businesses, we have reviewed the potential impacts of a no-deal Brexit and begun to implement some actions in mitigation. This process will continue as the nature of Brexit and scale of its impacts become clearer.

Shaping Place through Strategic Planning

The strategic planning process is one of the key levers that local government partners have to ensure that communities in Greater Cambridge are skilled and primed for economic growth. We must ensure that places are designed in a way that encourages sustainable and productive behaviours, including by minimising unnecessary commuting.

FOR PEOPLE:

Economic Inclusivity

It is important to us that all residents and communities within Greater Cambridge benefit from the prosperity that is generated by growth. We will work to tackle poverty where deprivation levels are high and we will help our communities to engage in their local economies (particularly the more skilled, higher-wage jobs), so that they become more sustainable and residents and businesses can thrive. Our interventions should generate the opportunity for residents to work locally, in order to ensure they can be economically active – including older residents and those with caring responsibilities, who may wish to work closer to home.

Skills

The CPIER recognises that "the health and well-being of individuals, along with their education and skills, are central to a flourishing economy". We will work with partners across Greater Cambridge to support residents into employment. Our initial focus will be on supporting young people into apprenticeships, including those on our construction sites such as Waterbeach New Town. However, we will also address the skills needs of our key business sectors.

Health and Economic Well-Being

Where the health needs of Cambridge residents are impacting on their economic well-being, Cambridge City Council will seek to address this through its Anti-Poverty Strategy and Real Living Wage Campaign. South Cambridgeshire will focus on reducing the levels of sickness absence by supporting local companies to recognise and address the mental and physical well-being needs of their workers. Furthermore, our overall sustainable transport objectives are significantly influenced by the opportunity to deliver positive health outcomes, particularly where more people actively walk and cycle in Greater Cambridge.

We would like to take up the recommendation in the CPIER report to develop a well-being and inclusive growth dimension to GVA targets. South Cambridgeshire District Council will be undertaking a project to review the work that is currently taking place to develop well-being metrics to identify a measure, or series of measures that we can run alongside our current performance indicators to help us understand and monitor the well-being of our local residents and workers.

FOR IDEAS:

Identify and Support Key Sectors

The sectoral strengths of Greater Cambridge have been key to our success and we will continue to work with public and private sector partners to address the needs of businesses in our digital, life science, advanced manufacturing and agri-tech sectors. We will also seek to understand and support those sectors that are vital to the supply chains of our key sectors, and that meet the well-being needs of local residents.

FOR BUSINESS ENVIRONMENT:

Business Support

As well as strong connectivity, there is also diversity in economic activity across Greater Cambridge. For example, self-employment is higher in South Cambridgeshire but lower than the national average in Cambridge. Local partners will build a business support eco-system which recognises the economic diversity across the Greater Cambridge area.

Fostering Start-Ups and SMEs

The CPIER identifies the high start-up rate of local businesses as one factor generating high business growth across Cambridgeshire and Peterborough. In Greater Cambridge, start-ups and SMEs are an integral part of the local economy. This ranges from start-ups connected to the wide-reaching innovation eco-system centred on the University of Cambridge, to local manufacturers based in South Cambridgeshire villages feeding into extensive international supply chains.

Council Services Made Simple for Business

From Planning, to Environmental Health to Business Rates, our councils provide a range of key services to local companies. We will work to ensure that there is clarity, simplicity and accountability in our offer to business.

FOR INFRASTRUCTURE:

Delivering Major Infrastructure

The CPIER identifies investment in infrastructure in Greater Cambridge as the single most important priority for the Combined Authority. This action plan embraces this challenge, demonstrating our commitment to prioritising delivery of the transport, housing, energy and digital infrastructure that is essential to maintaining the success of Greater Cambridge.

We also must maximise the role of the planning process in ensuring that new developments identify and facilitate delivery of the required infrastructure to deliver attractive places and a thriving economy.

Equalising the Benefits of Infrastructure

In delivering the major infrastructure improvements that Greater Cambridge needs to continue to grow, we're clear that the benefits of those improvements should be distributed around Greater Cambridge wherever possible. Particularly, scheme development should continue to be conscious of generating benefits for residents and commuters across Greater Cambridge (and beyond) – including expanding broadband connectivity in rural parts of South Cambridgeshire, and ensuring our energy and utilities infrastructure can continue to foster business growth alongside the needs of communities.

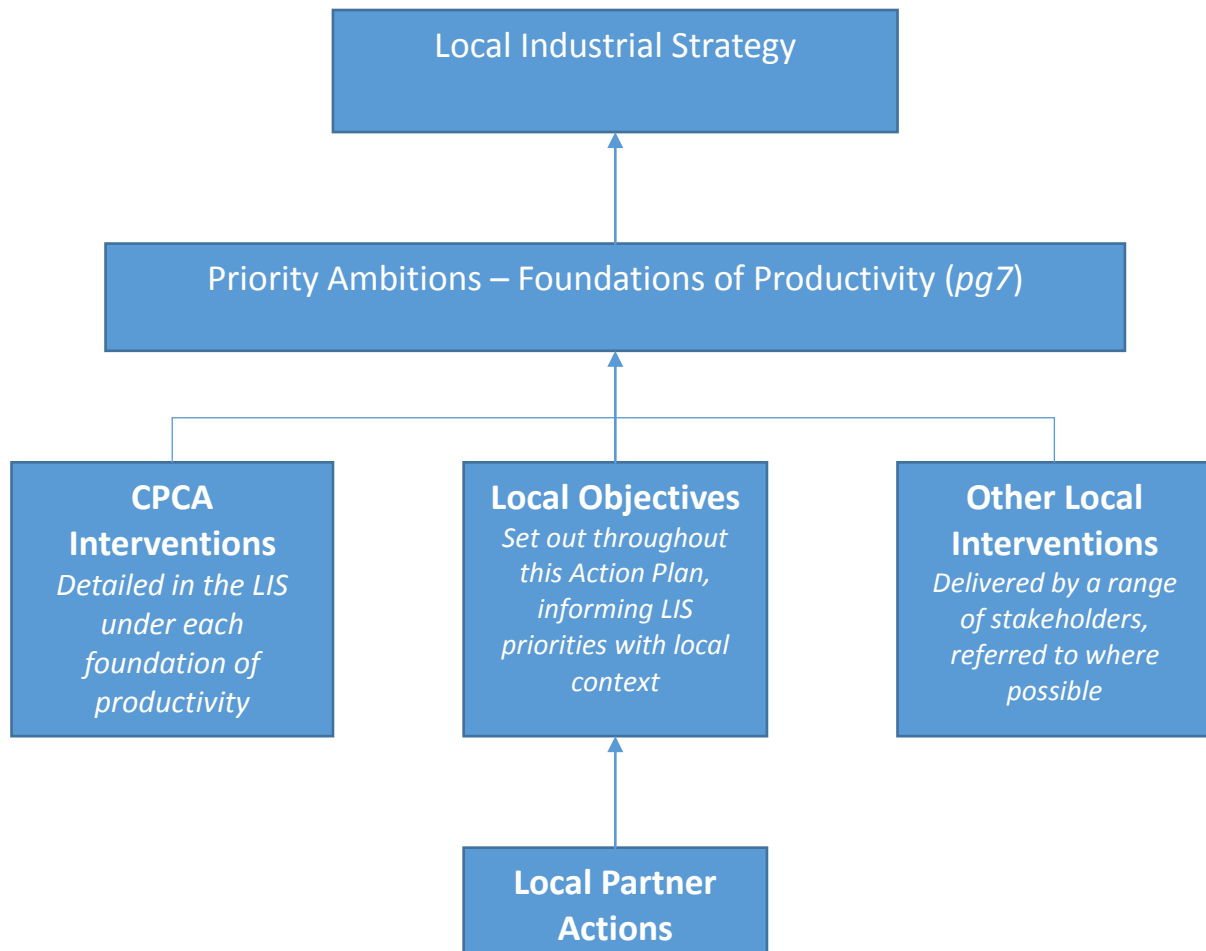
4: DELIVERY OF THE LOCAL INDUSTRIAL STRATEGY IN GREATER CAMBRIDGE

The Cambridgeshire and Peterborough LIS indicates that the Cambridgeshire and Peterborough Combined Authority’s Business Board will lead the local implementation of the strategy itself, supported in central Government by the Cities and Local Growth Unit.

Successfully delivering the LIS in Greater Cambridge will require all partners to work together towards the achievement of the strategic priorities it sets out, including those across the civic, academic and business communities in our area.

In view of this, the local ‘civic community’ has produced a set of objectives that support the CPCA’s interventions, in order to comprehensively deliver the LIS ambitions for growth in Greater Cambridge, many of which are in partnership with other stakeholders in the Greater Cambridge economy. Furthermore, the considerable efforts of other stakeholders in supporting economic growth in Greater Cambridge should also be acknowledged; this plan will signpost, where appropriate, to other interventions and initiatives.

This approach to delivering the LIS in Greater Cambridge is outlined below:



Implicit within all economic development objectives in Greater Cambridge is an ongoing commitment to continuing to deliver the Greater Cambridge City Deal, through the Greater Cambridge Partnership (GCP). The City Deal set a series of ambitious objectives to support economic growth in the area, to be delivered through local funds and a Government Investment Fund worth up to £500m from 2015-2031. The Greater Cambridge Partnership, the delivery vehicle for the City Deal, has since taken on an expanded strategic role to facilitate local economic growth, delivering within 5 key workstreams:

- Transport
- Housing
- Skills
- Smart
- Economy & Environment

The LIS acknowledges the importance of “the Greater Cambridge Partnership’s ambitious future investment strategy” in delivering its ambitions for infrastructure in Greater Cambridge, and contains a commitment from both Cambridgeshire and Peterborough and the Government to:

“Continue to deliver the Greater Cambridge City Deal worth £1bn, to improve local infrastructure in Cambridge City and South Cambridgeshire”

PLACE

LIS Priority Ambition: Tailor and customise intervention to meet the distinctive needs of the three different areas of the local economy – Greater Cambridge, Greater Peterborough and The Fens.

The CPCA are leading a series of headline interventions applicable to Greater Cambridge under 'Place'. As well as critical infrastructure projects, and a focus on skills in our economy, many of these are focused on facilitating business growth through a range of initiatives:

CPCA-LED INTERVENTIONS

- Continue to develop the business case for the CAM
- Deliver key infrastructure projects, including road corridors and Cambridge South station
- Implement the Greater Cambridge Life Sciences Accelerator Scheme
- Establish Global AI Conference and a National Innovate to Grow Conference in Greater Cambridge
- Introduce a Global Growth Champions Programme, working with GCP to target growing businesses.
- Work with GCP to increase apprenticeships through a Skills Brokerage Service
- Continue to invest in Cambridge Compass Enterprise Zone
- Enhance the Better Business for All Programme and promote Primary Authority to all businesses

To tailor our actions towards delivering the priority ambition for 'Place', local partners have set out the following objectives alongside the CPCA-led interventions:

LOCAL OBJECTIVES

1. Maintain Greater Cambridge's sectoral strengths and specialisms, enhancing existing sites, whilst growing new strengths to enhance the local economy
2. Retain in Greater Cambridge major local employers, or local businesses that are otherwise significant within the key sectors highlighted by the LIS, as one element of the local approach to inward investment.
3. Enable residents, workers and businesses to access opportunities and services locally, including in rural communities
4. Support local businesses to benefit from reducing the impacts of their activities on the environment
5. Enhance the natural and cultural environment of places, through the design and provision of policies and services supporting economic growth.

These local objectives help to ensure interventions meet the needs of Greater Cambridge, by:

- Emphasising a focus on the particular sectoral strengths and specialisms of the local economy in Greater Cambridge, both strategically crucial sectors identified in the LIS and those smaller sectors which are vital to our thriving local economy, such as local retail sectors.
- Protecting the Greater Cambridge and wider Cambridgeshire and Peterborough economy, by adopting, as identified by the CPIER, a 'Cambridge or overseas' mentality towards our most important businesses.
- Recognising the challenge of delivering inclusive access to opportunities and services in our distinct mix of urban and rural communities

- Prioritising the challenge posed by climate change and promoting a positive approach to our environment.

| LOCAL INTERVENTIONS | | |
|---|---|-----------------|
| Objectives | Actions | Owner |
| Maintain Greater Cambridge's sectoral strengths and specialisms, enhancing existing sites, whilst growing new strengths to enhance the local economy | Through monitoring, research, networking and consultation, develop and maintain an in-depth knowledge of the area's key and supporting sectors and the needs of businesses, to enhance business support services and support inward investment activities. | GCP, SCDC |
| | Review Greater Cambridge Apprenticeship Service activities to ensure the new apprenticeships it generates are sufficiently focused on the LIS-identified key local sectors. | GCP |
| | Develop, with Visit Cambridge and Beyond, promotional campaigns to increase visits to South Cambridgeshire. | SCDC |
| Retain in Greater Cambridge major local employers, or local businesses that are otherwise significant within the key sectors highlighted by the LIS, as one element of the local approach to inward investment. | Develop an annual Economic Development business engagement plan, utilising innovative methods of communication, including a company visit programme. | SCDC |
| | Deliver GCP investment into transport and other essential infrastructure, ensuring businesses are aware of investments and their impact. | GCP |
| | Engage with the CPCA and any other organisation delivering local inward investment activity, to ensure effective aftercare for businesses locating in Greater Cambridge occurs in a co-ordinated manner. | GCP |
| Enable residents, workers and businesses to access opportunities and services locally, including in rural communities | Hold events across South Cambridgeshire with Parish Councils and village-based businesses, focused on identifying opportunities to support sustainable local economies and town and village centres and local supply chains. | SCDC |
| | Work with residents in new neighbourhoods and areas in Cambridge to develop sustainable communities. | City |
| | Engage with national Government and the CPCA, to ensure local needs are recognised in new funding regimes and strategies. | GCP, SCDC, City |
| | Work with businesses to help to implement the Greater Cambridge Housing Strategy's priority to provide homes for their workers, including reviewing planning and housing policies for Key Workers, Essential Workers and those who move to the area to take up a new job. | SCDC |

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| Support local businesses to benefit from reducing the impacts of their activities on the environment, including by working with them to install green business infrastructure. | Work with partners to develop and deliver enhanced information to local businesses on environmental issues, including the business benefits of installing green infrastructure. | SCDC |
| | Investigate and deliver a brokerage service for renewable technology investment by the end of 2020 | SCDC |
| | Facilitate businesses to review and reduce their carbon footprint through funding the development and promotion of a Cambridge Climate Change Charter | City |
| Enhance the natural and cultural environment of places, through the design and provision of policies and services supporting economic growth. | Work with Cambridge BID and Visit Cambridge and Beyond, to respond to and manage tourism and visitor related issues facing Cambridge City | City |
| | Produce Sustainable Design & Construction planning guidance, ensuring guidance for commercial space is taken into consideration. | City, SCDC |
| | Develop an Air Quality Action Plan for Cambridge | City |
| | Undertake Air Quality sensor trials around the Mill Road bridge closure, and distribute finding with partners | GCP |
| | Engage with local partners (particularly through Natural Cambridgeshire) and partners across the Oxford-Cambridge Arc, to improve the natural capital of Greater Cambridge through economic growth. | GCP, SCDC, City, County |

PEOPLE

LIS Priority Ambition: Improve and grow the local skills base to support a successful, globally competitive economy and labour market grounded in high-skilled and better-paid jobs, increased productivity, and growing strong, sustainable communities.

The LIS details a series of interventions relating to the development of skills, for the benefit of people and employers within Greater Cambridge:

CPCA-LED INTERVENTIONS

- Implement changes to the use of the Adult Education budget
- Establish the Skills Advisory Panel, to provide local labour market intelligence to support funding decisions and engagement with providers
- Create a Skills, Talent and Apprenticeship Hub
- Establish an Apprenticeship Ambassador Network

To tailor our actions towards delivering the priority ambition for ‘People’, local partners have set out the following objectives alongside the CPCA-led interventions:

LOCAL OBJECTIVES

1. Deliver skills provision in Greater Cambridge that ensures employers have access to skills they need locally
2. Generate opportunities for residents to access high-skilled and better paid jobs through the apprenticeship system.
3. Help local employers to understand and address employee well-being identified by the CPIER “Key Recommendation #1” as an important element of delivering growth.

These local objectives help to ensure interventions meet the needs of Greater Cambridge, by:

- Addressing the challenge, as identified by the CPIER, of a particularly high share of available vacancies and hard-to-fill vacancies for professionals in the Cambridge region, including particular challenges in the Life Sciences and Information and Communications sectors, by supporting demand-focused skills provision.
- Equipping residents with the required skills to find good employment in their local communities, as well as accessing the best jobs in our area, reinforcing inclusivity within our local economy.
- Considering the importance of physical access to work, including the proximity of apprenticeship opportunities to people’s homes (particularly in the rural economy) and how lengthy commuting harms employee well-being.
- Ensuring our actions acknowledge the CPIER finding that damage to health and well-being caused by lengthy commuting – particularly prevalent for employees in Greater Cambridge – amongst other factors, is an economic issue for us to address.

| LOCAL INTERVENTIONS | | |
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| Objectives | Actions | Owner |
| Deliver skills provision in Greater Cambridge that ensures employers have access to skills they need locally | Produce analysis and an action plan on skills gaps within South Cambridgeshire by the end of March 2021 | SCDC |
| | In conjunction with the CPCA and Cambridge Ahead, commission RAND Europe to carry out research on local careers advice provision. | GCP |
| | In partnership, promote Greater Cambridge as an area welcoming diversity in the workforce. | SCDC |
| | Through the Greater Cambridge Apprenticeship Service, engage with schools to provide enhanced apprenticeships activity. | GCP |
| | Through the Greater Cambridge Apprenticeship Service, provide a support service for more young people to take up apprenticeships. | GCP |
| | Through Greater Cambridge Apprenticeship Service activities, gather and share evidence that identifies employers' skills needs. Particularly, capture evidence on the needs of business in our rural micro-economies, and support people into local apprenticeships to respond to these needs. | GCP |
| | Generate opportunities for residents to access high-skilled and better-paid jobs through the apprenticeship system | Through Greater Cambridge Apprenticeship Service activities, engage with local employers to provide more apprenticeships. |
| Through Greater Cambridge Apprenticeship Service activities, connect students directly with employers. | | GCP |
| Support and create opportunities for internal apprenticeships, in line with the organisation's Apprenticeship Strategy. | | City, SCDC |
| Assess the success of the Greater Cambridge Apprenticeship Service at the end of its first period (March 2021), and tailor any subsequent service within the context of its success. | | GCP |
| Particularly, consider whether physical access to apprenticeships is shown to be difficult in any parts of Greater Cambridge and what steps could be taken in future Apprenticeship Service provision to minimise this. | | GCP |
| Help local employers to understand and address employee well-being, identified by the CPIER "Key Recommendation #1" as an important element of delivering growth. | Promote and explain the business benefits of paying the Real Living Wage to businesses and employers in Cambridge. | City |
| | Develop and distribute information resources for EU workers in South Cambridgeshire. | SCDC |
| | Raise employer awareness of GCP transport infrastructure schemes and the improved commuting options they provide employees. | GCP |

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| | Support local businesses to gain access to Employee Health and Wellbeing programmes, including mental health first aider training, funded by Public Health. SCDC |
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IDEAS

LIS Priority Ambition: To deliver an economy wide place-based innovation and growth eco-system.

Enhancing innovation to promote growth is central to the interventions delivering the 'Ideas' ambition in the LIS. The CPCA have committed to delivering a range of such interventions, including improving networking opportunities, business support and coaching and providing the specific support needed by start-ups and scale-ups:

CPCA-LED INTERVENTIONS

- Establish Innovate 2 Grow Network to strengthen links to growing firms
- Support businesses, universities and other partners to collaborate to maximise public and private investment in priority areas
- Expand Eastern Agri-Tech Research, Development and Prototyping Growth Initiative
- Establish SME Innovate 2 Grow fund, promoting R&D, innovation and commercialisation of ideas
- Develop at least four new Innovation Launchpads regionally, focused on product development in key growth sectors
- Support new start-up, incubation and scale-up space, where market failure is identified
- Create 1000 Global Growth Champions, from within the Knowledge Engine of Cambridge

To tailor our actions towards delivering the priority ambition for 'Ideas', local partners have set out the following objectives alongside the CPCA-led interventions:

LOCAL OBJECTIVES

1. Support innovation and the exchange of knowledge, through collaborative networks, partnerships and other initiatives in Greater Cambridge.
2. Design and develop local government services to make it easier for businesses to innovate and grow sustainably
3. Greater Cambridge provides the necessary space and digital infrastructure for all kinds of new and growing businesses

These local objectives help to ensure interventions meet the needs of Greater Cambridge, by:

- Acknowledging, despite the limited role of local government in this area, that partners can still play a role in actively supporting networks, partners and similar initiatives that are so important to the economic growth story of Greater Cambridge.
- Ensuring the local government services active here are designed to be as supportive as possible of sustainable growth and innovation.
- Prioritising action that helps to ensure that businesses in Greater Cambridge have the essential space and infrastructure to grow.

| LOCAL INTERVENTIONS | | |
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| Objectives | Actions | Owner |
| Support innovation and the exchange of knowledge, through collaborative networks, partnerships and other initiatives in Greater Cambridge | Work with the local universities to support initiatives to engage local businesses in innovation and support local businesses to access the local innovation eco-system. | GCP, SCDC, City |
| | Give consideration to sources of funding for innovative approaches to grid capacity working with partner organisations in the public and private sector. | SCDC |
| Design and develop local government services to make it easier for businesses to innovate and grow sustainably | Review current well-being metrics to identify a measure, or series of measures to monitor the well-being of local residents and workers alongside traditional economic measures, using these measures to influence future policy development. | GCP, SCDC, City |
| Provides the necessary space and digital infrastructure for all kinds of new and growing businesses | Complete study into employment land and reflect findings in new Greater Cambridge Local Plan. | SCDC/City |
| | Ensure that capacity/opportunity to increase the number of village workspaces is included in the Plan. | |
| | Identify opportunities for investment to support the development of the Cambridge Compass Enterprise Zone sites, including managed workspace. | SCDC |
| | Support the economic development of key new towns, including Northstowe, Waterbeach and Cambourne, through delivering on relevant plans and strategies. | SCDC |
| | Identify opportunities for investment in employment land and premises in the district's larger towns and villages to support sustainable economic growth. | SCDC |
| | Work with landowners to regenerate the North East Cambridge area. | SCDC/City |
| | Support the economic development of other large development areas in the district including Bourn Airfield New Village and Cambourne West. | SCDC |
| | Review the outcomes of the creative workspace supply and demand study including opportunities for implementation with public and private sector partners and via Local Plan policies. | City/SCDC |
| | Work with parish councils to secure drop-in/hot desk spaces for those working in villages, including home or lone workers. | SCDC |
| Contribute towards improved broadband coverage and reduce mobile phone blackspots, including through Connecting Cambridgeshire. | SCDC/County | |

BUSINESS ENVIRONMENT

LIS Priority Ambition: Increase productivity, changing the spatial distribution of growth and supporting an increase in business growth and skills levels across the whole of the local economy.

Through funds, services and programmes, the CPCA will lead an ambitious set of interventions designed to increase productivity of businesses throughout the region, including within Greater Cambridge. The LIS also details a priority around the adoption of natural capital principles, which this Action Plan links to 'Place':

CPCA-LED INTERVENTIONS

- Create a Global Growth Service, targeting places and firms to generate the most impact
- Introduce Trade & Investment Service, to co-ordinate the Global Growth Grants and Loans, working with DIT and others
- Establish a Global Investor Service, focused on landing new firms into Greater Cambridge
- Create Inaugural Growth Investment Fund to support innovation in new markets
- Work with the Small Business Commissioner to launch a programme to improve business survival rates
- Encourage local businesses to adopt natural capital principles

To tailor our actions towards delivering the priority ambition for 'Business Environment', local partners have set out the following objectives alongside the CPCA-led interventions:

LOCAL OBJECTIVES

1. Provide accessible, high quality information and services to support business growth and development in Greater Cambridge
2. Provide extra support, where appropriate, to help entrepreneurs start-up and grow.
3. Facilitate effective outward promotional activity to maximise growth potential in Greater Cambridge, as one element of the local approach to inward investment

These local objectives help to ensure interventions meet the needs of Greater Cambridge, by:

- Giving local government a focused objective in order to continually improve the delivery of services to support business growth and development in Greater Cambridge.
- Prioritising local entrepreneurs, who have a vital role in our local eco-system due to the nature of ideas generation in Greater Cambridge.
- Actively supporting the development of outward promotional activity, to attract new businesses and investment into Greater Cambridge in order to support an increase in local business growth.

| LOCAL INTERVENTIONS | | |
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| Objectives | Actions | Owner |
| Provide accessible, high quality information and services to support business growth and development in Greater Cambridge | Establish an SCDC Business Team, including dedicated capacity for inward investment activities. | SCDC |
| | Provide briefings to internal services and engage with the NFU to understand farming community challenges as a result of the Agricultural Bill. | SCDC |
| | Review business processes and online resources, including My South Cambs, to ensure that the Council's business services are easier to access and comprehensively digital by design. | SCDC |
| | Provide all businesses with a single point of contact within the Council. | SCDC |
| | Implement the Better Business for All initiative across the Council's regulatory services. | SCDC, City |
| | Provide a single point of contact for businesses in the Greater Cambridge Shared Planning Service. | SCDC/City |
| | Raise awareness of council procurement processes to help local small businesses to secure more council contracts. | SCDC |
| | Support the CPCA, as appropriate, to develop the offer of the growth services proposed in the LIS, working with the services to engage with local businesses who need them. | GCP, SCDC, City |
| Provide extra support, where appropriate, to help entrepreneurs start-up and grow | Signpost and encourage businesses to access and engage with the business support offered by the Global Growth company and other agencies. | SCDC |
| | Develop a business support plan to provide help to start-ups and small businesses that complements provision by the Global Growth Service and other agencies. | SCDC |
| | Engage with the Cambridgeshire Chamber of Commerce and the Federation of Small Businesses to develop an approach to supporting local businesses through Brexit. | SCDC |
| Facilitate effective outward promotional activity to maximise growth potential in Greater Cambridge, as one element of the local approach to inward investment | Work with partners at the University of Cambridge and in business to develop an inward investment proposition for Greater Cambridge | GCP |
| | Work with the Combined Authority in the development of the Growth Company's Global Investor Service for Cambridgeshire. | GCP/City/ SCDC |
| | Identify a programme of supporting activities to bring inward investment into South Cambridgeshire including info gathering on the local economy and available land and premises. | SCDC/GCP |

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| | Develop, with the Combined Authority, a marketing plan for South Cambridgeshire's Cambridge Compass Enterprise Zone sites. | SCDC |
| | Stimulate private sector investment into the Council's developing portfolio of land and premises. | SCDC |

INFRASTRUCTURE

LIS Priority Ambition: Drive productivity growth through infrastructure.

Through the realisation of a range of plans and strategies, the CPCA will deliver a comprehensive range of infrastructure interventions supporting the entire region, with significant effects on Greater Cambridge. These include:

CPCA-LED INTERVENTIONS

- Realise the CPCA Business Plan 2019/20
- Realise the Greater South East Local Energy Strategy
- Realise the Connecting Cambridgeshire Delivery Plan
- Realise the Local Transport Plan
- Complete the Cambridgeshire and Peterborough Strategic Bus Review and establish a Bus Task Force
- Continue ongoing Connecting Cambridgeshire work to increase superfast broadband coverage

To tailor our actions towards delivering the priority ambition for 'Infrastructure', local partners have set out the following objectives alongside the CPCA-led interventions:

LOCAL OBJECTIVES

1. Reduce congestion, improve air quality and promote active travel by delivering a transformative package of transport infrastructure through the Greater Cambridge Partnership
2. Accelerate the delivery of affordable housing, that enables people to more easily access work and leisure opportunities
3. Improve the sustainability of our energy supply and provide sustainable access to energy infrastructure to ensure it doesn't become a further constraint on growth.
4. Develop and deploy smart infrastructure to support data-driven decision making and improve quality of life in Greater Cambridge
5. Provide next-gen digital infrastructure and skills, in order that everyone in Greater Cambridge can benefit from digital opportunities.

These local objectives help to ensure interventions meet the needs of Greater Cambridge, by:

- Delivering on the Greater Cambridge City Deal, a major commitment to investment in infrastructure, skills and housing made by local partners and the Government in 2014.
- Highlighting the local focus on alleviating infrastructure constraints on growth in our local economy, identified by the CPIER as the single most pressing priority for the wider region. Particularly, improve onsite generation and battery storage capacity to provide access to a sustainable energy supply.
- Promoting the uptake of smart infrastructure to build on the work done to date in Greater Cambridge and further ensure data can improve local decision making.
- Providing the cutting-edge digital infrastructure and skills needed by the high-tech businesses in our local economy and by residents who wish to thrive here.
- Engaging the planning process to design and deliver solutions to infrastructure challenges as part of new developments.

| LOCAL INTERVENTIONS | | |
|---|---|-----------------|
| Objectives | Actions | Owner |
| Reduce congestion, improve air quality and promote active travel by delivering a transformative package of transport infrastructure through the Greater Cambridge Partnership | Deliver the GCP transport programme, transforming the way people travel to, and around, Greater Cambridge. | GCP |
| | Invest in a zero-emission bus pilot to support the delivery of low or no-emission bus services in Greater Cambridge. | GCP |
| | Fund the development phase of Cambridge South railway station. | GCP |
| | Develop a policy solution to more effectively manage congestion in the city centre through the 'City Access' package. | GCP |
| | Implement the joint Air Quality Strategy and action plan.. | City/SCDC |
| | Develop Local Plan policies that support the development of homes and jobs that are close together or can be accessed by good walking, cycling and public transport links. | City/SCDC |
| | Represent the needs of Greater Cambridge by inputting into the Local Transport Plan, and fully implement all actions required to realise it. | GCP, SCDC, City |
| | Work with strategic partners to catalyse the delivery of key strategic transport projects, such as on the A10, A505 and East-West Rail, to the benefit of the economy and our communities. | GCP, SCDC, City |
| Accelerate the delivery of affordable housing, that enables people to more easily access work and leisure opportunities | Implement the Greater Cambridge Housing Strategy which sets out the vision, objectives and priorities between 2019 and 2023. | SCDC/City |
| | Develop Local Plan policies to support the delivery of affordable and essential worker housing. This should include the exploration of "landing strip" homes i.e. homes provided for workers who are new to the area when taking up employment. | City/SCDC |
| | Support targeted new developments. | GCP |
| | Build at least 500 new council homes through devolution funding, ensuring they comply with the Council's Sustainable Housing Guide wherever viable. | City |
| | Deliver at least 350 new council homes over the five years of this Council. | SCDC |
| Improve the sustainability of our energy supply and provide sustainable access to energy infrastructure to ensure it doesn't become a further constraint on growth. | Respond to the commissioned UK Power Networks engineering study, exploring options to increase capacity within the local network, in December 2019. | GCP |
| | Invest in energy efficiency and generation projects. | City, SCDC |

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| | Assess opportunities for investment to minimise energy consumption on new employment sites and premises as they become part of the Council's developing property portfolio. | SCDC |
| Develop and deploy smart infrastructure to support data-driven decision making and improve quality of life in Greater Cambridge. | Deliver a package of projects through the GCP Smart workstream that reinforces the use of high quality data and innovative smart technologies. | GCP |
| | Conduct traffic flow and air quality monitoring around the Mill Road Bridge closure, sharing findings with relevant partners. | GCP/City |
| Provide next-gen digital infrastructure and skills, in order that everyone in Greater Cambridge can benefit from digital opportunities. | Incorporate fibre ducting by default on all new infrastructure schemes. | GCP/County |
| | Work with Connecting Cambridgeshire to identify and incorporate future proofed digital infrastructure policies in the new Local Plan. | SCDC/City |

5: DELIVERING THIS ACTION PLAN

The actions in the tables in section 4 will form a crucial element of the local delivery of the LIS. Generally, it is expected that the local interventions (i.e. those not led by the CPCA) contained in this action plan will be delivered by 2022, with a few exceptions e.g. the delivery of all schemes within the GCP transport programme.

This action plan is a joint commitment to interventions designed to deliver the benefits envisaged by the LIS, whilst ensuring that action is prioritised according to the local context of Greater Cambridge. The individual local interventions are drawn mainly from:

- Actions being undertaken by the Greater Cambridge Partnership, to deliver against the economic growth objectives contained within the Greater Cambridge City Deal;
- South Cambridgeshire District Council's Business Plan 2019-2024;
- Cambridge City Council's Corporate Plan 2019-2022.

Given the above, the delivery of individual local interventions will be monitored by the lead organisation for that intervention, through whatever approach is considered appropriate by that organisation.

The local objectives contained within this action plan have been collectively agreed, justified by alignment with the LIS and local evidence and priorities. Therefore, individual authorities in Greater Cambridge will use the local objectives set to steer new economic interventions e.g. investment decisions.

The Greater Cambridge Partnership's Economy and Environment Working Group contains members from each of the three local authorities in Greater Cambridge, plus the academic and business communities. It is, therefore, the ideal forum for members to collectively scrutinise the overall delivery of the local objectives and to identify and address challenges that are not being addressed effectively by existing interventions. The Working Group will monitor the overall progress. New interventions may be taken on by individual organisations or in partnership.

Local partners will continue to work closely with the CPCA, as the lead organisation for the delivery of the LIS (in conjunction with the Government). This will continue to ensure that local interventions complement CPCA-led interventions, to deliver outcomes in Greater Cambridge that are beneficial for the local area and for the wider region.