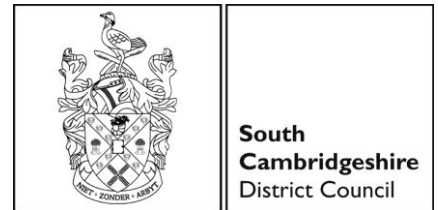


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9 October 2019

To: Chairman – Councillor Grenville Chamberlain  
Vice-Chairman – Councillor Brian Milnes  
Members of the Scrutiny and Overview Committee – Councillors Ruth Betson,  
Anna Bradnam, Dr. Martin Cahn, Nigel Cathcart, Sarah Cheung Johnson,  
Graham Cone, Dr. Claire Daunton, Dr. Douglas de Lacey, Geoff Harvey,  
Steve Hunt, Peter McDonald and Judith Rippeth

Quorum: 5

Substitutes: Councillors Gavin Clayton, Peter Topping, Mark Howell, Sue Ellington,  
Bunty Waters, Dr. Shrobona Bhattacharya, Henry Batchelor, Peter Fane,  
Jose Hales, Clare Delderfield, Deborah Roberts and Philip Allen

**There is a pre-meeting session at 2.30pm for members of the Committee only, to plan their lines of enquiry. This will take place in the Monkfield Room**

Dear Councillor

You are invited to attend the next meeting of **SCRUTINY AND OVERVIEW COMMITTEE**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** on **THURSDAY, 17 OCTOBER 2019** at **3.00 p.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution *in advance of* the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully

**Liz Watts**

Chief Executive

**The Council is committed to improving, for all members of the community, access to its agendas and minutes. If you have any specific needs, please let us know, and we will do what we can to help you.**

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## AGENDA

## PAGES

- 1. Apologies**  
To receive apologies for absence from committee members.
- 2. Declarations of Interest**

- |           |   |                |
|-----------|---|----------------|
| <b>3.</b> | <b>Minutes of Previous Meeting</b><br>To authorise the Chairman to sign the Minutes of the meeting held on 10 September 2019 as a correct record. | <b>1 - 4</b>   |
| <b>4.</b> | <b>Public Questions</b>   |                |
| <b>5.</b> | <b>Public Space Protection Order: Proposed gating of Setchel Drove, Cottenham</b>   | <b>5 - 44</b>  |
| <b>6.</b> | <b>General Fund Capital Programme Update and New Bids</b><br>Appendix C of the report will follow.  | <b>45 - 60</b> |

**Confidential Items - Members Only**

The press and public are likely to be excluded from the meeting during consideration of the following agenda items (items 7 and 8) in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 3 of Schedule 12A of the Act). Paragraph 3 of the Act relates to the financial or business affairs of any particular person (including the authority holding that information).

- |           |   |                |
|-----------|---|----------------|
| <b>7.</b> | <b>Property Acquisition: Cambridge Science Park</b>             | <b>61 - 76</b> |
| <b>8.</b> | <b>Property Acquisition: Colmworth Trading Estate, St Neots</b> | <b>77 - 88</b> |

**BREAK - THERE WILL BE A SHORT BREAK AT 5PM**

- |            |  |                      |
|------------|--|----------------------|
| <b>9.</b>  | <b>Greater Cambridge Local Plan: Issues &amp; Options Consultation</b><br>Please note that hard copies of appendices F,G and H will not be printed, but can be viewed on the website. Printed copies can be provided on request; please contact Democratic Services no later than 48 hours before the meeting to request this.   | <b>89 - 342</b>      |
| <b>10.</b> | <b>Work Programme</b><br><br>For the committee to consider its work programme which is attached with the Council's Notice of forthcoming Key and Non Key Decisions. When considering items to add to its work programme, the committee is requested to use the attached Scrutiny Prioritisation Tool.<br><br>Under this item, the committee will also set up and appoint members to any Scrutiny task and finish groups. | <b>343 -<br/>362</b> |
| <b>11.</b> | <b>To Note the Dates of Future Meetings</b><br>To note that the next meeting will take place on Thursday 14 <sup>th</sup> November 2019 at 5.20pm.   |                      |

**Exclusion of Press and Public**

The law allows Councils to consider a limited range of issues in private session without members of the Press and public being present. Typically, such issues relate to personal details, financial and business affairs, legal privilege and so on. In every case, the public interest in excluding the Press and Public from the meeting room must outweigh the public interest in having the information disclosed to them. The following statement will be proposed, seconded and voted upon.

"I propose that the Press and public be excluded from the meeting during the consideration of the following item number(s) ..... in accordance with Section 100(A) (4) of the Local Government Act 1972 on the grounds that, if present, there would be disclosure to them of exempt information as defined in paragraph(s) ..... of Part 1 of Schedule 12A of the Act."

If exempt (confidential) information has been provided as part of the agenda, the Press and public will not be able to view it. There will be an explanation on the website however as to why the information is exempt.

## **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**

When attending meetings in non-public areas of the Council offices you must report to Reception, sign in, and at all times wear the Visitor badge issued. Before leaving the building, please sign out and return the Visitor badge to Reception.

Public seating in meeting rooms is limited. For further details contact Democratic Services on 03450 450 500 or e-mail [democratic.services@scambs.gov.uk](mailto:democratic.services@scambs.gov.uk)

#### **Emergency and Evacuation**

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

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

#### **First Aid**

If you feel unwell or need first aid, please alert a member of staff.

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

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

#### **Toilets**

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

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

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

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

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

#### **Disturbance by Public**

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

#### **Smoking**

Since 1 July 2008, South Cambridgeshire District Council has operated a Smoke Free Policy. No one is allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

#### **Food and Drink**

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



# Agenda Item 3

## **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of a meeting of the Scrutiny and Overview Committee held on  
Tuesday, 10 September 2019 at 5.20 p.m.

**PRESENT:** Councillor Grenville Chamberlain – Chairman  
Councillor Brian Milnes – Vice-Chairman

|              |                    |                 |
|--------------|--------------------|-----------------|
| Councillors: | Anna Bradnam       | Dr. Martin Cahn |
|              | Nigel Cathcart     | Graham Cone     |
|              | Dr. Claire Daunton | Geoff Harvey    |
|              | Peter McDonald     | Judith Rippeth  |

Councillors Dr. Tumi Hawkins, Bridget Smith, Aidan Van de Weyer and John Williams were in attendance, by invitation.

|           |                  |  |
|-----------|------------------|--|
| Officers: | Victoria Wallace | Scrutiny and Governance Adviser                        |
|           | Stephen Kelly    | Joint Director of Planning and Economic<br>Development |
|           | Caroline Hunt    | Planning Policy Manager                                |
|           | David Ousby      | Delivery & Innovations Manager                         |

### **1. APOLOGIES**

Apologies for absence were received from Councillors Ruth Betson, Dr Douglas de Lacey, Sarah Cheung Johnson and Steve Hunt.

The Chairman informed the committee that due to new work commitments, Councillor Gavin Clayton had resigned from the committee. Councillor Nigel Cathcart replaced him as a member of the committee.

### **2. DECLARATIONS OF INTEREST**

Councillor Grenville Chamberlain declared a non-pecuniary interest in relation to agenda item 5, Bourn Airfield Supplementary Planning Document, as the Local Member representing Hardwick.

### **3. MINUTES OF PREVIOUS MEETING**

The Scrutiny and Overview Committee authorised the Chairman to sign as a correct record, the Minutes of the meeting held on 20 August 2019.

### **4. PUBLIC QUESTIONS**

There were no public questions.

### **5. BOURN AIRFIELD SUPPLEMENTARY PLANNING DOCUMENT**

The Deputy Leader of the Council, Joint Director of Planning and Economic Development and Planning Policy Manager presented the report which set out the main issues raised during the public consultation on the Bourn Airfield New Village Supplementary Planning Document, and officers' response to these.

The committee considered and commented upon the summary of representations made

during the public consultation on the draft SPD, which the committee noted reflected the concerns it had raised during its consideration of the draft SPD in May 2019. The main points discussed were as follows.

A letter was received from Bourn Parish Council in advance of the meeting, raising concerns regarding lack of direct access to the A428, the transport modelling in the Local Plan and traffic volumes estimated by the developers. Officers informed the committee that all the issues raised in this letter had already been considered and responded to by officers.

Councillor Tumi Hawkins addressed the committee as the Local Member representing Caldecote. She supported the comments made by Bourn Parish Council in their letter and set out her own concerns regarding:

- The current problem with congestion in Caldecote.
- The lack of direct access to the A428.
- The treatment of the separation between the new village and Caldecote.
- That the SPD should not allow any housing in the north east corner of the Major Development Site.

The committee expressed concerns that the lack of a junction providing access to the A428 would lead to rat running through surrounding villages; the committee emphasised the need to protect villages from this.

The committee was informed by the Joint Director for Planning and Economic Development, that there was no policy requirement in the Local Plan for a new junction providing direct access to the A428, and a need for this had not been identified by Highways England. While committee members were still concerned that proposals did not include direct access to the A428, the committee acknowledged that this was in line with the policy of the approved Local Plan and with which the SPD had to be consistent. The committee was informed that these concerns could be addressed at the planning application stage.

The committee was informed by the Joint Director of Planning and Economic Development that the transport modelling used had been updated to reflect the latest known situation and took traffic growth rates into account.

The Deputy Leader highlighted the Council's policy, which was in line with national policy, to achieve zero carbon and as such, car dependency needed to be discouraged. It was recognised that the location of Bourn Airfield New Village was an issue due to its distance from employment sites, however making car use easier went against the zero carbon policy. Committee members acknowledged this and highlighted the need for public transport options to be available from the outset for new developments. Committee members pointed out that the use of public transport needed to be made easy and appealing for residents in order for them to use it. Committee members also suggested that employment should not be constrained at Bourn Airfield.

Regarding the lack of access to the A428, some members suggested that provision should be made for flexibility to allow for this, as more people would be moving to low carbon and electric vehicles. In future the issue would therefore not be about carbon but about congestion.

Committee members suggested the Wildlife Trust should be engaged with at an early stage in the development of Bourn Airfield New Village, regarding the management of the wildlife centres. The benefits of this approach had been seen at Trumpington

Meadows.

Regarding the provision of a health centre, it was suggested that having separate health centres at Bourn and Cambourne may be counter intuitive; by having one large centre, more services such as minor surgery for example, could be offered on site in future.

The committee received and noted the report and drew Cabinet's attention to its comments.

## **6. CORPORATE ASSET PLAN**

The committee considered and discussed the Corporate Asset Plan which was presented by the Lead Cabinet Member for Finance and the Delivery and Innovations Manager. It had been a statutory requirement for the Council to have a Corporate Asset Register since 2007.

Committee members were pleased to see the intention to manage and maintain property was reflected in the asset plan, and that there was a maintenance programme. The Deputy Leader of the Council highlighted the need to and importance of optimising the opportunities presented by the Council's assets while recognising the responsibility to actively manage these. Committee members pointed out the potential insurance liability from not properly managing and maintaining the Council's assets. Cabinet was receiving ongoing training on asset management. The Leader highlighted the need for a properly joined up asset management strategy which looked at the Council's assets in their entirety and not in isolation. The committee felt that more emphasis should be given to the community benefit of some of the Council's property.

Committee members suggested that consideration should be given to how the Council's assets could be used to support small and medium sized enterprises (SMEs) and that more reference to this should be made in the plan. The Delivery and Innovations Manager informed the committee that the Council was looking at how it could deliver flexible and shared work space at Northstowe for SMEs. Support for emerging businesses was also being looked at in the Council's Investment Strategy and through further potential acquisitions at the Science Park and other areas, where market failure in the supply of suitably sized affordable business space had been identified.

Subject to the incorporation of this in the plan, the Scrutiny and Overview Committee supported the adoption of the Corporate Asset Plan.

## **7. INVESTMENT STRATEGY UPDATE**

The Scrutiny and Overview Committee received a report which presented a refreshed version of the Investment Strategy. During its consideration of this, committee members raised the following:

- Ethical investment needed to be ensured; the policies of the businesses that were the Council's tenants needed to be considered to ensure they were not involved in activities that the Council did not support. The Delivery and Innovations Manager assured the committee that this was considered and was addressed in the investment criteria definitions. The Delivery and Innovations Manager informed the committee that the profile of potential tenants was looked at closely to ensure they were not involved in contentious activities which the Council did not support. He informed the committee that the Council did not have the power to control who an

existing tenant could reassign a lease to and could not object to a business carrying out a legitimate business activity.

- Concern was raised regarding the assumption that the value of property would not go down, particularly given the current uncertain national political climate.
- The committee queried how it could protect against another organisation's poor performance hindering or preventing the Council from being able to fulfil its commitments. In response to this the Delivery and Innovations Manager informed the committee that scoring was undertaken and capacity to deliver was considered.
- The committee was informed by the Delivery and Innovations Manager that a net yield of over 5% was sought from investments. The future yield of an investment was projected.
- The committee queried whether 3% provision of voids was adequate. The Delivery and Innovations Manager advised the committee that this was adequate as the longest void period in Cambridge was currently nine months.
- Committee members raised concern that the assumption was that property value would not reduce, particularly during the current national political climate. The Delivery and Innovations Manager reassured the committee that the Council was getting a return on investment through the rental market and not capital growth, so provided properties were tenanted this was not an issue. Only properties that would deliver a return were invested in. The Leader also informed the committee that Cambridge was starting to see a situation, which was also occurring in London, where the land value of commercial sites was exceeding that of residential land, therefore commercial investment was safer than investment in residential housing.

Subject to the incorporation of the committee's comments regarding ethical investment, the committee supported the adoption of the refreshed Investment Strategy.

## **8. SCRUTINY WORK PROGRAMME**

The Scrutiny and Overview Committee received and noted its work programme.

## **9. TO NOTE THE DATES OF FUTURE MEETINGS**

The Scrutiny and Overview Committee noted that its next meeting would take place on Thursday 17 October 2019. Due the large number of scheduled agenda items, the meeting would start at the earlier time of 3pm.

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**The Meeting ended at 6.55 p.m.**

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# Agenda Item 5



**South  
Cambridgeshire  
District Council**

**REPORT TO:** Scrutiny & Overview Committee 17 October 2019

**LEAD CABINET MEMBER:** Lead Member for Environmental Services & Licensing

**LEAD OFFICER:** Mike Hill, Director Housing, Health & Environmental Services

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## **Public Space Protection Order**

### **Proposed gating of Setchel Drove, Cottenham**

#### **Key Decision**

1. This is not a key decision.

#### **Recommendations**

2. In line with LGA Best Practice guidance, it is recommended that Scrutiny & Overview Committee considers and comments on the proposal that South Cambridgeshire DC introduces a Public Space Protection Order (PSPO) to restrict access by means of a gate or rising bollard to Setchel Drove, Cottenham and so disrupt and prevent illegal fly-tipping of waste.

#### **Reasons for Recommendations**

3. The Council has delegated powers under The Anti-Social Behaviour Crime Policing Act 2014 to officers to enact a PSPO. However LGA PSPO guidance recommends that where a decision could be controversial then the decision making process would benefit from a higher level of scrutiny.

#### **Details**

4. Running beyond Smithy Fen traveller site, Setchel Drove is an isolated highway not overlooked by any occupied properties, leading through agricultural fields to the Cambridge Fish Preservation & Angling Society based at the Heritage Lake. The Drove has suffered repeated incidents of fly-tipping both on the Drove itself and on adjoining land owned by local farmers who have had to pay for the removal of illegally fly-tipped waste. South Cambridgeshire District Council has been required to remove fly tipped material on multiple occasions from the site. Removal often requires specialist equipment due to the waste being located in drainage ditches along the Drove. Estimated clear up costs for the current tips on the Drove are £2200.

5. In Sept 2018, South Cambridgeshire DC installed a covert CCTV camera to capture evidence of the perpetrators of the continued fly-tipping. Unfortunately the camera was wilfully destroyed and no evidence was retrieved. Warning signage displayed to deter fly tippers has merely moved the problem further along the drove. Appendix A shows maps and photographs of the location.
6. Since gathering evidence for enforcement has to date proved unsuccessful, consideration has been given to other ways of stopping the fly-tipping. The South Cambridgeshire DC & Cambridge City Greater Cambridge Shared Waste Service has recently launched a "S.C.R.A.P. Fly-tipping" communication and education campaign which will include targeting "hot spots" such as Setchel Drove. Further work is being explored to improve the Council's capabilities in the use of covert surveillance equipment to gather evidence. Along with an approach that uses enforcement and education, a third approach is to consider "engineering" and introducing physical barriers to prevent fly-tipping.
7. Public Space Protection Orders (PSPO) are a control measure created by the Anti-Social Behaviour, Crime and Policing Act 2014. They are council-led, and rather than targeting specific individuals or properties, they focus on the identified problem behaviour in a specific location. When used appropriately, proportionately and with local support, PSPOs can be a positive device that help to prevent anti-social behaviour such as fly-tipping and can provide an effective response to some of the issues local residents and businesses face on a daily basis. The Home Office statutory guidance re-issued in December 2017 states that proposed restrictions should focus on specific behaviours and be proportionate to the detrimental effect that the behaviour is causing or can cause, and are necessary to prevent it from continuing, occurring or recurring.
8. Other options should actively be considered before a PSPO is pursued and where a PSPO is used, it should be carefully framed and employed alongside other approaches as part of a broad and balanced anti-social behaviour strategy.
9. The Act gives councils authority to draft and implement PSPOs in response to particular issues affecting their communities, provided certain criteria and legal tests are met. The first test concerns the nature of the anti-social behaviour, requiring that:
  - Activities that have taken place have had a detrimental effect on the quality of life of those in the locality, or it is likely that activities will take place and that they will have a detrimental effect
  - The effect or likely effect of these activities:
    - Is, or is likely to be, persistent, or continuing in nature
    - Is, or is likely to be, unreasonable
    - Justifies the restrictions being imposed
10. A PSPO can last for up to three years, after which time it must be reviewed. As a minimum, each PSPO must set out:
  - a. what the detrimental activities are
  - b. what is being prohibited and/or required, including any exemptions
  - c. the area covered
  - d. the consequences for breach
  - e. the period for which it has effect.

11. PSPOs replace “Gating Orders” were previously issued under the Clean Neighbourhoods and Environment Act 2005. Gating Orders enabled Councils to put gates across roads and paths to restrict access.
12. It is proposed to issue a PSPO at Setchel Drove, Cottenham to install a gate and so help prevent on-going fly-tipping. The effect of the proposed order would be to restrict vehicle access to Setchel Drove by the installation of one lockable gate at the point shown on the map at Appendix A. The gate would remain locked 24 hours a day except for private access to the agricultural fields and Heritage Lake fishing club by authorised code/ key-holders and for the purposes of maintenance and emergency access. Any unauthorised tampering with the locked gate will be a breach of the PSPO and may result in either a fixed-penalty notice of £100 or prosecution.
13. Introduction of a PSPO to restrict access and freedom of movement is a serious matter. Guidance advises that PSPOs restricting access should only be introduced where the anti-social behaviour complained of is facilitated by the use of that right of way – otherwise it may be more appropriate to draft an Order focussed on the problem behaviour instead. In this case, use of Setchel Drove facilitates the illegal fly-tipping of waste. As a result, a PSPO restricting access may be considered an appropriate tool.
14. Responsibility for the maintenance of the gate and the keeping of the access key / code will lie with South Cambridgeshire District Council.

## **Consultation responses**

15. A key part of the process to explore introduction of a PSPO is a statutory requirement to consult with stakeholders that may be effected. A consultation document was available for comment on SCDC’s website from 29<sup>th</sup> May 2019 to 10<sup>th</sup> July 2019. In addition, the document was emailed to interested and relevant agencies for comment and feedback. This included the OPCC, local neighbourhood Policing team, Cambridgeshire County Council, Cottenham Parish Council, Ely Drainage Board, and Cambridge Fish Preservation and Angling Society. A verbal consultation by door to door knock was also undertaken with traveller families living on Setchel Drove. Full written consultation responses are attached at Appendix B.
16. 19 written responses were received, 14 in favour of the proposal, 3 against and 2 neither for nor against. Verbal responses from the local traveller community were in favour of the proposal.
17. It should be noted that the landowners that own the largest proportion of the land either side of Setchel Drove have detailed very strong views against implementing a PSPO. Their biggest concerns are for the personal safety of the family members, farmers and contractors who access Setchel Drove several times a day. They highlight verbal abuse, intimidation, physical abuse and threats to life which have been documented by the police. A recent incident reported to Police in July 2019 relates to a farmer being injured after a brick and scaffold pole were thrown through a tractor window. The family also highlight concerns that anyone seeking to fly-tip down the drove being met with a locked gate may simply deposit the waste on the part of the drove leading up to the gate. This could lead to farming vehicles or vets being unable to drive down the drove to access livestock. The family have also raised a concern for the well being of the head of the family who is in his 70s and would have to repeatedly climb in and out of his tractor on a daily basis.

The local neighbourhood police sergeant raised the following questions in his consultation response:

- Have we considered any other/combined methods of resolving the problem, for example overt or covert CCTV options, adequate signage, enforcement options based on identifiable property left behind, media involvement to make the problem more high profile across the region?

*Yes. Covert trail cameras have been previously used but were destroyed, likewise signage is often removed. The police technical support officers have recently given the council further advice on how to better camouflage and covertly install surveillance equipment which has yet to be trialled. Enforcement officers do pursue perpetrators where evidence is left behind and issue fixed penalty notices. Since the consultation process took place the countywide 'S.C.R.A.P. It' campaign has been launched to raise the profile of fly-tipping across the district and Setchel Drove will be one of the target areas to be targeted with banners/posters etc.*

- Has consideration been given to the risk of displacement consequences?

*Yes. It is acknowledged that displacement is a risk. There is also a risk that materials/waste will be dumped on the approach to the gate.*

- Are we considering this measure to be a pilot for future locations across South Cambs and how do we intend to measure the outcome of this approach?

*No other fly tipping hotspot areas are currently being considered for a PSPO. The number of fly-tips in the drove would be recorded and comparison could be made to historical data. We would also need to be mindful of displacement consequences in the local area.*

- Do we require a PSPO to install gated access or can we use other legislation?

*Yes. PSPO's have replaced gating orders previously issued under the Clean Neighbourhoods and Environment Act 2005. The alternative would be to seek permission of landowners and the County Council. Consultation responses show the key landowners are not supportive of the installation of a gate via a PSPO.*

- Is enforcement of the PSPO simply enforcement of a softer penalty for a similar or higher cost?

*No. We would continue to investigate and pursue offences of fly tipping, the PSPO gives the ability to introduce a physical barrier to unauthorised persons. The current fixed penalty for fly tipping is £400 and the fixed penalty for breach of a PSPO is £100. Both penalties would be pursued in any investigation.*

- Considering the cost of securing a PSPO would that money be better spent on detection technology such as CCTV and ANPR?

*The PSPO gate as a stand-alone physical barrier is unlikely to be effective against fly-tipping and so would be used in conjunction with other activities as part of an "Enforcement-Education-Engineering" mixed approach. Officers are already scoping further investment in covert surveillance equipment to support this approach.*



- There are concerns that a simple lock could be chopped off easily and the gate be broken or even stolen. While costs may be prohibitive, has consideration been given to other methods of controlling access such as rising bollards with a keypad control?

*Yes. This view has also been echoed by the byways officer at Cambridgeshire County Council. Bollards would need to be sufficiently robust to avoid being wilfully damaged and would require keypad activation. Approx cost £1800 per bollard (plus installation costs TBC)*

18. Other key consultation comments of worthy note:

- Due to the large number of individuals who need access to the Drove a key code would be preferred over keys.
- A gate would need to be wide enough to accommodate large farm vehicles and excavators.
- The gate would be better positioned further down the drove so that vehicles don't have to park up outside the traveller site whilst opening the gate. (This would reduce any noise-disturbance to residents of the site.)
- Setchel Drove has drainage ditches either side which means that clearance costs are often higher than for other locations in the district as specialist equipment has to be hired in.

## Options

19. To support the proposal for a PSPO and approve installation of a physical barrier, thereby restricting vehicular access to Setchel Drove alongside further enforcement and education activities; or
20. To recommend refusal of the proposed PSPO and instead focus on targeted surveillance methods to gather evidence against perpetrators of fly tipping and education activities.

## 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:-

## Financial

22. There will be costs associated with the initial installation of the gate itself (possibly £2k-5k) and also in any associated camera surveillance equipment required to monitor the gate and the wider area. Precise costs would be dependant on the type of gate and cameras but as a guide gates could be in the region of £2-3.5k, trail cameras approx. £200 each, time lapse cameras approx. £200 and smaller more covert type cameras are approx. £3k. These costs can be met from capital reserves. Any costs would be off-set by savings in clear-up costs should fly-tipping be successfully stopped.

## **Legal**

23. If cameras are deployed covertly then a RIPA authorisation would need to be granted by the Magistrates Court. Alternatively, signage would have to be displayed to alert members of the public to the cameras' presence. This could make them more vulnerable to theft or damage.
24. Legal challenge against the PSPO can be made under the Act on the grounds that the local authority did not have the power either to make the Order or include particular prohibitions or requirements, or that proper processes had not been followed as prescribed by the legislation. Challenges must be made to the High Court within six weeks of the Order being made, and by an individual who lives in, regularly works in or visits the restricted area. It is therefore essential that due regard be given to all consultation responses to demonstrate that proper process has been followed.

## **Staffing**

25. There would be a resource implication in order to monitor and maintain any ongoing camera surveillance. Regular downloading of images, replacement of batteries and checking on the integrity of cameras. It is anticipated that this is manageable within current officer resources.

## **Risks**

26. The effectiveness of the gate/bollards will be heavily reliant on all persons accessing the Drove remembering to shut and lock it behind them.
27. There are approx. 1200 members of the Cambridge Fish Preservation & Angling Society that would also potentially require access to Heritage Lake located on Setchel Drove, in addition to farmers, drainage board, utility services, emergency services that would all require access to the coded entry. With such large numbers there is a risk that any secure keycode could end up in the public domain.
28. In the experience of the local police and the County Council Byways officer gates/barriers often fall victim to damage or theft.
29. By restricting access to the Drove fly-tipping may be displaced to other nearby droves, lanes and byways, such as Lockspit Hall Drove and Oxholme Drove. To counter this, it may be considered appropriate to extend the geographical coverage of any PSPO and gating arrangements to these Drovers. Further consultation would take place before progressing such an approach.
30. Fly-tipping may continue on Setchel Drove up to the point where the barrier is installed.

## **Equalities Impacts**

31. It is not considered that introduction of a PSPO would adversely impact any groups with protected characteristics under Equalities legislation.

## **Effect on Council Priority Areas**

### **Being Green to our Core**

32. Preventing, detecting and pursuing the perpetrators of fly tipping contributes to the Council's business plan objective to protect and enhance the district's heritage and environment.

## **Appendices**

Appendix A: Maps and photographs showing the location of Setchel Drove and the proposed location of the gate at consultation stage.

Appendix B: Copies of Consultation responses

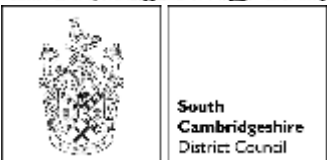
### **Report Author:**

Emma Carter-Knight – Operational Manager, Environmental Health Service  
Telephone: (01954) 713140

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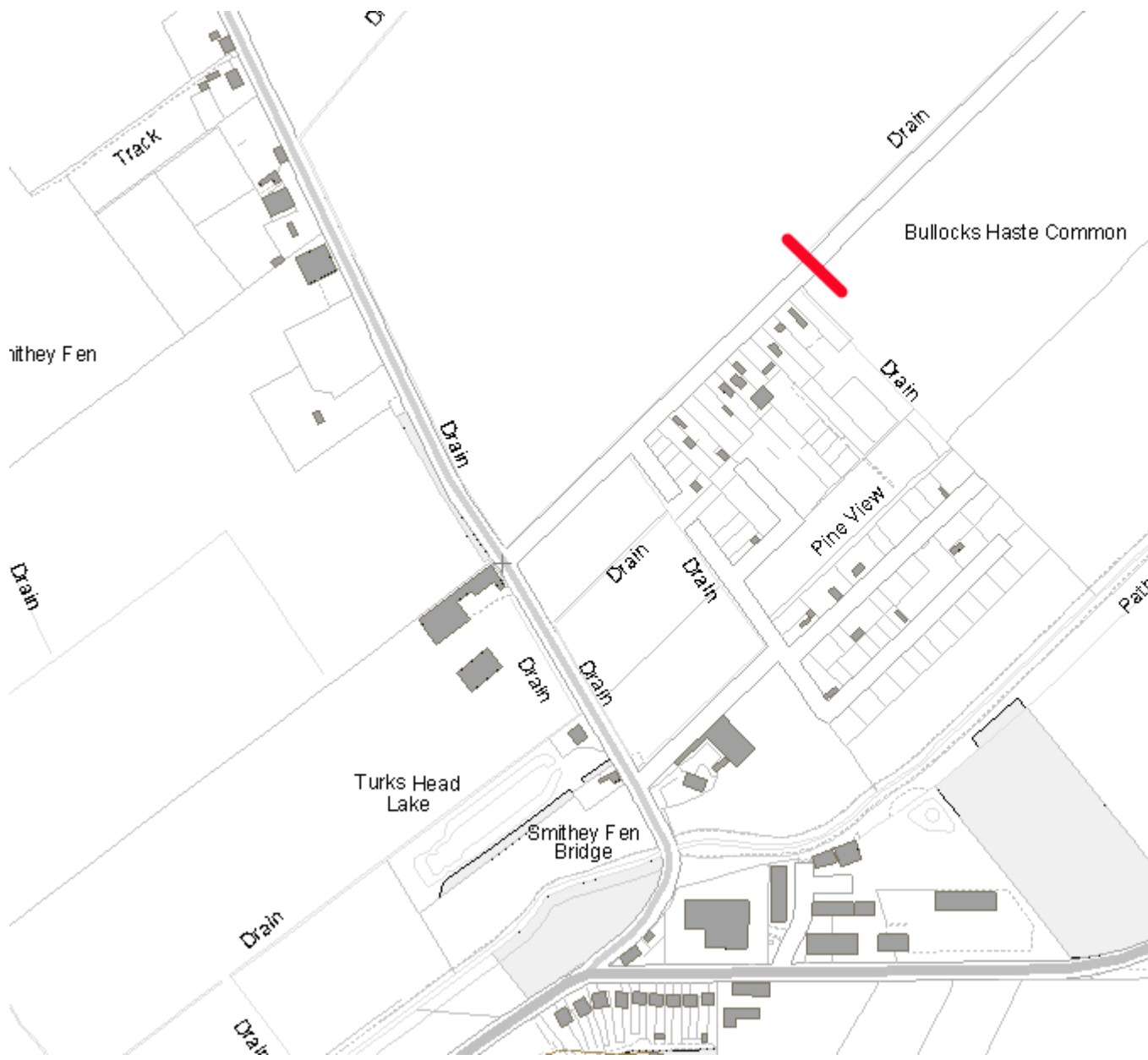


Page 13



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**Appendix A Setchel Drove Fly-tip Photographs June 2018**









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Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

Any other comments you would like to make (optional)

Who would have access beyond the locked gate and will you install cctv to monitor the gate and other areas to prevent further fly tipping

Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

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- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

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- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

Any other comments you would like to make (optional)

The intention is to stop fly tipping thus there seems no logical objection given that emergency services will always have a means to gain access if required



Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

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- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

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- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

Any other comments you would like to make (optional)

It is a good, if belated, experiment but will need review with further gating action elsewhere and better access to authorised landfill sites to be effective.

Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

Any other comments you would like to make (optional)

Long overdue.



Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

If other please specify (optional)

licencee of land

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

If yes please detail (optional)

It would hinder access down Setchell Drove

Any other comments you would like to make (optional)

I am in agreement with the principle of a gate but would recommend that it is located slightly further down Setchell Drove.

Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

If yes please detail (optional)

increase the fly tipping at this part of the Fen. CCTV in settled residents yards view entrance and of Setchel Drove

Any other comments you would like to make (optional)

To get out of a secure vehicle, Very vulnerable sure the police would agree as they are needed to escort ambulances and fire crews BT will on visit with two vans

Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

If yes please detail (optional)

This is a public road and closure is the wrong decision. Fly tipping will continue elsewhere and you should pursue those responsible and prosecute.

Any other comments you would like to make (optional)

By taking away a public road, one that once gave access to beautiful countryside you are preventing the less mobile from the right to use this road.

Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

Any other comments you would like to make (optional)

Needs to be wide enough for large machines and far enough away from travelers to stop children climbing into machines whilst opening the gate.

Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

If other please specify (optional)

Engineer for Old West Internal Drainage Board

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

Any other comments you would like to make (optional)

The Board would need access along the drove to undertake maintenance of our Main Drains. Any gate installed would need to be wide enough to allow the Board's excavator to pass through. We would also require two keys for the gate.

Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

Any other comments you would like to make (optional)

The gate should not be in such close proximity to the traveller site, but further along the drove, say 75m.

Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

Any other comments you would like to make (optional)

Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

**Any other comments you would like to make (optional)**

I strongly support the gating of Setchel Drove. Most obviously, it would significantly reduce the risk of fly-tipping on Setchel Drove. It is inevitably the traveller community that is blamed for the fly-tipping while there is every reason to believe that it is perpetrated by others. A gating order would also have the benefit of eliminating this unnecessary tension in community relations. I note and support other respondents who favour moving the gate a little further up the drove. However, in order to realise the full benefits of the gating order, a number of actions should also be taken: 1. Overt surveillance (with clear signage) should be installed on the other droves. There are farmers willing to host these cameras and this will reduce the risk of displacement of the problem from Setchel Drove to other droves. There is **no need for such surveillance to be covert; indeed, it may well be more effective if it isn't.** 2. The County should conduct a major repair program to Setchel Drove. This would open up a currently inaccessible rural area to walking and cycling activity with added benefit to the community.



Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

Any other comments you would like to make (optional)

Feel strongly that this will deter fly tipping

Consultation feedback

**Where do you live?**

- Cottenham
- Another part of South Cambs district
- Outside the South Cambs district

**What is your relationship with Setchel Drove?**

- Local resident
- Local business owner
- Voluntary or community group representative
- Visitor to area
- Local land owner
- Councillor
- Other

If other please specify (optional)

Involved as a director of CFPAS limited.

**What is your opinion on the proposal to gate off access to Setchel Drove**

- Strongly agree
- Agree
- Neither agree or disagree
- Disagree
- Strongly disagree

**If a gate was installed would it have a negative impact on you?**

- No
- Yes

If yes please detail (optional)

May stop access to Anglers wishing to fish Hertiage Lake?. Which would have a knock on effect to CFPAS as a company. If some sort of access solution could be provided, maybe via coded lock it would be preferred.. Totally agree with solving the problem and if possible improving Setchell drove itself beyond that in regards the the Potholes and general vehicle access as cars often get bottomed out and become damaged whilst trying to access heritage on the Drove.

Any other comments you would like to make (optional)



Wednesday 24<sup>th</sup> July 2019

**Emma Knight**

Operational Manager  
Environmental Health & Licensing  
South Cambridgeshire Hall  
Cambourne Business Park  
Cambourne  
Cambridge  
CB23 6EA

REF: Public Space Protection Order – Setchel Drove

**Dear Ms. Knight,**

I have read the proposal and consultation document for the Public Space Protection Order (PSPO) at Setchel Drove, Cottenham (dated May 2019).

*The considerations and representations that I would offer on behalf of the Constabulary are as follows:*

1. Absolute agreement to the requirement for protecting the environment and local community in that area from the pollution and harm being caused by fly tipping offenders. Fly tipping is a reprehensible, cynical and selfish form of criminality;
2. As part of a problem solving approach to this issue, have we considered any other/combined methods of resolving the problem – for example overt or covert CCTV options, adequate signage, enforcement options based upon any identifiable property left behind, media involvement to make the problem more high profile across the region?
3. Has consideration been given to the risk of displacement consequences? If we secure this area do we anticipate where the fly-tipping issue is likely to move towards?
4. It would be helpful to contextualise the volume of fly-tipping in this area versus other locations in the South Cambs area. Is there any comparative data that is likely to support the proportionality and necessity of this approach?
5. With regards to the benefits of this measure (noted at 4.0 on the document) the number of recorded incidents has risen consistently as illustrated – what percentage of that total will be addressed by this measure specifically? How many of the incidents can be attributed to Setchel Drove?

6. Are we considering this measure to be a pilot for future locations across South Cambs and how do we intend to measure the outcome of this approach?
7. Do we require a PSPO to install gated or controlled access to the area?
8. Will enforcement of the PSPO rest with the Constabulary or will named officials at the District Council also be empowered to issue fines? We need to ensure that any enforcement can also be carried out by Police Community Support Officers.
9. How do we propose to increase the detection of offences for the effective enforcement of the order? Clearly fly-tipping is a difficult offence to prove if not witnessed directly or found committing. Are we proposing to introduce anything from an enforcement perspective that will make punishment of the offence more likely?
10. The Refuse Disposal (Amenity) Act 1978 makes it *'an offence to abandon anything on land being a thing brought to the land for the purpose of abandoning it there'* – the penalty for breaching this law is listed at fixed penalty of £200 (which is twice the penalty of the PSPO). The burden of proof is 'beyond all reasonable doubt' as opposed to 'on the balance of probabilities' (more difficult in fact) – however (practically speaking) at the moment 'a balance of probabilities' conviction is not more likely than 'beyond reasonable doubt' as we either a) catch them in the act or b) witness them or c) don't do either (there is not much grey area). Is enforcement of the PSPO simply enforcement of a softer penalty for a similar or higher cost?
11. Considering the cost of securing a PSPO (I don't really know what that cost is - apologies) would that money be better spent on detection technology such as CCTV and ANPR?
12. I agree with the benefit of controlling vehicular access to the area – however attention will then need to be paid to how that access is secured. If the gate is secured by a padlock (for example) I would expect the padlock to be cut and for offenders to disregard the gate, the lock and the PSPO. While costs may be prohibitive, has consideration been given to other methods of controlling access to the land? Options may include rising bollards (I understand these can be bought and installed for about £2000 each for a half metre high unit – with key pad control so keys not required) or the option of rising road spikes (sounds menacing but commonly used in many NCP type car parks). I have concerns that a simple lock could be chopped easily, and the gate could be broken or even stolen (which would be both embarrassing and expensive).

I can speak with confidence on behalf of the Constabulary in saying that fly-tipping is a genuine quality of life issue for rural communities – it degrades our shared environment, it harms eco-systems, and it can involve the unregulated dumping of dangerous and toxic items. We absolutely support the District Council one-hundred percent in seeking measures designed to reduce and eliminate this form of crime – and ideally with regard to Setchel Drove specifically – in such a way that offers learning and effective strategy for the County as a whole.

The final point in question must rest around the subject of effective enforcement. As with all public sector bodies, police resources have been rationalised significantly over a long term period with a genuine reduction in the availability of staff to address 'non-urgent', not 'life and limb' or high gravity offending. This doesn't mean that there is no support available on a day to day basis – but this matter is comparable to a spectrum of other rural concerns. Perhaps most comparable is the issue of 'hare-coursing' and trespass on private land issues for such purposes. We receive regular feedback that rural communities would like to see a more visible and immediate response to such offences – but we have to manage expectations around such things very carefully. I feel that this is likely to be the case with fly-tipping in Setchel Drove also. It is therefore sensible for the District Council to plan contingencies around this and not base a plan upon an enforcement strategy that requires an immediate response from police or an 'if found committing' proviso.

I hope that his helps to clarify the considered position of the Constabulary and I hope that we find the most effective long term solution to the problem. Please continue to include us in the dialogue surrounding this matter.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Phil Priestley', written in a cursive style.

Sergeant 2164 Phil Priestley  
Neighbourhood Policing Team – South Cambs

*CC'd – Sgt Emma Hilson*  
*CC'd – Inspector Rachel Gourlay*

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Emma Knight  
Operational Manager  
Environmental Health & Licensing  
South Cambridgeshire District Council

By email: [emma.knight@scambs.gov.uk](mailto:emma.knight@scambs.gov.uk)

19<sup>th</sup> July 2019

Dear Emma

I refer to your email dated 11<sup>th</sup> July 2019 to myself, Cambridgeshire Police and Crime Commissioner, regarding South Cambridgeshire District Councils Council's proposals to install a gate to prevent vehicular access to Setchel Drove, Cottenham in an effort to prevent fly tipping.

I both welcome and thank South Cambridgeshire District Council for undertaking the consultation to seek the views of the public and myself, as Cambridgeshire Police and Crime Commissioner, in response to gating off vehicular access to Setchel Drove.

This letter is my formal consultation response to the proposed PSPO.

To inform my response I have reviewed correspondence to my office and considered the views of Cambridgeshire Constabulary's Local Policing Team regarding the area relating to the proposed PSPO.

In conclusion, I fully support South Cambridgeshire District Councils proposal for a Public Space Protection Order to try and prevent the repeated incidents of fly tipping. I am fully aware of the impact that this illegal activity can have on both the environment and the local community.

Yours sincerely,

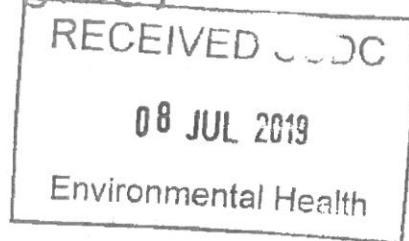


Jason Ablewhite  
Police and Crime Commissioner for Cambridgeshire and Peterborough

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Ref: Proposed Gate on  
Little Setchel Drive,  
Smithy Fen,  
Cottenham.



2nd July 2019

Dear Ms. Knight,

Firstly, we apologise for not attending your meeting regarding the above, but circumstances on the farm prevented this.

We acknowledge that the council wishes to prevent fly-tipping along this road, your so-called 'Hot Spot', and can see your reasons for wishing to do so. But, unfortunately, we think that anyone driving into Smithy Fen to dump rubbish is not going to take it home again! If, a gate blocks access to this track then they will proceed further down the fen and use ~~use~~ areas along hockspit Hall Drive, already used for some dumping and burning out of cars, thus you are only moving the problem further down the fen, or, will they just tip up whatever they have in the road, and in doing so block the road completely. If, this happens can you guarantee that you will be able to come and clear it within a couple of hours so that we can access our fields with livestock, or will

We just have to clear it ourselves.

Our whole families biggest concern is that by putting a gate across the road at the proposed location or even a bit further down will put us in danger. We use this track twice a day everyday to feed/check livestock and at busy times several times a day. Even today we have been down the road five times as we are haymaking (and its only 12noon)

We have (both my husband and son) along with other farmers and contractors suffered intimidation, verbal abuse, bricks thrown through vehicle windows, nail traps in the road, even physical abuse and death threats to my husband, documented by the police and known to several officers of the council.

By putting a gate here, whoever is driving will have to stop whatever the vehicle, get out, undo the gate and the same again when returning; thus putting themselves in a very vulnerable position.

What if there is an emergency to anyone and ambulance or fire is needed, precious time could be lost in accessing ~~to~~ the gate code or lock.

Also, by restricting access to this part of the fen, the gate will prevent dog walkers, birdwatchers and other members of the public enjoyment and free access to the countryside.. [They would not wish to leave their cars along the drove whilst they go for a walk.]

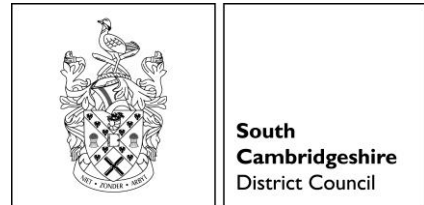
So, we would ask you not to put a gate here for the reasons explained.. We as one of the largest landowners here would like you to take our views seriously and not be easily led by persons with no reason to use this track and would never put themselves in danger ever.

Whilst you will say that the fears and any incidents that may occur to ourselves or others is a police matter we shall hold the council to blame if anything should happen to anyone as a result of the gate putting them into harm's way.

With kind regards.

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# Agenda Item 6



**Report To:** Scrutiny Cabinet 17 October 2019  
6 November 2019

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

**Lead Officer:** Peter Maddock, Head of Finance

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## GENERAL FUND CAPITAL PROGRAMME UPDATE AND NEW BIDS

### PURPOSE

1. To report to the Cabinet on the performance of the Council's Capital Programme during 2018/2019 and to consider the new Capital Programme bids from 2020/2021.
2. This is a key decision as there are resource implications directly arising from the report; the report 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) Acknowledge the performance achieved in relation to the Capital Programme Schemes substantially completed in 2018/2019, summarised at **Appendix A** in the report;
  - (b) Consider the capital programme bids for new projects outlined in the report at **Appendix B** and to determine whether to approve the new capital schemes;
  - (c) Recommend to Full Council that additional funding of £545,000 is allocated from the Renewables Reserve to complete the footpath lighting upgrades given the environmental benefits, and that a full report be submitted to Cabinet for approval that outlines the programme of work, timescales, costs and payback period;
  - (d) Recommend to Full Council that funding of £1,300,000 is allocated from the Renewables Reserve for a range of energy efficiency and green energy measures at South Cambridgeshire Hall, and that a full report be submitted to Cabinet for approval that outlines the range of modifications and enhancements proposed, costs and payback period;
  - (e) Support, if resources permit, the establishment of a Renewal and Repairs Fund for vehicles, plant and equipment, as part of the 2020/2021 revenue determination process;
  - (f) Recommend to Full Council the revised General Fund capital programme for the period 2019/2020 to 2024/2025, at **Appendix C**, to reflect the new scheme bids, amendments to the programme and the reprofiling of expenditure identified in the report.

## REASON FOR RECOMMENDATION

4. To enable the Cabinet to consider the outturn performance of the Council's Capital Programme in 2018/2019, new capital project bids for 2020/2021 and the updated capital programme incorporating new items and reprofiling of expenditure.

## BACKGROUND INFORMATION

### 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.

### Capital Programme – Performance 2018/2019

6. A summary of the performance achieved in relation to the Capital Programme schemes (excluding rolling programmes) 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 £7.316 million and equivalent financing underspend in relation to the approved 2018/2019 Capital Programme, with outturn expenditure of only £27.190 million compared to the original funding allocation of £34.506 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**.

### New Scheme Bids

9. It is appropriate for Cabinet to consider, in line with the Capital Strategy, all new bids for capital investment before making recommendations to Council.
10. It should be recognised that the Council has finite resources and there are competing pressures and affordability issues that need to be taken into account. The corporate focus of capital investment should align with the expectations of the approved Capital Strategy and accordingly there will be a need to:
  - (a) invest where the Council has a statutory, contractual or safety obligation including unavoidable requirements emanating from the Council's approved Corporate Asset Plan;
  - (b) invest in discretionary schemes which meet Business Plan priorities;

- (c) invest in schemes which provide value for money (i.e. invest to save) provided they are consistent with Business Plan priorities.
11. The schedule of capital programme bids for new projects (i.e. over and above those needed for continued operational purposes, or that form part of a rolling programme) is attached at **Appendix B**.
  12. The capital bids have been subject to the completion of a business case in accordance with the Capital Strategy. This covers, amongst other things, project risks, resource implications and compliance with the key priorities of the Council. The bids, summarised at **Appendix B**, are considered to fall into the following categories:
    - (1) Legally/contractually unavoidable;
    - (2) Essential for health and safety reasons;
    - (3) Support Business Plan objectives;
    - (4) Benefit from external funding opportunities; and
    - (5) “Invest to Save” projects (for which regard should be given to the length of the investment payback period).
  13. The schedule of new bids includes additional funding for Business Plan priorities of (i) £545,000 in 2020/2021 for essential investment in footpath lighting upgrades given the level of need and energy consumption benefits (topping up an existing allocation of £750,000 from this source) and (ii) £1.3 million for a range of energy efficiency and green energy measures at South Cambridgeshire Hall. There is an uncommitted balance of £3.425 million in the established Renewables Reserve which could be used for these projects, subject to a detailed report to Cabinet on the scheme proposals, options, timescales and costings.

### **Investment Strategy**

14. An updated Investment Strategy was considered by Cabinet, at its meeting on 2 October 2019, and has been recommended to Council for approval. The Strategy sets out how the Council determines its capital investment priorities and the updated version identifies the sum of £340 million in the period 2019/2020 to 2023/2024 for potential investment in the following streams:
  - Stream 1: Prime and close to prime commercial real estate investment let on long leases to good covenants which will provide a secure long-term income over and above their ability to pay back the purchase price debt;
  - Stream 2: Investment which can generate regeneration or economic development benefits as well as positive financial returns for the Council (e.g. energy storage projects or investments with regeneration benefits);
  - Stream 3: Investment partnerships with third party developers to deliver new homes (subject to completion of the Members Agreements).

15. The projection of likely investments in all three streams as follows:

| <b>Funding Allocation</b> | <b>2019/2020<br/>£'000</b> | <b>2020/2021<br/>£'000</b> | <b>2021/2022<br/>£'000</b> | <b>2022/2023<br/>£'000</b> | <b>2023/2024<br/>£'000</b> |
|---------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Stream 1                  | 40,000                     | 60,000                     | 80,000                     | 100,000                    | 120,000                    |
| Stream 2                  | 10,000                     | 20,000                     | 30,000                     | 40,000                     | 50,000                     |
| Stream 3                  | -                          | 42,500                     | 85,000                     | 127,500                    | 170,000                    |
| <b>Totals</b>             | <b>50,000</b>              | <b>122,500</b>             | <b>195,000</b>             | <b>267,500</b>             | <b>340,000</b>             |

### **Vehicle, Plant and Equipment**

16. The renewal of vehicles, plant and equipment, including IT equipment, has relied on capital programme bids and funding. As an alternative a Renewal and Repairs (R&R) Fund could be established for the purpose of defraying expenditure to be incurred from time to time in repairing, maintaining, replacing and renewing buildings, works, plant or equipment belonging to the Council. This would require annual revenue contributions to the R&R Fund to equalise costs over the life of the asset. A similar arrangement could apply to IT replacement systems by establishing a Software Fund with annual contributions set to meet the cost of replacement software systems.
17. It is proposed that, in preparing the 2020/2021 revenue budget, such Funds are established with revenue contributions built into the budget rather than recourse to borrowing and its associated costs. The extent to which this can be achieved will depend on the extent of savings achieved and other funding pressures that will impact on the delivery of a balanced budget.

### **Capital Programme Financing**

18. Council will need to rely on borrowing to fund capital investment going forward and this has a direct impact on the revenue budget. The level of borrowing is clearly a factor that needs to be considered by the Council, but excessive borrowing must be considered with caution as repayment of any loans would fall on Council Tax, at a time when significant budgetary savings must be made to avoid an unacceptable increase in Council Tax or reductions in key services.
19. The ability to generate capital receipts to contribute to the capital programme funding is very limited and relates entirely to HRA right to buy sales, with only £25,000 currently forecast for 2020/2021. It would not be prudent, given uncertainty in terms of timing and the planning framework, to include them in projections at this time.
20. 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 Council Tax terms) and sustainable (in the Medium Term). Due regard should, therefore, be given to:
- (i) The estimate of available capital finance (from borrowing and capital receipts if any) 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 in the ensuing four years for uncommitted schemes and new priority schemes (e.g. from external borrowing, forecast new capital receipts (if any) or external funding);
  - (iii) The estimated revenue implications (estimated at £55,000 per year per £1 million borrowed over 25 years) of the proposed total programme and impact on Council Tax in terms of affordability.
21. Consequently, the number of new priority capital schemes which can be approved at each annual review of the programme will be limited by these affordability factors.
  22. To enter into excessive long term borrowing would only exacerbate the position and, on this basis, it is strongly recommended that the Council seriously considers the level of capital investment.
  23. The Capital Programme is prepared on a five year rolling programme. As such Cabinet/Council in February 2020 will be considering the programme for the 2020/2021, 2021/2022, 2022/2023, 2023/2024 and 2024/2025 financial years.
  24. In the event that all new bids in **Appendix B** are eventually approved, and new borrowing is required for those schemes not financed from Earmarked Reserves (totalling £731,100), the additional cost of the capital programme in 2020/2021 will be £145,000 (reflecting the relatively short-term life of the assets). This is in addition to the borrowing required for the existing capital scheme approvals for 2020/2021 (i.e. £32.903 million) at an estimated revenue cost of £1.085 million.
  25. The total additional cost to revenue for the borrowing costs of the full capital programme (including existing approvals plus the above new bids) is £1.23 million in 2020/2021. Additional borrowing for the purposes of the revised Investment Strategy will have an estimated revenue cost of £2.72 million in 2020/2021 (if acceptable property investments are identified and commitments made), bringing the total borrowing costs to be met from revenue to £3.95 million for this period. This will be offset by the revenue returns from the property investment portfolio.

## **OPTIONS**

26. The option exists of not approving new capital funding bids.

## **IMPLICATIONS**

27. 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***

28. The Council has two policies which underpin the Capital Programme, namely the Capital Investment Strategy and the Medium Term Financial Strategy (MTFS). The former provides the framework for the evaluation, approval and monitoring of capital schemes and this includes a requirement for an annual report each September 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 three year Revenue Budget forecasts and related Council Tax consequences.
29. 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.
30. 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***

31. 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.
32. 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***

33. The net budget for the capital programme will need to be financed from the Council's resources (e.g. capital receipts), revenue financing or, primarily, by borrowing. The borrowing costs are approximately £55,000 per year for every £1 million borrowed and these borrowing costs will need to be factored into the revenue budget when preparing the Medium Term Financial Strategy.

34. Full Council, at its meeting on 21 February 2019, approved new schemes for inclusion in the General Fund 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:

| <b>Capital Programme:<br/>General Fund</b> | <b>2019/2020<br/>£million</b> | <b>2020/2021<br/>£million</b> | <b>2021/2022<br/>£million</b> | <b>2022/2023<br/>£million</b> | <b>2023/2024<br/>£million</b> |
|--|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Expenditure</b>                         |                               |                               |                               |                               |                               |
| Housing Services                           | 2.380                         | 2.380                         | 2.380                         | 2.380                         | 2.380                         |
| Health & Environmental Services            | 0.721                         | 0.462                         | 0.741                         | 0.486                         | 0.734                         |
| Corporate Services                         | 20.753                        | 25.053                        | 20.142                        | 20.153                        | 20.153                        |
| Planning Services                          | -                             | -                             | -                             | -                             | -                             |
| Advances to Housing Company                | 12.507                        | 12.689                        | -                             | -                             | -                             |
| <b>Total</b>                               | <b>36.361</b>                 | <b>40.584</b>                 | <b>23.263</b>                 | <b>23.019</b>                 | <b>23.267</b>                 |
| <b>Funding</b>                             |                               |                               |                               |                               |                               |
| Capital Receipts                           | 1.698                         | 1.284                         | 1.373                         | 1.384                         | 1.384                         |
| Grants/Contributions                       | 2.156                         | 6.397                         | 1.448                         | 1.293                         | 1.218                         |
| Borrowing                                  | 32.507                        | 32.903                        | 20.442                        | 20.342                        | 20.665                        |
| <b>Total</b>                               | <b>36.361</b>                 | <b>40.584</b>                 | <b>23.263</b>                 | <b>23.019</b>                 | <b>23.267</b>                 |

35. The outturn in relation to the 2018/2019 Capital Programme, reported to Cabinet on 2 October 2019, identified an expenditure underspend of £7.316 million and equivalent financing underspend. This is shown in the table below:

|                                  | <b>Revised<br/>Budget<br/>£ million</b> | <b>Outturn<br/>£ million</b> | <b>Variance<br/>£ million</b> | <b>C/F</b>   |
|----------------------------------|---|------------------------------|-------------------------------|--------------|
| Housing Services                 | 2.212                                   | 1.063                        | (1.149)                       | 0.030        |
| Health & Environmental Services  | 0.921                                   | 0.976                        | 0.055                         | 0.052        |
| Corporate Services               | 0.839                                   | 0.678                        | (0.161)                       | 0.330        |
| Planning Services                | 0.080                                   | 0.071                        | (0.009)                       | 0            |
| Advances to Housing Company      | 28.054                                  | 23.147                       | (4.907)                       | 4.907        |
| CLIC Investment                  | 2.400                                   | 1.255                        | (1.145)                       | 1.145        |
| <b>Expenditure</b>               | <b>34.506</b>                           | <b>27.190</b>                | <b>(7.316)</b>                | <b>6.464</b> |
| Capital Receipts                 | 1.702                                   | 1.773                        | 0.071                         |              |
| Revenue (Inc. Reserves & HRA)    | 0.690                                   | 0.299                        | (0.391)                       |              |
| Contributions (Inc. Section 106) | 0.814                                   | 0.716                        | (0.098)                       |              |
| Borrowing (Internal & External)  | 31.300                                  | 24.402                       | (6.898)                       |              |
| <b>Funding</b>                   | <b>34.506</b>                           | <b>27.190</b>                | <b>(7.316)</b>                |              |

36. There is a need to update the capital programme to take into account the roll-over of funding from 2018/2019 to 2019/2020, the updated Investment Strategy, other amendments to the phasing of work and to include the proposed new bids. The revised programme is reproduced at **Appendix C**.

#### ***Risk Implications***

37. 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.
38. 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***

39. 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***

40. 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:

- General Fund Medium Term Financial Strategy – Report to Cabinet: 7 November 2018
- Budget Report – Report to Cabinet: 6 February 2019
- Business Plan 2019 - 2014 – Report to Council: 21 February 2019
- Medium Term Financial Strategy and General Fund Budget – Report to Council: 21 February 2019

- General Fund Revenue & Capital Budget Provisional Outturn – Report to Cabinet: 2 October 2019
- Investment Strategy – Report to Cabinet: 2 October 2019

## **APPENDICES**

- A Completed Capital Projects 2018/2019: Performance
- B Capital Programme – New Bids
- C Updated Capital Programme 2019/2020 – 2023/2024 **[TO FOLLOW]**

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**COMPLETED CAPITAL PROJECTS [GENERAL FUND]: PERFORMANCE - 2018/2019 PROJECTS**

| Capital Funded Projects:<br>Housing Services | Funding<br>Allocation<br>£'000 | Actual Cost<br>£'000 | Commenced<br>on Time? | Completed<br>on Time? | Completed<br>within<br>Budget? | Lead Officer   |
|--|--------------------------------|----------------------|-----------------------|-----------------------|--------------------------------|----------------|
| Social Housing Grants                        | 502                            | 50                   | YES                   | YES                   | YES                            | Julie Fletcher |
| Home Repairs Assistance                      | 100                            | 76                   | YES                   | YES                   | YES                            | Julie Fletcher |
| Disabled Facilities - Mandatory              | 490                            | 564                  | YES                   | YES                   | NO                             | Julie Fletcher |
| Disabled Facilities - Discretionary          | 10                             | 10                   | YES                   | YES                   | YES                            | Julie Fletcher |
| General Fund Housing Refurbishments          | 10                             | 34                   | YES                   | YES                   | NO                             | Julie Fletcher |
| Sheltered Properties - Repurchase            | 1,100                          | 329                  | YES                   | YES                   | YES                            | Geoff Clark    |
| <b>TOTAL</b>                                 | <b>2,212</b>                   | <b>1,063</b>         |                       |                       |                                |                |

| Capital Funded Projects:<br>Health & Environmental Services | Funding<br>Allocation<br>£'000 | Actual Cost<br>£'000 | Commenced<br>on Time? | Completed<br>on Time? | Completed<br>within<br>Budget? | Lead Officer  |
|---|--------------------------------|----------------------|-----------------------|-----------------------|--------------------------------|---------------|
| Refuse Collection Vehicles                                  | 846                            | 846                  | YES                   | YES                   | YES                            | Trevor Nicoll |
| Waterbeach Depot Solar Panels                               |                                | 36 *                 |                       |                       |                                |               |
| Underground Bins  |                                | 11 *                 |                       |                       |                                |               |
| Land Drainage Trailer                                       | 8                              |                      |                       |                       |                                | Pat Matthews  |
| Pavement Street Sweepers                                    | 67                             | 67                   | YES                   | YES                   | YES                            | Trevor Nicoll |
| Noise Monitoring Equipment                                  |                                | 16 *                 |                       |                       |                                |               |
| <b>TOTAL</b>  | <b>921</b>                     | <b>976</b>           |                       |                       |                                |               |

| Capital Funded Projects:<br>Advances to Housing Company | Funding<br>Allocation<br>£'000 | Actual Cost<br>£'000 | Commenced<br>on Time? | Completed<br>on Time? | Completed<br>within<br>Budget? | Lead Officer  |
|---|--------------------------------|----------------------|-----------------------|-----------------------|--------------------------------|---------------|
| Housing Company: Advance Funding                        | 28,054                         | 23,147               | YES                   | YES                   | YES                            | Duncan Vessey |
| <b>TOTAL</b>  | <b>28,054</b>                  | <b>23,147</b>        |                       |                       |                                |               |

| <b>Capital Funded Projects:<br/>Corporate Services</b> | <b>Funding<br/>Allocation<br/>£'000</b> | <b>Actual Cost<br/>£'000</b> | <b>Commenced<br/>on Time?</b>       | <b>Completed<br/>on Time?</b> | <b>Completed<br/>within<br/>Budget?</b> |
|--|---|------------------------------|-------------------------------------|-------------------------------|---|
| PC Refresh Programme                                   | 15                                      | 13                           | YES                                 | YES                           | YES                                     |
| Financial Management System (FMS)                      | 130                                     | 109                          | YES                                 | YES                           | YES                                     |
| Revenues/Benefits System                               | 28                                      | 45                           | YES                                 | YES                           | NO                                      |
| Environmental Health System                            |   | 29 *                         |                                     |                               |   |
| Housing Management System                              |   | 125 *                        |                                     |                               |   |
| Yotta Waste Management System                          |   | 150 *                        |                                     |                               |   |
| Income Management System                               |   | 9 *                          |                                     |                               |   |
| Desktop Transformation Programme                       | 180                                     | 180                          | YES                                 | YES                           | YES                                     |
| Customer Portal to Website                             | 15                                      | 7                            | YES                                 | YES                           | YES                                     |
| Secure Storage Facility at SC Hall                     | 30                                      | -                            | ] Projects deferred pending further |                               |   |
| Fire Escape Enclosures                                 | 50                                      | -                            | ] review of priority requirements.  |                               |   |
| Planning Service: Adaptions for Flexible Working       | 28                                      | -                            | ]                                   |                               |   |
| Ground Floor Adaptations                               | 363                                     | 11                           | ]                                   |                               |   |
| <b>TOTAL</b>   | <b>839</b>                              | <b>678</b>                   |                                     |                               |   |

|                            |
|----------------------------|
| <b>Lead Officer</b>        |
| <b>Alex Young</b>          |
| <b>Peter Maddock</b>       |
| <b>Dawn Graham</b>         |
|                            |
|                            |
|                            |
| <b>Susan Gardner-Craig</b> |
| <b>Sonia Constant</b>      |
| <b>Phil Bird</b>           |
| <b>Phil Bird</b>           |
| <b>Phil Bird</b>           |
| <b>Phil Bird</b>           |

| <b>Capital Funded Projects:<br/>Planning Services</b> | <b>Funding<br/>Allocation<br/>£'000</b> | <b>Actual Cost<br/>£'000</b> | <b>Commenced<br/>on Time?</b> | <b>Completed<br/>on Time?</b> | <b>Completed<br/>within<br/>Budget?</b> |
|---|---|------------------------------|-------------------------------|-------------------------------|---|
| ICT New Planning System                               | 80                                      | 71                           | YES                           | YES                           | YES                                     |
| <b>TOTAL</b>  | <b>80</b>                               | <b>71</b>                    |                               |                               |   |

|                      |
|----------------------|
| <b>Lead Officer</b>  |
| <b>Stephen Kelly</b> |

| <b>Capital Funded Projects:<br/>CLIC Investment</b> | <b>Funding<br/>Allocation<br/>£'000</b> | <b>Actual Cost<br/>£'000</b> | <b>Commenced<br/>on Time?</b> | <b>Completed<br/>on Time?</b> | <b>Completed<br/>within<br/>Budget?</b> |
|---|---|------------------------------|-------------------------------|-------------------------------|---|
| CLIC Investment                                     | 2,400                                   | 1,255                        | YES                           | NO                            | YES                                     |
| <b>TOTAL</b>  | <b>2,400</b>                            | <b>1,255</b>                 |                               |                               |   |

|                      |
|----------------------|
| <b>Lead Officer</b>  |
| <b>Peter Maddock</b> |

\* Residual costs associated with original capital programme projects/essential capital investment.

## CAPITAL PROJECTS – SCHEME PROGRESS/POST IMPLEMENTATION REVIEW

### REVIEW OF SCHEMES: HOUSING GRANTS

This includes Private Sector Housing Grants including Disabled Facilities Grants (DFGs). The budget was overspent by £74,000 relating to DFGs and underspent by £24,000 in relation to home assistance grants; the overall position being an overspend of £50,000. The Council did, however, receive additional funding of £80,000 at the end of 2018/2019 so in reality a carry forward of £30,000 is appropriate. Cabinet, at its meeting on 2 October 2019, recommended to Council that the sum of £30,000 be carried forward to 2019/2020 for this purpose.

### REVIEW OF SCHEMES: SHELTERED PROPERTIES - REPURCHASE

This relates to the re-purchase of General Fund sheltered properties. An allocation is identified in the capital programme each year, but it is unknown how many will occur. There were not as many as expected leading to an underspend and the allocation for 2019/2020, in the sum of £1.1 million, is deemed adequate. There is, therefore, no requirement to carry forward funding from 2018/2019 to 2019/2020. The Service Area have usefully provided the following additional information in relation to the project:

**Project Brief:** The project has derived a profit from the properties that are on the old lease and are ring fenced to be resold after they have surrendered; these are all 75% share leases. The Council buy the properties back, carry out void works to make the property marketable and then sell. A profit is generated because the Council is spending money to increase the desirability of these homes. The amount of void works completed depends on the condition of the property at time of surrender, sometimes they are negligible and other times the kitchen/bathroom/heating etc may need to be replaced. The length of time between buy back and resale usually has a positive influence on sale price due to upward trend of property prices and market forces in this district. The current figures are as follows:

**Total profit generated for year 2018/2019 = £125,020**

For the first quarter of 2019/2020: April to June 2019 = **£72,688** profit from 3 sales after cost of void works, estate agents and legal fees. To break that down further, a total of £3,442 was spent on void works between these 3 properties.

For the second quarter: July to Sept 2019 = **£12,150** profit from 1 sale after above costs deducted.

For the third quarter (based upon current projections): October to December 2019 – Projected profit of **£6,930** from one house sale, currently with legal to complete. 4 further properties are in the pipeline at surrender stage.

**Total profit generated for 2019/2020 so far = £91,768.**

**Please note that this project is time limited. There are roughly 30 properties remaining on old style leases, and there is a commitment to buy the properties back; once these are exhausted the project comes to an end. There is the potential to enter the market and buy properties back that have transferred to the new leases when they are being surrendered but this will have to be a more commercial approach.**



#### **REVIEW OF SCHEMES: HEALTH & ENVIRONMENTAL SERVICES**

The Health and Environmental Services budget is provided in the main for vehicle replacements for the waste and street cleansing fleet. This was overspent when compared to the revised budget mainly due to the installation of solar panels at the Waterbeach Depot and the purchase of noise monitoring equipment. There was also an order placed during February 2019 for additional tail lift vehicles but not delivered until April 2019. The cost of this acquisition in the sum of £52,000 needs to be carried forward into 2019/2020 but in any event is funded from Earmarked Reserves. Cabinet, at its meeting on 2 October 2019, recommended to Council that the sum of £52,000 be carried forward to 2019/2020 for this purpose.

#### **REVIEW OF SCHEMES: CORPORATE SERVICES**

The Corporate Support Services budget includes ICT projects and Capital works at the Camborne offices. Overall budgets were underspent by £161,000. The underspend on the Camborne offices was £460,000, with an overspend on ICT projects of £299,000. Cabinet, at its meeting on 2 October 2019, recommended to Council that the sum of £330,000 be carried forward to 2019/2020 due to slippage in the existing approved capital programme to enable priority office refurbishment projects in relation to South Cambridgeshire Hall to be completed.

#### **REVIEW OF SCHEMES: ADVANCES TO HOUSING COMPANY**

It was expected that £28,054 million would be advanced to Ermine Street Housing Ltd, the Council's wholly owned subsidiary. In the event £23,147 million was actually advanced as the number of properties acquired in the second half of 2018/2019 was lower than expected. These loan advances count as Capital Expenditure as they are for a specific purpose and, as such, the unspent allocation should be carried forward into 2019/2020. Cabinet, at its meeting on 2 October 2019, recommended to Council that the sum of £4.907 million be carried forward to 2019/2020 to complete the programme.

#### **REVIEW OF SCHEMES: CLIC INVESTMENT**

The Council has been providing loan finance for the creation of an Ice Rink in the sum of £2.4 million. It was expected that the rink would be complete during 2018/2019 but, in the event, it did not complete until the summer of 2019. The outstanding amount of £1.145 million needs to be carried forward into 2019/2020 to enable the commitment to the project to be met. Cabinet, at its meeting on 2 October 2019, recommended to Council that the sum of £1.145 million be carried forward to 2019/2020 to ensure that the funding commitment to the project can be met.



## CAPITAL BUDGET PLANNING 2020-2024

### SUMMARY OF NEW FUNDING BIDS

| New Capital Bids  | 2020/2021<br>£ | 2021/2022<br>£ | 2022/2023<br>£ | 2023/2024<br>£ |
|---|----------------|----------------|----------------|----------------|
| <p><b>Waste Service: Vehicle Costs</b></p> <p>Modelling has determined that new vehicles will be required in 2020/2021, 2021/2022 and 2023/2024 to meet the growth in new households and essential replacement programme. This is a shared service with replacements programmed equally between the partner Council's. The cost is based upon the proposed acquisition of electric vehicles, with higher initial costs but reduced revenue costs.</p>   | 375,000        | -              | -              | 375,000        |
| <p><b>Upgrade AV and Delegate Systems</b></p> <p>The current facilities are in a legacy state; two of the ceiling mounted projectors have failed, and the remaining projector has a 4:3 ratio for presentations. The hearing aid loop system also needs to be replaced as it suffers from wireless interference. Management systems for controlling equipment and lighting in the Council Chamber are also recommended for efficient staging of meetings.</p>   | 150,000        | -              | -              | -              |
| <p><b>Human Resources: New IT System</b></p> <p>This relates to the apportioned cost of the new human resources software system to this Council. Transfer to the new platform will enhance efficiency, reduce costs and improve the way the service can support the organisation.</p>   | 115,500        | -              | -              | -              |
| <p><b>IT Investment: Other Projects</b></p> <ul style="list-style-type: none"> <li>• <b>Data Centre Generator</b></li> <li>• <b>Data Centre Capacity Growth</b></li> <li>• <b>Business Analytics Service</b></li> <li>• <b>Replacement WIFI Access Points</b></li> </ul> <p>This relates to the cost of replacement equipment to support the ICT Service at the Council and to provide resilience in the event of an extended power cut, provide for the expected growth within the data centre and ensure compliance with Public Service Network requirements.</p> | 16,000         | -              | -              | -              |
|   | 14,000         | -              | -              | -              |
|   | 3,800          | -              | -              | -              |
|   | 6,800          | -              | -              | -              |

|  |                  |          |          |                |
|--|------------------|----------|----------|----------------|
| <p><b>Footway Lighting</b></p> <p>A review of the structural condition of the current footway lighting stock has been concluded and the total cost of the project to replace the stock of 1,800 footway lights to LED provision is £1.295 million, of which £750,000 has been identified for funding from the Renewables Reserve.</p> <p>If supported, it is proposed that the balance of funding, in the sum of £545,000, is also met from the Renewables Reserves, rather than identified as a capital programme bid and included in Budget Setting Reports to Cabinet/Council in February 2020. The investment will result in reduced ongoing maintenance costs to the Council and reduced energy usage, with savings to Parish Councils.</p>   | 545,000          | -        | -        | -              |
| <p><b>South Cambs Hall: Energy Efficiency</b></p> <p>The approved Business Plan identifies the Theme "Green to Our Core" as one of four key organisational priorities. This includes the commitment to reach zero net carbon by 2050 and to reduce the environment and carbon footprints of the Council's property assets. Energy efficiency and green energy measures have been developed for South Cambridgeshire Hall, including Ground Source Heat Pump, solar canopies in the car park, internal LED lighting upgrades, electric vehicle charging points and chiller modifications and enhancements. The proposals deliver a positive payback from the investment, estimated at £79,700 per annum (a payback period of 16.3 years).</p> <p>If supported, it is proposed that the funding of the scheme is met from the Renewables Reserves, rather than identified as a capital programme bid and included in Budget Setting Reports to Cabinet/Council in February 2020.</p> | 1,300,000        | -        | -        | -              |
| <p><b>Business Plan Priorities: Other Projects</b></p> <p>There is a commitment to reduce paper consumption without compromising effective working arrangements. This will require investment in technology to ensure effective access to information.</p>   | 50,000           | -        | -        | -              |
| <b>TOTAL</b>   | <b>2,576,100</b> | <b>-</b> | <b>-</b> | <b>375,000</b> |

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**REPORT TO:** Scrutiny and Overview

17 October 2019

**LEAD OFFICER:** Joint Director for Planning and Economic Development

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## **Greater Cambridge Local Plan: Issues & Options consultation**

### **Executive Summary**

1. This report seeks the views of Scrutiny and Overview Committee on the proposed content of, and the participation and communication strategy for, the first formal round of consultation for the Greater Cambridge Local Plan, known as the Issues & Options consultation. This forms part of the early stages in preparing the next Local Plan being prepared jointly by Cambridge City Council and South Cambridgeshire District Council for their combined areas.
2. To provide a context for this discussion, the report sets out:
  - an overview of the Local Plan process
  - the member governance process ahead of the Issues & Options consultation
  - the findings of an independent Lessons Learned and Good Practice review of the adopted local plans
  - conclusions of initial stakeholder engagement workshops for the Local Plan
  - the draft Issues & Options format and text for consultation
  - supporting evidence documents
  - the proposed participation and communication strategy for the Issues & Options consultation
3. The recommendations to Cambridge City Council and South Cambridgeshire District Council's separate democratic processes from the Joint Local Planning Advisory Group on the same papers are explored in sections II, VI and VIII below, and set out in full at Appendix I.

### **Key Decision**

4. This is a key decision and it was first published in the September 2019 Forward Plan.

## Recommendations

5. (i) That Scrutiny and Overview Committee:
  - a. Notes the Lessons Learned and Good Practice review (Appendix A)
  - b. Notes the Statement of Consultation – Report on Local Plan Workshops (Appendix B – chapters 2-5);
  - c. Provides comments on the Local Plan Issues & Options report text (at Appendix E), supporting documents (at Appendices F, G and H) and consultation process (at Section VIII and Appendix B, chapter 6), taking into account the recommendations of the Joint Local Planning Advisory Group (Appendix I) and emerging officers' response set out in the report, before Cabinet's consideration of these matters at its meeting on 6 November 2019.

### Reasons for Recommendations

6. Cambridge City Council and South Cambridgeshire District Council are committed to preparing a joint Greater Cambridge Local Plan. The Issues & Options consultation is part of the first stage towards preparing the new Local Plan, but is not the actual plan.
7. The Joint Local Planning Advisory Group (JLPAG) considered these papers on 1<sup>st</sup> October, and identified recommendations, addressed at sections II, VI and VIII and set out in full at Appendix I. Scrutiny & Overview Committee is invited to consider these papers in the light of the JLPAG recommendations.

## Details

### (I) Background: overview of Greater Cambridge Local Plan

8. Through the City Deal with Government in June 2014, Cambridge City Council and South Cambridgeshire District Council committed to develop a joint Local Plan for the Greater Cambridge area.
9. Both councils adopted their current Local Plans in 2018. Both plans include a shared policy commitment to produce a joint Local Plan via an early review of those plans, in particular to update the assessment of housing needs, review the progress of delivering planned developments (in particular the new settlements at Waterbeach and Bourn Airfield), and consider the needs of caravan dwellers and government changes to the approach to planning for Gypsies and Travellers.

## **Local Plan outline process**

10. The adopted Local Plans set out that production of the new Greater Cambridge Local Plan will commence before the end of 2019, with submission to the Secretary of State for examination anticipated by the end of Summer 2022. The adopted Greater Cambridge Local Development Scheme 2018 states that the first formal consultation on issues and options for the joint plan will take place in Autumn 2019, with submission of the plan in summer 2022 and an anticipated date of adoption being around summer 2023.
11. The Issues & Options consultation is the first stage towards preparing the new Local Plan, but is not the actual plan. In legal terms, it forms parts of the Regulation 18 stage of the Town and Country Planning (Local Planning) (England) Regulations 2012. It is intended to explore important issues that will influence how the plan is developed, giving people the opportunity to inform and shape the direction of the plan before it is drafted.
12. Future consultation stages of the Local Plan, including the draft local plan consultation will include a preferred strategy, site allocations, and development management policies. The draft plan will be supported by a full suite of evidence, which is currently being commissioned and prepared.

## **Preparation for Issues & Options consultation**

13. Officers have progressed a number of workstreams to start the Local Plan process, and in particular to inform the Issues & Options consultation. These are set out below and are explored in the following sections:
  - Section II: Governance
  - Section IV: Lessons learned and good practice review
  - Section V: Initial stakeholder engagement via workshops held in summer and autumn 2019
  - Section VI: Drafting the Issues & Options
  - Section VII: Supporting evidence
  - Section VIII: Participation and Communications Strategy

## **(II) Governance**

14. Preparing a new joint Local Plan requires a clear governance structure.
15. A Joint Local Planning Advisory Group (JLPAG) has been established by Cambridge City Council and South Cambridgeshire District Council as the local planning authorities to facilitate a shared policy position. This Group will report its recommendations to the respective Local Planning Authorities, for decision-making to be completed through each Council's existing democratic processes. This will allow the timely development of the new Greater Cambridge Local Plan.
16. An officer board has been established, comprising representatives of both councils, Greater Cambridge Partnership, Cambridgeshire County Council and the Combined Authority. The role of this group is to steer the development of the plan from an officer perspective and ensure alignment between the relevant organisations. The Board meets on a monthly basis.

## Recommendations of JLPAG on Governance

17. The JLPAG met for the first time on 1<sup>st</sup> October 2019, to discuss this report and appendices. Their main recommendation (see Appendix I) was that further work is required on the text of the Issues and Options document and on the questions included within it. In order to allow time to accommodate the revisions to the document proposed by JLPAG before the decision making meetings of each Council, JLPAG recommended that the Cambridge Planning & Transport Scrutiny Committee be delayed, so that it takes place around the same time as South Cambridgeshire Cabinet in November.
18. In addition to this, if further changes are required to the documents after these respective meetings, JLPAG recommended delegation to lead members to agree such changes and that this should require consultation with members of JLPAG.

## Officer response to JLPAG recommendations

19. The Chair of the Cambridge Planning Transport Scrutiny Committee has agreed to the proposal of JLPAG to defer the date of the meeting, and the meeting previously planned for 14 October has been cancelled and is being rescheduled.
20. The proposed revised governance process to enable the Issues & Options consultation documents to be agreed for public consultation is set out below, reflecting the above points raised by JLPAG.
  - a. 17<sup>th</sup> October - South Cambridgeshire Scrutiny & Overview Committee:  
This committee makes recommendations to South Cambridgeshire Cabinet for their decision.
  - b. 6<sup>th</sup> November - South Cambridgeshire Cabinet:  
This committee will provide the agreement from a South Cambridgeshire perspective on the Issues & Options consultation content and process. It is recommended that the Lead Cabinet Member for Planning is given delegated powers to approve further changes to the document in consultation with members of JLPAG, as well as delegated powers to approve minor typographical amendments in consultation with the Cambridge Executive Councillor for Planning Policy & Open Spaces.
  - c. 1<sup>st</sup> two weeks of November - Cambridge Planning & Transport Scrutiny Committee:  
This committee makes recommendations to the Executive Councillor for Planning Policy & Open Spaces, who following discussion takes a decision from a Cambridge perspective, on the Issues & Options consultation content and process. It is recommended that the Executive Councillor is given delegated powers to approve further changes to the document in consultation with members of JLPAG, as well as minor typographical amendments.
  - d. Following South Cambridgeshire Cabinet and Cambridge Planning & Transport Scrutiny Committee:  
Under delegations approved at (b) and (c), Cambridge Executive Councillor for Planning Policy & Open Spaces and South

Cambridgeshire Lead Cabinet Member for Planning confirm major amendments arising through South Cambridgeshire and Cambridge democratic processes in consultation with members of JLPAG and the Chair and Spokes of Planning & Transport Scrutiny Committee via simultaneous out of cycle decisions, and approve any minor typographical amendments.

- e. Issues & Options consultation starts (see section VIII below):  
Subject to agreement via processes set out above. If agreement were not reached by both Councils, consideration would need to be given to next steps and further consideration through the democratic process.

### **(III) Local Plan early engagement**

21. The plan making process does not start with the issues and options consultation. An independent Lessons Learned and Good Practice review has been carried out, engaging with key stakeholders via structured discussions looking back at the previous Cambridge and South Cambridgeshire Local Plans in terms of processes and outcomes. In addition, in July and September 2019, Greater Cambridge Shared Planning Service held eight Local Plan workshops across both districts of South Cambridgeshire and Cambridge.
22. Both of these processes have informed the development of the draft issues and options report, and the communications plan. This report now explains each of these in more detail.

### **(IV) Lessons Learned and Good Practice review (Appendix A)**

23. To support a reflective approach to the new Local Plan, an independent local planning expert was commissioned to undertake a Lessons Learned and Good Practice review. This involved engaging with key stakeholders via structured discussions to look back at the previous Cambridge and South Cambridgeshire Local Plans in terms of processes and outcomes. It also included considering examples of good practice nationally, to understand in which areas, and how, improvements might be made to the approach to plan-making, consistent with current national planning policy.
24. The Lessons Learned and Good Practice review forms Appendix A to this report. The report author, John Williamson, will make a short presentation to the Scrutiny and Overview Committee on the process of the review and his findings.
25. The headline findings of the Lessons Learned report, representing areas of broad consensus among those who contributed, are listed below:
  - the extent and type of stakeholder engagement before public consultation is important, particularly as this can have a positive bearing on defining the key issues and options for the plan;
  - the length of the plan and the extent of supporting evidence should be kept proportionate, including through a rigorous review of plan policies;
  - the plan's policy content should include a central focus on climate change and biodiversity, while travellers' accommodation needs remains a challenging issue to address;
  - ensuring effective information management and co-ordination of evidence production and presentation, particularly given increased organisational complexity; and
  - the examination, where it is important to attempt to reduce the number of objections through a clearer approach to on-going engagement with stakeholders, and a proactive and assertive approach should be taken through early engagement with the Planning Inspectorate.
26. While some of the report's findings relate to later stages in the plan process, the early stakeholder workshops and Issues & Options report discussed below respond to the

first and third bullets identified above, and a review of existing plan policies has been started. Further reflection on the Lessons Learned report findings will be required as the plan progresses.

## **(V) Statement of Consultation: Report on Local Plan Workshops, Summer / Autumn 2019**

27. In July and September 2019, Greater Cambridge Shared Planning Service organised eight Local Plan workshops across both districts of South Cambridgeshire and Cambridge, for the following representatives and groups:
- Ward members of both Councils
  - statutory consultees, service providers and other interest groups
  - landowners, developers and agents
  - Resident's Associations and Parish Councils
  - Internal council officers
  - Businesses
28. The purpose of these events was to ask stakeholders to identify the key issues facing Greater Cambridge over the next twenty years or so, informing the Issues & Options consultation in particular. These workshops also offered an opportunity to gather feedback on the previous Local Plan process, and explain about the forthcoming Local Plan process.
29. The Report of the Workshops is at Appendix B Statement of Consultation. At the workshops attendees were given a presentation indicating that the plan would explore the need for jobs, homes and infrastructure, but that there would be cross cutting themes that would influence how these would be shaped and the issues it needed to address. Stakeholders provided a very wide range of feedback on issues that were important to them, and ideas on measures the new local plan could take. The outputs have helped to shape the draft Issues and Options, which includes broad 'big themes' to help structure the issues and questions to seek feedback on.
30. Reflections shared on the previous Local Plan process will inform the preparation of the plan as it progresses, both in terms of plan content and process. The Greater Cambridge Local Plan Lessons Learned & Good Practice document cross-refers to the notes of the workshops to inform and reinforce the conclusions made within the report.
31. Feedback on the workshops will inform how workshops and other engagement later on in the plan process are planned and run.

## (VI) Issues & Options consultation format and draft text

32. The purpose of the Issues & Options consultation is to begin a wider conversation about the kind of place we want the Greater Cambridge area to be in the future in a way that is accessible to everyone, including engaging with those that wouldn't normally be aware of and engage with the Local Plan. At the same time, the consultation needs to provide enough context and detail to enable responses to inform future, more technical stages, of the Local Plan.
33. To achieve the intended accessibility, the consultation content must be visually appealing and easy to navigate in both online and print forms. A dedicated website is being set up, and is intended to be the primary way people will access the consultation. This is being designed to be visually engaging, and to enable users to navigate the content easily in a way that suits them – moving around between issues of particular interest. It will also introduce the ability to 'quick comment' on the questions directly, as an alternative to submitting a more time-consuming and detailed response via our standard online response system, JDi. A 'wire-frame' of the website can be seen at Appendix C. The print document is also intended to be visually led and easy to navigate; a mock-up of what this may look like is provided at Appendix D. These are intended to be illustrative at this stage and may be subject to further change.
34. Before the full consultation website and print materials can be completed, officers are seeking Scrutiny & Overview members' views on the draft proposed text for the Issues and Options Report (included at Appendix E to this report). The reason for not providing a fully designed draft at this point is to enable changes to be made. Following approval of the report's text and diagrams by the respective councils, the online content and the final document production process will be completed.
35. The draft text has been written with the intention of being accessible to all. It is intended to be relatively concise, including clear simple language and using a repeated content structure as set out below.
36. This draft text puts forward some overarching themes for comment and sets out the conceptual spatial choices available for the development strategy. The overarching themes, set out below, have drawn on feedback from the workshops, and also address the key objectives of the Councils, including climate change, and biodiversity:
- Responding to climate change
  - Increasing biodiversity and green spaces
  - Promoting wellbeing and equality
  - Delivering quality places
  - Jobs
  - Homes
  - Infrastructure
37. Each theme is set out as follows:
- *What we are required to do in the plan* - for example by National Planning Policy.



- *What we are doing already* - as the councils' existing plans and other strategies mean the Councils are already doing a lot under each of these themes.
- *Key Issues* - issues are then explored that need to be considered through the new local plan
- *Questions* - seeking in some areas to understand how much of a priority should be given to specific issues, and seeking feedback on ideas for what the new Local Plan should do to respond to them.

38. The text does not set out any firm proposals for land use or policy as this will be done at the draft plan stage in 2020, when we will prepare a draft Local Plan informed by the comments we receive to this consultation. It does however highlight the potential scale of growth in homes and jobs to plan for based on existing information, from the nationally set standard method and from the conclusions of the Cambridgeshire and Peterborough Independent Economic Review.

### **Recommendations of JLPAG on Issues and Options format and text**

39. JLPAG (as set out at Appendix I) considered that further work is required on the text of the Issues and Options document and on the questions included within it, in particular to make the document and web pages more accessible to a range of audiences and to encourage greater participation. These points are expanded upon below:

Further work is required on the text of the document

- Structure of the document – this needs reviewing, taking into consideration its web and print forms, in order to attract and maintain the attention of readers
- Big themes – potential conflicts between these themes need spelling out more clearly
- Growth – there should be explicit explanation of why no growth is not an option, given existing council commitments and government policy requirements.
- Spatial choices – these should be explained more fully
- Language – this should be reviewed to ensure it is more engaging and less technical

Further work is required on the questions included within the document

- Questions - should be framed consistently, allowing open responses on each issue
- Quantitative prioritising questions - for all themes these should be brought together as prioritisation of themes (top priority/high priority/low priority) is a relative issue
- Question 19 regarding spatial choices should be reviewed to allow those responding to provide answers involving a blend of options or percentage preference

### **Officer response to recommendations of JLPAG**

40. Officers will consider and address the points on the Issues and Options consultation documents identified above. This includes working closely with the communications

team to improve the accessibility of the consultation material. It is intended that an evolved version of the draft text, drawing on comments from LPAG and this Scrutiny & Overview Committee will be taken to South Cambridgeshire Cabinet and Cambridge Planning & Transport Scrutiny Committee.

41. Scrutiny & Overview committee is invited to comment on the Issues & Options document text, noting the comments from JLPAG.

## **(VII) Supporting evidence**

42. Each stage of the plan making process will be accompanied by a Sustainability Appraisal. Sustainability Appraisal (SA) is an assessment process designed to consider and report upon the significant sustainability issues and effects of emerging plans and policies. SA informs the plan-making through an iterative process by helping to refine the plan's contents, ensuring we understand the sustainability impacts of potential options and then helping to refine the emerging draft plan itself.

### **Sustainability Appraisal Scoping Report (Appendix F)**

43. The Sustainability Appraisal Scoping Report is Appendix F to this report. Its purpose is to provide the context for and determine the scope of the SA of the Local Plan and to set out an assessment framework of SA objectives, for undertaking the later stages of the SA. This will be published for consultation alongside the issues and options report, to allow stakeholders to comment on the scope of the SA at this early stage.

### **Sustainability Appraisal of Issues & Options (Appendix G)**

44. Using the SA objectives identified in the Scoping Report, the SA of the draft Issues & Options text provides a high-level commentary on the sustainability implications of issues raised within each big themes. The main focus of the Appraisal for this stage of the plan process is a broad assessment of the sustainability implications of each spatial option.

### **Habitat Regulations Assessment Scoping Report (Appendix H)**

45. Habitat Regulations Assessment will determine whether the Local Plan site allocations and policies may affect the protected features of wildlife habitat sites that have international designations. Given that no development sites or policies are identified in the Issues & Options consultation, it is not possible to assess the impacts on designated habitats at this stage in the plan process. Instead the Habitat Regulations Assessment Scoping Report identifies the habitats that may be affected by the plan.

## **(VIII) Statement of Consultation: Local Plan Participation and Communication Strategy**

### **Background**

46. Previous experience of Local Plan consultations in Greater Cambridge has shown that a good level of responses were received, but engagement was not fully representative of our communities. Statutory consultees, active community organisers/campaigners, major landowners and planning agents, and certain other groups do engage actively in shaping the Plan. However, the wider community, including residents from diverse backgrounds and geographical locations, small businesses, and even internal officers within local authorities who do not work within planning or related services, have little understanding that a Local Plan is being developed, let alone how it will shape their lives in the future and therefore why their involvement is important.
47. In the Greater Cambridge area, there is a clear political priority to put community engagement at the heart of the Local Plan development process. A Participation and Communication Strategy has therefore been developed to support the Local Plan process (included at Appendix 6 of the Statement of Consultation).

### **Participation and Communication Strategy**

48. The aims of the strategy are as follows:
- Spreading the word
  - Encouraging participation and engagement – explaining why the Local Plan is important and how it affects people’s lives on the ground.
  - Demystifying the process of creating a Local Plan and managing expectations of what a Plan can and can’t do.
  - Communicating the ‘big ideas’ and a positive vision of the future – contributing to creating a sense of identity and inclusion.
  - Ensure there is accurate and timely information accessible to all.
  - Explain why difficult decisions have been made.
  - ‘No surprises’ – no excuse for stakeholders to be surprised by the content of the draft Local Plan when published.
49. Co-creating the Plan
- Thinking outside the box – gathering ideas we might not think of otherwise – from internal and external sources.
  - Testing ideas – ‘kicking the tyres’ – is it fit for purpose, what kind of challenges are we likely to face in the formal consultation and inspection stages?
  - Testing the detail – benefitting from wider knowledge in the community and specialist stakeholders on specific theme/policy and sites, ensuring policy detail is well drafted and effective.
  - Ensuring key stakeholders buy into the policy wording and therefore support it effectively in implementation
50. Building the evidence base

- Providing evidence for why the draft Local Plan emerges in the form it eventually takes.
- Justifying options and the selection of options.
- Evidencing wide community and stakeholder participation
- Providing the material for the Statement of Consultation.

### **Proposed Issues & Options consultation and participatory activities**

51. The Issues & Options consultation is the time to spark the interest in our communities as well as setting out the challenges and managing expectations for the next stages.
52. The focus will be on:
- Reaching out widely and hearing ideas from all quarters, specifically the hard to reach groups
  - Ensuring that the format and content of the material presented is highly accessible and visual
  - Capturing feedback in ways that create compelling and interesting content – allowing people to hear each other’s voices where possible
  - More ‘questions’ than ‘answers’ to avoid any perception that the plan has already been drafted – needs to be genuinely open ended
  - Explaining the existing ‘fixed issues’ – both national policy that we are obliged to implement, and also major sites within the Local Plan area that will be built out into the new Local Plan period.
53. Drawing on the Participation and Communication Strategy principles, the activities proposed to be included within the Issues & Options consultation are set out in the Statement of Consultation (included at Chapter 6 of the Statement of Consultation). Scrutiny & Overview Committee members are invited to comment on these proposed principles and activities.

### **Recommendations of JLPAG on communications strategy**

54. The main comment raised by JLPAG in relation to consultation activities was to recommend that consultation starts in January and runs for 6 weeks, rather than have a longer consultation starting at the end of November and running across the festive period. Points raised included that:
- The Christmas period should not be part of the consultation period as it would disrupt consultation communications.
  - The consultation period should include a reasonable amount of time within the university term, as many members of the Cambridge community work to this calendar.

### **Officer response to recommendations of JLPAG**

55. The overall impact on the plan-making timetable would be limited, as a consultation starting in January would still end in February, 6 weeks later. Starting consultation in January would however mean a slight delay in the programme against the adopted Local Development Scheme, which states that the issues and options consultation would take place in Autumn 2019. Whilst the live timetable on the Councils’ websites

can be updated it would be prudent to also update the Local Development Scheme if this change is made.

56. The Councils made a commitment to commence the local plan review before the end of 2019, and this is established in policy in the adopted Local Plans. The commitment was also made in the City Deal with Government. As set out in the Statement of Consultation (Appendix B), the review has very much commenced, with a significant amount of engagement already taking place and many elements of the evidence base preparation also underway.

# Options

57. Members may decide to:
- Recommend to Cabinet that they should agree to issue the Local Plan Issues & Options documents, incorporating amendments agreed in discussion at JLPAG without any further amendments proposed by Scrutiny & Overview;
  - Recommend to Cabinet that they should agree to issue the Local Plan Issues & Options documents, incorporating amendments agreed in discussion at JLPAG plus additional amendments proposed by Scrutiny & Overview; or
  - Recommend to Cabinet that they should not agree to issue the Local Plan Issues & Options documents.

# Implications

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

## Financial

59. A budget for the preparation of the Joint Local Plan has been agreed with the Council. Assumptions made surrounding the preparation of evidence documents, planned engagement and participation, and development of the Local Plan content will be monitored regularly and kept under review – having regard to the objective of ensuring effective and inclusive engagement with the community and members on key issues, and meeting key timelines for delivery.

## Legal

60. The legal implications of preparing the statutory Local Plan has been considered in the writing of this report.

## Staffing

61. Currently anticipated to be delivered within our existing budgets. This will be kept under review alongside other work priorities.

## Risks/Opportunities

62. The Local Plan is a key corporate priority and will be monitored against the timetable set out in the Local Development Scheme.

## **Equality and Diversity**

63. The plan provides an opportunity to address aspects of equality and poverty that can be influenced by the physical environment. The Local Plan will require an Equalities Assessment to be undertaken as part of its preparation.

## **Climate Change**

64. The plan provides an opportunity to address the aspects of the environment, including climate change, that can be influenced by the planning system. These aspects will be considered by a range of evidence including via a Sustainability Appraisal.

## **Effect on Council Priority Areas**

65. The Greater Cambridge Local Plan Issues & Options consultation draft text seeks to address and raises questions about all of the below priority areas, alongside Cambridge City Council's corporate priorities.

- Growing local businesses and economies
- Housing that is truly affordable for everyone to live in
- Being green to our core

## **A modern and caring Council**

66. The proposed approach to engagement and participation in the Local Plan, set out at Section VIII above, supports the Council's priority of being a modern and caring Council. As noted above, the aim is to put community engagement at the heart of the Local Plan development process, reaching all parts of the community within Greater Cambridge. Linked to this, a web first approach is intended to be used for the Issues & Options consultation, with the wording and format of the document intended to be accessible to all.

## Background Papers

Background papers used in the preparation of this report:

Joint Local Planning Advisory Group meeting papers, 1<sup>st</sup> October 2019  
<https://democracy.cambridge.gov.uk/ieListMeetings.aspx?CId=492&Year=0>

South Cambridgeshire Leader's Decision approving the final Joint Local Planning Advisory Group terms of reference  
<https://scams.moderngov.co.uk/ieDecisionDetails.aspx?ID=11133>

Papers of Cambridge City Council Planning & Transport Scrutiny Committee, 16<sup>th</sup> July 2019  
<https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=475&MId=3740&Ver=4>

Draft minutes of the South Cambridgeshire District Council Cabinet meeting, 1<sup>st</sup> July 2019  
<https://scams.moderngov.co.uk/ieListDocuments.aspx?CId=293&MId=7532&Ver=4>

Papers relating to Cabinet meeting 3 October 2018, where it was agreed to set up a joint member group in principle  
<http://scams.moderngov.co.uk/ieListDocuments.aspx?CId=293&MId=7345&Ver=4>

Papers relating to Cambridge Planning & Transport Scrutiny meeting 3 October 2018, where it was agreed to set up a joint member group in principle  
<https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=475&MId=3558&Ver=4>

Adopted Cambridge Local Plan 2018  
<https://www.cambridge.gov.uk/local-plan-2018>

Adopted South Cambridgeshire Local Plan 2018  
<https://www.scams.gov.uk/planning/local-plan-and-neighbourhood-planning/the-adopted-development-plan/south-cambridgeshire-local-plan-2018/>

## Appendices

The Councils have prepared these documents to be compliant with the website accessibility requirements where possible; however some sections of individual documents may not be fully website accessibility compliant. If you would have problems accessing any sections of the appended documents, please contact the Planning Policy, Strategy and Economy Team by email: [ldf@scams.gov.uk](mailto:ldf@scams.gov.uk) or phone: 01954 713183.

Appendix A: The Greater Cambridge Local Plan: Lessons Learned and Good Practice

Appendix B: Greater Cambridge Local Plan: Statement of Consultation

Appendix C: Issues & Options website 'wire-frame'



Appendix D: Issues & Options print document example layout

Appendix E: Issues & Options consultation draft text

Appendix F: Sustainability Appraisal Scoping Report

Appendix G: Sustainability Appraisal of Issues & Options document

Appendix H: Habitats Regulations Scoping Report

Appendix I: Local Planning Advisory Group recommendations to Cambridge and South Cambridgeshire democratic processes

## **Report Author**

To inspect the background papers or if you have a query on the report please contact:

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## **The Greater Cambridge Local Plan: Lessons Learned and Good Practice**



**A Report of Stakeholder Experience of Local Planning in Greater Cambridge and Wider Good Practice in Plan-Making, and the Implications for the new Greater Cambridge Local Plan**

September 2019

Report prepared by John Williamson MA MRTPI, Director, Cambridge Planning Services, an independent planning consultancy

September 2019

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## Executive Summary

This report is commissioned by Cambridge City Council and South Cambridgeshire District Council, working jointly as the Greater Cambridge Shared Planning service. Its purpose is to help the authorities learn from the experience of preparing their recently adopted Local Plans, to inform the new joint Greater Cambridge Local Plan.

The views of a range of stakeholders with an interest in the adopted plans and new joint plan have been sought to gain an in-depth understanding of the lessons that can be learned.

The report also draws together good practice and guidance that exists with regard to Local Plan preparation and reaches overall conclusions, which could have a bearing on the preparation of the new joint Greater Cambridge Local Plan.

## Lessons Learned

28 individuals from 18 stakeholder organisations representing a range of interests were invited to participate. 14 individuals were able to take part. Engagement was through structured interviews and discussion covering the plans' content and preparation.

There are acknowledged limitations to this type of research: the number of respondents, often with specific interests, means that the views expressed are not necessarily widely representative. However, this is a qualitative study and the nature of engagement allows for in-depth discussion and probing of views expressed. The findings represent stakeholders' genuinely-held views on the opportunities and challenges to carry forward into new plan, based on recent experience.

Participating stakeholders' views are recorded and analysed in the report. The findings also take account of the outcomes of recent stakeholder workshops run by the local authorities, which included a brief discussion of the lessons that might be learned from the preparation and content of the adopted plans.

The principal findings that are drawn from the interviews focus initially on those areas where there was some degree of consensus between stakeholders. The lessons highlighted in the report are:

- Most if not all stakeholders are generally supportive of the approach to and outcomes of the last round of plan-making, acknowledging the complexity and challenging nature of the issues, with acute development pressures and public scrutiny.
- The extent and type of engagement is important to most stakeholders, particularly where this can have a positive bearing on defining the key issues and options. This should occur before more formal consultation and should utilise a range of formats, reflecting the needs of different stakeholders.

- Consultation questions should focus on *how* key issues should be addressed, as this has a direct bearing on spatial and policy options, rather than questions where the answer may reasonably be considered to be self-evident.
- The plan's policy content should include a central focus on climate change and biodiversity, while travellers' accommodation needs remains a challenging issue that requires a strategic, corporate approach.
- Topic-based strategy documents could help bridge the gap between the technical evidence and the content of the plan itself; and could inform an iterative narrative to support the rationale for the plan's strategy.
- The length of the plan and the extent of supporting evidence should be more proportionate. These ambitions should be informed by a rigorous review of existing plan policies to ensure that only useful and effective policies are carried forward into the new plan.
- Ensuring effective information management and co-ordination of evidence production and presentation is critical, particularly given increased organisational complexity.
- For the examination, it is important to attempt to reduce the number of objections through a clearer approach to engagement with stakeholders throughout the plan preparation process. A proactive and assertive approach should be taken through early engagement with the Planning Inspectorate, to ensure key messages and lessons from the last, lengthy examination are conveyed and heard.

## Good Practice

This section of the report considers good practice in plan-making in terms of national guidance and specific examples of joint Local Plans that might help inform the Greater Cambridge Local Plan.

Despite engagement for the project with practitioners and professional planning bodies, examples of good practice in plan-making are not easily to be found. New policy challenges and stringent soundness tests introduced with the publication of the National Planning Policy Framework (NPPF) in 2012 are a contributory factor.

In addition, with publication of the NPPF there has been a significant reduction in the amount and scope of national policy; and government has a diminished role in providing practical planning guidance, including good practice case studies.

The Planning Advisory Service has filled this breach to some extent. Its 2014 guidance on good plan-making remains the most comprehensive recent guidance of its type. It includes principles against which to measure effective plan preparation and outcomes, a number of which reflect the experience and lessons referred to by stakeholders engaged in this project.

Other aspects of good plan-making can be found in topic-based practical guides published by the Town and Country Planning Association.

The report of the Local Plans Expert Group to government provides guidance on proportionate approaches to Local Plan evidence and the style and content of plans.

The most positive experiences of joint planning on a scale and geography not dissimilar to that of Greater Cambridge can be found in the joint plans for Central Lincolnshire and Greater Norwich. Both of these groupings of three authorities have adopted and are now reviewing statutory joint plans. As such, both areas may have valuable experience and lessons to share.

Finally, the award-winning approach to stakeholder and public engagement in plan-making in the Lake District National Park, and the work of the Leeds Climate Commission provide examples of effective practice covering two topics that were highlighted by stakeholders as being of particular significance.

## Conclusions

One of reason for scrutinising the last round of plan-making is to gain a better understanding of why the process lasted seven years, with more than half of this taken up by the post-submission examination stage. Some stakeholders suggested that this is largely down to the approach of the Inspectors who examined the plans, while others point to the nature of the strategy, the extent of objections and the weight of supporting evidence.

An important question for the authorities this time around is, despite the timetabling pressures already in place, could investment of more time at the front end of the overall plan process reap some benefits in the latter stages, particularly at examination.



## 1. Introduction

This report is commissioned by Cambridge City Council and South Cambridgeshire District Council, working jointly as the Greater Cambridge Shared Planning service. The two authorities adopted separate Local Plans towards the end of 2018<sup>1</sup> and have now embarked on the preparation of a statutory joint Greater Cambridge Local Plan. It is understood that this will involve a full review of the two adopted plans, which will extend the existing development strategy from its current end date of 2031, to at least 2040.

The authorities wish to learn from the experience of preparing the two adopted Local Plans to inform the new joint Local Plan. Work to develop the two plans to full submission draft versions took place between 2011 and 2014. The plans were submitted to the Secretary of State for examination in March 2014. In August 2018, the Inspectors conducting the examination issued their final report and concluded that the plans are sound, subject to a number of main modifications.

One of the main reasons for scrutinising the last round of plan-making is to gain a better understanding of why the process lasted seven years. The longest phase of the overall process was from submission to adoption, over four years. Much of this was taken up by the hearing sessions and the Inspectors' reporting time. These matters were, and are likely to remain in future, largely outside the control of the local planning authorities. However, the authorities consider it important to scrutinise critically and objectively the plan-making approach and process as a whole to understand the influence of different issues on intended outcomes and timescales.

The authorities consider that gathering the views of a range of stakeholders with an interest in the adopted plans and new joint plan is essential to gain a wider understanding of the lessons that can be learned than would be the case from a purely internal exercise. Consequently, the views of a range of interested stakeholders were sought on these matters, which are reported with accompanying analysis.

The report also draws together good practice and guidance that exists with regard to Local Plan preparation and draws overall conclusions, which could have a bearing on the preparation of the new joint Greater Cambridge Local Plan.

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<sup>1</sup> The Cambridge Local Plan was adopted in October 2018 and the South Cambridgeshire Local Plan in September 2018.

## 2. Lessons Learned

### 2.1 Introduction

A range of stakeholders with an interest in the adopted Local Plans and the new joint Greater Cambridge Plan were invited to participate in the 'Lessons Learned' project. Their participation involved a structured interview, typically lasting between 45 minutes and an hour. Questions were open and non-technical, with the aim being to gain the respondent's views on both the approach taken to the last Local Plans and how these reflections might influence thinking about the new Local Plan. The intention is that this will help to ensure that the preparation, process and outcomes are as effective as possible.

The topics covered in the structured interviews were as follows:

- the scope, content and structure of the Local Plans;
- programme and project management;
- the evidence base;
- the approach to issues and options;
- consultation and stakeholder engagement;
- policy development; and
- examination of the plans.

Around 28 individuals from 18 stakeholder organisations representing a range of interests were invited to participate. 14 individuals were able to take part. These included councillors, council officers and representatives of government agencies, higher education institutions and campaign groups. A response rate of 50% for a survey of this kind is positive, particularly as a good variety of interests participated, representing the general breadth of those invited as a whole. Invitees are listed in Annexe A, with those taking part marked with an asterisk.

The main points made during the interviews are provided below, with views summarised under the relevant topic heading. Views are provided anonymously rather being attributed to specific stakeholders. This was agreed at the outset of each interview as it is considered that non-attributable comments are more likely to reflect an open and potentially less guarded view.

The section that follows the interview summaries draws out the main lessons from the stakeholders' views on the preparation and content of the adopted Local Plans. The implications of these findings for the Greater Cambridge Local Plan are then explored.

## 2.2 The Main Points made during Stakeholder Interviews

The headings set out below reflect the questions that were asked during the interviews, although in a number of cases several questions have been merged to provide a single heading.

*In broad terms what was considered good or not so good about the content and/or preparation process of the adopted plans.*

A number of stakeholders saw the plans as a clear progression from the previous 2006/7 plans (one respondent singled out various standards required by plan policies, such as internal and amenity space standards and mobility standards, as providing greater certainty of outcome from new development). One comment was that the most recent plans were an 'extension' of the strategy in the 2006/7 plans, which were more challenging plans to prepare as they were implementing a new development strategy first included in the 2003 Structure Plan.

Some acknowledged that both plans, but particularly the Cambridge Local Plan, are quite long. However, this could be seen as a positive response to a range of strategic and community-based local issues that needed to be addressed, including in response to matters raised through early engagement. On the other hand, some respondents commented that the plans were too long and should be more focused in terms of their content, including not repeating elements of national planning policy.

One stakeholder who had wider experience of plan-making considered the plans to be amongst the best in a national context, recognising the complexity and controversial nature of the issues. The strategy is inevitably the most challenging element, while the development management policies generally flow from the issues identified. The policies are considered to be comprehensive and well-expressed. More generally, there was recognition of effective collaboration and joint working between the two Councils. Another respondent referred to the development of a coherent strategy across the two areas.

Respondents recognised that the plans follow a largely standard format, but some considered that the content could better reflect the uniqueness of Greater Cambridge. This is captured to a large extent in the plans' visions, but is not so clearly followed through in the strategy or policies. One example given in this regard is the lack of a clear strategy to ensure that the area continues to thrive as a global research centre, with the implications of this 'translated on the ground'. Also, the plans do not go far enough for some respondents in utilising the area's particular intellectual resources and ability to respond locally to global challenges, for example with regard to being innovative in the use of renewable energy.

The view was also expressed that the plans do not strike a sufficient balance between what makes the area special and the impact on this of potentially unsustainable levels of growth. The implications of different levels of growth should

be assessed for their impact on quality of life and the environment. In particular, Cambridge is not just of national economic significance, it is also an internationally-recognised historic city. Consequently, the impact of development on the historic city should have been better understood through the Local Plans and the evidence to support them.

Some respondents commented on the challenges of joining-up spatial planning with transport strategy; and that some subsequent funding initiatives, particularly the City Deal, were essential to enable delivery of the plans' strategies.

A number of respondents highlighted the problems of establishing clear and agreed evidence of the level of housing need, including how this relates to and supports economic growth. Others commented on the length of time taken from inception to adoption and that the wider policy agenda had in the meantime moved on. It was felt in this regard that climate change and biodiversity are not adequately addressed, and that the approach to affordable housing is not up-to-date (national policy now requires viability to be assessed at a plan rather than individual site level). More generally, the danger of such a long preparation process is that the evidence as a whole, or key parts of it, might be out of date soon after a plan is adopted; for example, the 10% renewables target, which is based on old evidence and not sufficiently ambitious.

Member participation and engagement in the plans could have been more effective, particularly early in the process. All members of a council need to understand and have 'buy-in' to a plan, particularly to be able to explain it to local communities. Furthermore, the strategy and choices of development locations needed a stronger narrative to support them and to provide justification for the choices made and evidence underpinning this. In some instances, it appeared that the least preferred, or middle ranking, option for a development location was chosen and it was not clear why this was the case.

Concern was also expressed about an apparent lack of integration between the upper and lower tier authorities, where the more highways-focused approach of the county council does not always facilitate effective realisation of district councils' policies, including those dealing with urban design and climate change. More generally, there is a need for greater ambition in terms of achieving a greater modal split in favour of sustainable transport. District and county council officers considered that generally there was good engagement between the different local government tiers, with evidence of strong partnership working.

On a technical level, it was noted that the need to update the Cambridge Sub-Region Transport Model part way through the Local Plans process was not helpful. This raised consistency issues with the available evidence and caused some delay. There is now a much stronger base case and the modelling approach is in a more steady state, which will provide greater certainty for the new plan.

Supplementary Planning Documents have some limitations in their ability to deliver required outcomes on the ground. SPDs should be used sparingly, with more direction on development proposals in the plans themselves, or Area Actions Plans if these are required to provide more detail for implementation of strategic developments.

Reference was made to the dispersed nature of policies and that it would be better if policies are grouped together to reflect a particular policy approach or topic. One example cited was water management policies where the approach should be to present these as a single topic, integrated with other key issues such as biodiversity. It was felt that the Cambridge Local Plan provides the better model to follow in this regard for the new joint plan.

*How effective was the approach to engagement in enabling views to be put forward; and were local communities with a stake in the plan(s) sufficiently well engaged?*

A number of respondents were concerned about the clear distinction, as they saw it, between consultation and engagement. They felt that the plans tended to focus more on consultation where strategy and policies were already in place, or the Councils' thinking was well-advanced, and there was limited opportunity to influence outcomes. Most respondents wanted more and earlier stakeholder engagement, before issues and options consultation and/or throughout the plan preparation process to submission. One respondent linked this to the importance of the Councils bringing communities with them and explaining the purpose and outcomes of the plan.

Reference was made by a couple of respondents to the fact that the adopted plans did involve quite extensive early engagement with different approaches, including use of local media, exhibitions, parish forums, etc. A significant challenge, however, is engaging with those who typically don't participate (so called 'hard to reach' groups). For the new plan, the local authorities need to reflect on the resources and skills required to do this effectively.

One respondent referred to a 'missing stage' at the beginning of the process, a first stage which should pose very broad questions to try and achieve a degree of consensus about the direction of the plan and key issues. Workshops are welcome in this regard, but these should not be a one-off event but part of a wider approach to engagement before consultation takes place. Most people are trying through engagement to address the underlying objectives of the plan, but the approach to issues and options did not allow sufficient scope to do this. Some respondents considered that the second issues and options consultation on the plans should have been done earlier in the process and more time allowed to reflect on the implications for the strategy and policies.

It was noted that the approach to front-loading a plan's preparation and adequacy of engagement is an internal decision for the Councils and one that needs to be

proportionate in the overall plan process. However, the importance of engagement should not be under-estimated as it can help to achieve substantive outcomes as well as avoid concerns later in the process that inadequate engagement took place. On the same theme, another respondent noted that there is a difficult balance to achieve with early engagement, particularly given the range of different interests involved and the need to ensure that the plan's progress is not overly-prolonged.

The manner in which people and organisations are engaged is important. Government agencies welcomed one-to-one meetings with Council officers, while workshop-type meetings are more likely to be appropriate for groups of residents' associations or parish councils.

A number of respondents referred to the extent and depth of stakeholders' knowledge and experience, which could genuinely help deliver important objectives, for example around affordable housing or innovative measures to address climate change. An important consideration is achieving as much consensus as possible through engagement on the relevant issues and how they might be addressed *before* moving to issues and options consultation.

It was noted that engagement and consultation needs to be actively promoted in relation to both the plan and key related documents. For example, there were limited responses to consultation on the Sub-Regional Transport Strategy prepared alongside the Local Plans, but this is of significant importance to the plans and development strategy.

A representative of community interests commented that the quality of consultation documents was good, including the clarity of presentation, which was easily understood by the lay person. On the other hand, another stakeholder took the opposite view: the stages and nature of consultation was largely impenetrable and unmanageable for the average person.

One respondent considered that there had been positive engagement work between the Councils and residents' forums, capturing key issues and reflecting them back in the plans. Even if stakeholders didn't agree with the substance of the Councils' response, there is clear evidence of positive engagement. Positive and on-going engagement could help to manage down the number of objections to the next plan.

Another respondent noted that sharing draft policy wording before formal consultation, where it is specifically relevant to a particular government agency's interests, is helpful and enables potential objections to be addressed. However, it was less helpful not to be informed that an Area Action Plan for a strategic development location was to be downgraded to a Supplementary Planning Document, as this resulted in challenging delivery and policy issues.



*Do the plans define a clear and locally relevant vision and objectives?*

The majority of respondents felt that the visions in the two plans were strong and locally-focused. The greatest challenge, however, is relating the visions and objectives to the strategy and policies that should flow from them, as well as actually delivering clear outcomes supported by the necessary infrastructure. Some respondents felt that the visions had limited influence on the outcomes in terms of the strategy and policies.

In this regard, one respondent wanted to see more elaboration in the plans of how to maintain Cambridge as a compact city, i.e. the practical implications of this related to the spatial growth options presented. Another said that the plans felt like they were all about numbers - homes and jobs - rather than building communities.

Another respondent felt that the vision and objectives struck an appropriate balance between the needs of a growing population and city, and protection of what makes the area special, including the historic environment. Reference was also made to national policy concepts and issues that have arisen since the last plans that need to feature in the new vision, particularly the idea of natural capital, which is a cohesive concept bringing together elements of biodiversity, climate change, etc.

Another commented that the authorities had some challenges at the start of the plan-making process as they were operating in effect in a 'policy vacuum' with the introduction of the National Planning Policy Framework (NPPF) and loss of the topic-based national policy documents that it replaced.

*Were the critical issues for the area set out clearly in the plans, particularly at the issues and options stage?*

Some respondents felt that the issues and options consultation was too focused on spatial options in terms of housing numbers and development locations, rather than starting with the nature of the spatial strategy and the different broad options available. These could include, for example, a dispersed or more compact form of development, recognising the importance of public transport, infrastructure, growth corridors etc (reference was made to the Cambridge Futures type approach to options).

There was a general acknowledgement that issues and options is a critical stage for establishing key issues and engaging with stakeholders. However, some respondents felt that some questions asked in consultation documents were anodyne and often resulted in an answer that was easily anticipated or should be taken as a given; for example, most respondents are likely to agree that congestion is a key issue for Cambridge. The question that should be asked is *how* it should be addressed, as this has a direct bearing on policies and spatial options. One respondent noted that it took time to achieve consensus (where possible) and that this needs to be recognised in the overall timetable; and that the issues and options

engagement could have gone further in addressing particular issues, notably air quality.

One respondent observed that a joint issues and options stage on strategic issues, covering both plans would have been useful. Separate consultations on the two plans, which were intended to be closely aligned made it more difficult for some stakeholders to navigate their way through. This should be overcome through preparation of a single joint plan.

Several respondents considered that climate change was not sufficiently well addressed in the plans. This will need to be remedied in the new plan, where it will be important to look at what others are doing, particularly in the light of UK legislation for zero carbon by 2050.

Another respondent mentioned the need to co-ordinate the new plan with other relevant plans, notably the county-wide Minerals and Waste Local Plan. Neither this plan nor the current Local Plans have adequately addressed challenging issues that affect both plans, particularly the relocation of the Cambridge Water Recycling Centre to ensure that comprehensive development of the area can be undertaken. There needs to be a coherent and integrated approach between the Minerals and Waste Plan and the new joint plan.

*Do the development strategy and policies respond effectively to the relevant issues?*

Some respondents did not feel that this was the case. It was suggested that the relevant issues for the new plan should be considered at a strategic level initially, linked to in-depth stakeholder engagement. This could inform a series of topic-based strategies derived from the vision and objectives (for examples, with regard to climate change, sustainable energy use, transport, research capability). These would then be important drivers behind the spatial options and ultimate spatial strategy included in the plan (one respondent said that topic-based strategy documents could help bridge the gap between the technical evidence and the content of the plan itself; and could inform an iterative narrative to support the rationale for the plan's strategy).

Mention was made in this respect of the Cambridge and South Cambridgeshire Transport Strategy and the county-wide Long Term Transport Strategy, which were considered good examples of focused strategy documents that bridged the gap between the statutory Local Transport Plan (LTP) and the spatial strategy and policies in the Local Plans. More generally, a couple of respondents mentioned the significance of the Mayoral Combined Authority, particularly given its role as the Strategic Highway Authority. It is important in this regard that there is clarity about how and by whom transport strategy work on the new joint plan will be undertaken, particularly as the CA does not yet have a fully formed transport role.



Other respondents felt that there is a clear link between the evidence, strategy, sites and policies. On a specific policy area, mention was made of the need to ensure a more coherent approach to parking policy in the new plan, in the context of meeting overall transport objectives.

It was felt by some that housing numbers were the driving force and that this approach was not sufficiently responsive to some of the issues, particularly how to address affordability and mixed communities in villages. Mention was also made of the restrictions placed on more ambitious locally-based policies by national planning policy and regulations.

Reference was made to an apparent lack of integration in the plans with broader strategic issues, such as the relationship with the wider Cambridge sub-region (the ring of market towns previously defined in the 2003 Structure Plan) and with strategic transport links.

One respondent noted the need to monitor and review implementation of adopted policies to inform a new plan: the real test of a policy's effectiveness is through its application and use for development management purposes.

*Is the evidence to support the plans relevant and robust?<sup>2</sup>*

One of the main issues raised, perhaps unsurprisingly, is the approach to housing need. For the adopted plans this was disputed and controversial; some respondents were not clear that the government's standard methodology would overcome all the concerns in this regard, largely because the uplift needed to support the Greater Cambridge economy would remain divisive and controversial. The observation was made that it was difficult for residents and other representative groups to participate effectively in what was a highly technical and acrimonious debate.

Some respondents commented that sometimes it appeared that the evidence had been provided to support the chosen strategy, rather than the strategy being derived from the evidence. For example, it is not clear that the evidence was sufficiently justified or available to support the anticipated use of public transport required for some strategic development locations, ie the modal shift promoted was not realistically achievable given past history.

Rather than move to a sites-based strategy too quickly, it would be preferable to consider spatial options (for example, transport corridors or urban concentration, etc). Similarly, it is important to have topic-based strategies, such as climate change or transport, that have been developed through engagement and which can be used as a central part of the evidence to inform the spatial strategy and relevant policies.

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<sup>2</sup> This and the three topics that follow were qualified during the stakeholder interviews by recognising that the independent Inspectors who examined the plans had found them sound with regard to these matters. However, the purpose of the questions is to see where, in the view of respondents, improvements might be made in developing the new joint plan.

There is recognition by a number of respondents of the burden on the authorities of the amount of evidence required to support the plan and putting it in place relatively quickly. One respondent noted the Inspectors' concerns raised at the hearings about navigating the *amount* of evidence that was produced to support the plans. This raises questions about whether the evidence was proportionate and the need to better manage the outputs of consultants to ensure that they are concise and manageable. Some respondents suggested that the evidence should be more focused and proportionate for the new joint plan. Despite this, respondents also noted that the evidence was generally robust and defensible; substantive deficiencies were only apparent in some of the evidence on housing need, justifying the approach to the development sequence and assessing the effect of development on the Green Belt.

One respondent suggested that there was more technical evidence and work on transport matters than was ideal. This was partly as a result of the authorities needing to respond to omission sites that were put forward by well-resourced objectors. It was noted, however, that this issue largely occurred as a result of the Inspectors allowing considerable debate on these sites, which isn't necessarily the experience at plan examinations elsewhere in the country. There is a challenge, however, for the new plan in deciding how much evidence an Inspector might wish to see, which involves an element of second-guessing, particularly because of the most recently challenging experience.

The authorities need to have the time and opportunity to stand back from the work and get a better understanding and objective view of the evidence and its relationship to the plans. Having a barrister in an advisory role early in the plan process should help with this, as their experience will enable them to help steer and present the evidence in the most effective way.

Another respondent noted the previous challenges related to making provision for travellers is likely to be carried forward into the new plan. This is partly due to inherent problems in assessing need arising from current government guidance, plus the need for a clearer strategy and vision for how to address the issue in Greater Cambridge. This should be a wider, corporate matter for members and senior officers rather than just a purely plan-making issue.

Mention was also made of the need for the plan to reference the requirement for Heritage Impact Assessments to be provided for strategic developments as early as possible.

The infrastructure delivery plan is important. It needs to strike a balance between certainty of what is required, at least at a strategic level, to deliver the strategy and some flexibility, recognising that costs can change.

One respondent noted the challenges of aligning evidence from a range of different partners, which will be more challenging for the new plan due to increased organisational complexity (the Combined Authority, Greater Cambridge Partnership,

Cambridge Ahead, etc). This requires a rigorous approach to programme and project management, and effective engagement between organisations.

*Is the topic coverage and content of policies in the plans appropriate and effective?*

It is important to learn from practical use of the policies for development management and enforcement purposes. What works and what doesn't, how should policies be changed, which policies should be carried forward into a new plan, and are some policies needed at all? This applies to other organisations that use the plan for development management purposes, notably the county council as highways and education authority and in its other regulatory roles.

Undertaking a rigorous policy review is essential to 'pruning' the existing plans and carrying forward only policies that are used and are effective. As a result, the new plan might be made more concise as well as reordering some sections and achieving a more effective integration of policies/topics (for example, climate change might be a thread that runs through a range of policies or it could be an 'umbrella' section in its own right which could include a number of relevant policy topics, such as green infrastructure, energy use, elements of sustainable transport, etc.). Given that the Councils have declared a climate emergency, it is reasonable to assume that this will be a central policy theme of the new plan.

There is a need for the overall approach to policies to achieve a balance between the national policy requirements of the NPPF and local circumstances.

At least one respondent referred to the need to consider reintroducing selective employment policies to protect land where it will contribute to effective clustering or use by the greatest GVA-generating uses.

Concern was expressed by one respondent that the Cambridge Local Plan did not appear to include a historic environment strategy for the city and, therefore, is not compliant in this regard with the NPPF.

*Do the plans include sufficient information to demonstrate the viability and deliverability of the strategy?*

Respondents noted the particular challenges associated with providing sufficient evidence on the deliverability of transport infrastructure to support new settlements.

Future-proofing the costs of infrastructure delivery has proved difficult; for example, the costs of delivering public transport outcomes in the A428 corridor appears to have increased significantly during the development of the plans. There is a need, therefore, to have a better understanding of long-term costs and their impact on the viability of strategic development locations. It is also important that partner organisations with funding responsibilities, for example through City Deal funding, are sufficiently well-rehearsed and joined-up with the Councils' narrative to provide a

credible funding picture (one respondent described this as a ‘moveable feast’). One respondent commented that improvements could be made to the approach to assessing viability between the local planning authorities and county council, particularly through earlier engagement on the issue.

However, it was also noted that with so much government funding support for large parts of the development strategy (for example, promoting Waterbeach, City Deal and devolved funding), it is difficult to see what more the authorities could do in this respect. Also, given the extent of the overall shortfall in infrastructure funding that afflicts nearly all plans, this is a common issue which cannot result in all plans being found unsound. However, the Mayor needs to be a more willing partner and engage in supporting enabling infrastructure to deliver growth. More generally, attempts need to be made to break the vicious circle of development coming forward with insufficient certainty about supporting infrastructure. For example, with regard to new utilities upgrades, the need for which often aren’t known until very late in the development process.

It was also important to challenge promoters’ of alternative sites claims that their sites are more viable and deliverable than those in the draft plans, which in many cases was patently incorrect. This issue is likely to arise with the new plan and so the authorities should be prepared.

One respondent supported the 40% affordable housing requirement but questioned its realism given that the requirement is usually challenged on viability grounds. In this regard, the requirement in national policy to assess viability at plan rather than site level is supported. However, it is important that stronger links are made between the overall viability of a strategy and its deliverability.

*How might the examination stage of the plan process be made more efficient than for the adopted plans? Could the Councils do anything differently in this regard?*

Strong views were expressed by nearly all respondents that the examination stage was too long and had a detrimental effect on the Councils’ ability to adopt and start implementing the plans in an efficient and effective manner. It was recognised in this respect that there is a limited amount the authorities can do where the approach of the individual Inspector largely dictates the progress of the hearings (although it was also noted that the need to produce expanded or updated evidence during the hearings contributed to the delays).

A couple of respondents talked about the importance of reducing, as far as possible, the number of objections to the plan, which would have a beneficial effect at examination. A better narrative and communications strategy supporting the plan, and justification/explanation of the development strategy could have helped in this regard. Another respondent referred to the need for a more concise plan, possibly with ‘daughter’ documents that wouldn’t need to be examined. It is important also to

structure the plan so that it is clearly expressed and presented, with strategic policies differentiated from those that are more local in nature.

Several respondents stressed the importance of early engagement with the Planning Inspectorate (PINS) on the new joint plan. Reference was made to PINS' standard practice some years ago of informal visits to local authorities to discuss the nature of the plan and implications for the examination, *before* the formal examination process begins. This would be undertaken by an Inspector who would not be involved in the examination of the plan but allowed for communication with PINS on broader, practical issues without compromising the independent testing of the plan's soundness.

More generally, some respondents suggested that the Councils need to be assertive in this regard and ensure early engagement with PINS to stress the need for more effective management of the examination process (for example, the programming of hearing sessions) to avoid a repeat of the lengthy process for the now adopted plans. Clearly, the sort of delays that occurred last time have real world implications, for example, in maintaining a five year housing supply, and PINS should be made aware of this.

One respondent commented that better engagement with partners, such as the county council, could help avoid delays. Early briefing on issues and single points of contact should avoid miscommunication or delays to producing evidence.

It would be helpful and more proportionate to inform stakeholders only about the issues they have raised, rather than notify all stakeholders about all the hearing sessions. The hearings should not be an opportunity to revisit some of the principles and fundamentals of the plans, which should have been resolved earlier (this stems from the need for investment of time up front in meaningful engagement).

At least one respondent voiced concerns about the lack of diversity of representation at the plans' hearing sessions. It was felt that residents' groups were under-represented compared to development interests who often seemed to dominate sessions. Reference was made to the importance of the pre-examination meeting to ensure a balanced representation of different interests.

*Any other lessons or experience from involvement in the preparation of the adopted plans to comment on?*

One respondent noted that the cycle of plan-making can be debilitating for both Council officers and stakeholders. Concerns were expressed about the Councils' capacity and resources to prepare the joint plan across a larger area and the extent of the necessary evidence. Reference was also made to the challenges of managing a complex backdrop of national and sub-national initiatives (such as the Cambridge-Oxford arc) and organisations (including the relationship with the Combined Authority).

A challenge for the new joint plan will be to ensure sufficient flexibility is built-in so that the plan and strategy can respond to external influences, or elements can be reviewed easily. On a positive note, one respondent considered that the county council would be in a better position with regard to preparing and presenting transport evidence as a result of the challenging experience of the last plans. Officers had learnt from this experience, which was evident at the more recent hearing sessions for the Huntingdonshire Local Plan.

It was suggested that the Councils should consider an innovative format for the next plan, utilising technology to provide a virtual and/or interactive plan that is easily accessible in digital formats. More generally, some respondents commented that the plans should be made as accessible to the public as possible, utilising a range of formats (technology and social media has moved on considerably since the adopted plans started their preparation). Also, it needs to be made clear at the beginning what the role and scope of the plan is, both the opportunities and limitations. It is important for the Councils to take people with them through genuine engagement using plain language.

One respondent observed that timescales for preparation of the submission draft plans was too tight; there was not enough time for officers to stand back and take a critical, objective view of how the plans were progressing, produce a good communications strategy and accompanying narrative, etc. It is also important to engage all members of the Councils to ensure that there is a good understanding of and support for the plans. This is particularly important if the administration changes part-way through a plan's preparation.

A representative of a government agency mentioned the opportunity for training-type sessions with the Councils, as part of early engagement, to understand the necessary issues and policy content of the new plan.

One respondent referred to the need for sufficiently responsive governance arrangements to oversee approval of inputs to the Local Plans; particularly with regard to county council governance. It would also have been helpful if there was more interaction between and briefing of county officers by districts. A single point of contact for different workstreams or topics needs to be identified in relevant organisations to ensure effective information management and clear, consistent messages. Discussions with a range of different people in a single organisation doesn't help in this regard.



## 2.3 Analysis of Stakeholders' Comments and Key Findings

It is important at the outset to note the limitations of this type of research project. With a relatively small number of respondents it is inevitable that not all comments will be representative of a wider view. Indeed, in many cases the nature of the respondents' specific and vested interests mean that their comments on particular issues are singular. Furthermore, the different interests and perspectives represented means that some opposing or contradictory views were expressed across the interviews. Clearly, where such comments are made these are not conducive to drawing broad conclusions.

However, this is a qualitative study and the nature of engagement with individual stakeholders compared to a workshop or other format, enabled an in-depth discussion and some probing of the views expressed. This is helpful to understand some of the issues in greater depth than may be possible through other forms of engagement. It also means that some ideas were articulated that, while only expressed by one or two stakeholders, could nonetheless be helpful to the local authorities in thinking about the approach to the joint Local Plan. Moreover, as noted in the Introduction, the response rate for a survey of this kind is positive, particularly as a good variety of interests took part, representing the general breadth of those invited as a whole.

The principal findings that are drawn from the interviews, in terms of lessons learned and implications for the new Local Plan, focus initially on those areas where there was some consensus between stakeholders. Individual ideas or comments that are of relevance are then considered.

A number of stakeholder workshops on the new joint Local Plan were undertaken by the local authorities recently. These included a brief discussion by stakeholders of the lessons that might be learned from the preparation and content of the adopted plans. Given that these findings are relevant to this project, regard has been had to this aspect of the workshops, and the report of the workshops is referred to where appropriate.

It is also important to recognise that most if not all stakeholders were generally supportive of the approach to and outcomes of the last round of plan-making. In particular, respondents acknowledged the complexity and challenging nature of producing plans for Greater Cambridge, where development pressures and public scrutiny are acute.

The main points where there was some consensus amongst respondents, or provide practical ideas to carry forward into preparation of the new plan, are set out under each of the topic headings in the following section. These are, essentially, the core lessons drawn out by stakeholders which, it is judged, could have a practical effect on the new plan's preparation and content. Each section includes a commentary and analysis, which is then drawn together into overall conclusions.

### *Overview of the Content and Preparation of the Adopted Plans*

- The visions of both plans captured the uniqueness of Greater Cambridge as a place, but this was not so clearly followed through in the strategy or policies.
- Both plans, particularly the Cambridge Local Plan, are quite long and possibly could be more concise.
- The plans did not go far enough in utilising the area's intellectual capital and ability to respond locally to global challenges.
- Climate change and biodiversity were not adequately addressed.
- Supplementary Planning Documents should be used sparingly, with more direction on development proposals in the plans themselves or, where necessary, Area Actions Plans.
- Some policies on the same topic were dispersed; policies should be grouped together to reflect a particular policy approach or topic, eg water management policies.
- Standards required by plan policies provide greater certainty of outcome from new development, such as internal and amenity space standards and mobility standards.

These main points cover the full breadth of the plans' preparation and content. They can, however, be grouped into the following themes: the cohesiveness, structure and length of the plans; policy content and use of separate, supplementary documents; and ensuring effective opportunities for engagement and utilising the outcomes from this, wherever possible.

The authorities may, of course, feel that some or most of these comments (and others below) are not fully justified and that the plans do respond to these issues as effectively as possible, given the circumstances. Furthermore, it may be self-evident that some of the issues raised will need to be addressed in pursuing a new plan; the more fundamental question might be *how* this is to be done in the most effective way. However, it is important to acknowledge the points made at face value, given that they represent the genuinely-held views of a range of stakeholders. As such, even if they reiterate matters which the authorities are already well aware of, they can be considered as helpful in raising awareness of the views of external partners who are likely to be influential in the plan's successful development.

In terms of carrying these matters forward, there will be additional opportunities and challenges arising from the preparation of a joint statutory plan, compared to two separate plans as previously. For example, the vision for the growth of Greater Cambridge will have to be more than the two separate visions stitched together. Furthermore, the wider point made by stakeholders about the need for a cohesive relationship between the vision, strategy and policies is one that needs to be borne in mind.

Thinking of the plan in this holistic way could help to respond to other issues raised by stakeholders. For example, if climate change or natural capital are significant



issues that the authorities are going to address<sup>3</sup> then these are likely to be reflected in the vision and/or objectives. Their significance in this regard could then influence both elements of the spatial options that arise to respond to development needs, and the nature and presentation of policies. On this latter point, the coverage of two former plan areas by a single plan provides the opportunity for a rigorous policy review, taking the best and most effective from the two plans while also thinking critically about the nature, grouping and integration of policies as a whole across the new plan.

Early and on-going engagement in plan preparation is a major theme that is raised through the study as a whole. This, together with the other issues raised under this first broad topic, are considered in more detail below.

### *The Approach to Engagement*

- There should be more and earlier stakeholder engagement, before issues and options consultation.
- An important consideration is achieving as much consensus as possible through engagement on the relevant issues and how they might be addressed *before* moving to issues and options consultation.
- Workshops are welcome but these should not be a one-off event, but part of a wider approach to engagement before consultation takes place.
- The manner in which people and organisations are engaged is important.
- Where appropriate, sharing draft policy wording before formal consultation is helpful and enables potential objections to be addressed.

This is the area of plan-making which garnered the most consistent comments across all stakeholders. Respondents were keen to emphasise the difference between engagement and consultation as they saw it with regard to the last round of plan-making. The comments made can be summarised as relating to the amount and timing of engagement, the type of engagement, and the desire for some informal as well as formal consultation.

This was also an issue raised by most groups involved in the recent stakeholder workshops run by the authorities, notably by parish councils, residents' associations and other community groups. While the workshops were welcomed as an example of early engagement, from the comments recorded there appears to be a desire and expectation that more engagement will take place before formal consultation.

There is also a clear desire amongst stakeholders from this study for more engagement before (and possibly after) formal issues and options consultations take

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<sup>3</sup> Addressing climate change is one of the core land use planning principles which the National Planning Policy Framework expects to underpin both plan-making and decision-taking. In addition, there is a statutory duty on local planning authorities to include policies in their Local Plan designed to tackle climate change and its impacts.

place, compared to the approach taken for the now adopted plans. On one level, this is unsurprising as it reflects one of the main opportunities for stakeholders to seek to influence the plan; on the other, it also highlights some of the perceived shortcomings of consultation compared to more in-depth stakeholder engagement.

Strong messages about the importance of front-loading plan preparation, with investment in appropriate stakeholder engagement, have been a feature of government and other guidance in recent years. However, this has to be placed in the context of overall plan timetables and imperatives to make progress with a plan review. Much of this now derives from the expectation that plans will be reviewed regularly, not least to ensure an adequate housing supply position, with increasingly punitive penalties for not achieving this.

Clearly, the authorities will be alive to the significant tension in these elements of plan-making: the need for effective stakeholder engagement and the investment of time and other resources this is likely to take, against the need to review the plans in a timely manner. However, the importance of stakeholder engagement should not be under-estimated in terms of its ability to draw out significant issues for the plan and, wherever possible, to achieve a broad(er) consensus of views and to gain stakeholder 'buy-in' that can be beneficial later in the plan process. Any such engagement needs careful planning and resourcing to be most effective, utilising a range of approaches best-suited to the type of stakeholder targeted.

#### *Plan Content – Vision and Objectives*

- The visions had limited influence on the outcomes in terms of the strategy and policies.
- National policy concepts and issues that have arisen since the last plans need to feature in the new vision, particularly the idea of natural capital.

There was a general view amongst stakeholders that the vision in each plan is specific to the area and reflects the issues and outcomes that need to be addressed. It is clearly challenging to satisfy all stakeholders that the plans as a whole fully reflect the vision. Different stakeholders may place different emphases on aspects of a vision according to their particular interests. However, the comments above in respect of the overview of the plan by stakeholders are relevant here, particularly thinking about the plan holistically from the outset to try and achieve a cohesive relationship between the vision, strategy and policies.

With regard to the second bullet point above, the authorities will no doubt reflect on the matters they are required by national policy to address in the new plan. However, broad concepts such as climate change and natural capital provide an opportunity to integrate these across a plan as well as, more generally, to organise and integrate policies in an effective manner.

### *Defining the Issues and Options*

- The issues and options consultation was too focused on housing numbers and spatial options in terms of development locations, rather than starting with the nature of the spatial strategy and the different broad options available, for example a dispersed or more compact form of development, recognising the importance of public transport, infrastructure, growth corridors etc.
- Questions should focus on *how* key issues should be addressed, as this has a direct bearing on policies and spatial options.
- There is a need for co-ordination with other relevant plans, notably the county-wide Minerals and Waste Local Plan.

A number of stakeholders felt that the issues and options stage for the adopted plans was not sufficiently broadly-based in terms of considering the options for the type of strategy that would be most appropriate. This point might reasonably be linked to the desire for further early engagement before consultation, which could help to address or further define some of these issues. The last plans were informed by a Sustainable Development Strategy, and one of the possible approaches to the new plan could be similarly to define, including through stakeholder engagement, what are the main elements of sustainable development as it pertains to Greater Cambridge.

A Statement of Common Ground across the two councils' areas might take established facts and areas of consensus as a basis for developing thinking on this, including through stakeholder engagement. For example, it is understood that both Councils have declared a climate emergency and this fact, combined with the statutory duty to take account of climate change in plan preparation, means that this issue would be expected to be a central driver of the spatial strategy and policies of the new plan.

This would also enable some input from stakeholders to the *how* element referred to in the second bullet point. An important overall point in this regard is to achieve an appropriate balance between the amount of time invested in effective stakeholder engagement before issues and options consultation so that the consultation stage is as effective as possible in presenting well-grounded ideas to a wider audience.

In this regard, stakeholder engagement combined with issues and options consultation provides the basis for flushing out some of the hard choices and compromises that the plan may need to make<sup>4</sup>. For example, if transport emissions is one of the main contributors to climate change then a strategy of urban densification and concentration rather than dispersal might be a favourable option. However, there is likely to be a need to balance this against the effects on views of the city's historic centre and potential loss of Green Belt land. Other options may enable a more dispersed strategy if sites are connected to services and facilities by

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<sup>4</sup> Depending on the levels of development that are identified and need to be accommodated in substantive new development locations and sites.

low emissions public transport, thereby reducing any climate change impacts. But this may in turn present potential challenges around viability and deliverability.

It is unclear whether concerns about the relationship of the Local Plans to other plans, particularly the Minerals and Waste Local Plan, are well-founded. However, the wider lesson is to ensure that, at the very least, it is explicit that regard has been had to other relevant plans and strategies, even if they have not subsequently had a direct influence on the Local Plan under preparation.

### *Plan Content – Development Strategy and Policies*

- Relevant issues should be considered at a strategic level initially, linked to in-depth stakeholder engagement. This could inform a series of topic-based strategies derived from the vision and objectives (for example, with regard to climate change, sustainable energy use, transport, research capability). These would then be important drivers behind the spatial options and ultimate spatial strategy included in the plan.
- Topic-based strategy documents could help bridge the gap between the technical evidence and the content of the plan itself; and could inform an iterative narrative to support the rationale for the plan's strategy.
- There is a need for integration with broader strategic issues, such as the relationship with the wider Cambridge sub-region (the ring of market towns previously defined in the 2003 Structure Plan) and with strategic transport links.
- Monitoring and review of implementation of adopted policies is important as the real test of a policy's effectiveness is through its application and use for development management purposes.
- Undertaking a rigorous policy review is essential to 'pruning' the existing plans and carrying forward only policies that are used and are effective. As a result, the plans might be made more concise as well as reordering some sections and achieving a more effective integration of policies/topics.
- There is a need for the overall approach to policies to achieve a balance between the national policy requirements of the NPPF and local circumstances.

The first two bullet points further reflect on stakeholders' experience, based on the last plans, about how the strategy and policies might be developed. Topic-based strategy documents were used effectively for the last local plans, particularly with regard to the sub-regional transport strategy, and the idea is that this approach could be expanded to cover other areas.

The point made about the need for wider integration with the former Cambridge sub-region plays into the role of the Combined Authority and the Mayor's ambitions for a strategic spatial strategy. The transport corridor studies commissioned by the CA are likely to have a bearing here as well as other initiatives, such as the market town

strategies. The Duty to Co-operate with neighbouring authorities also provides an important driver for these matters.

A theme that runs through a number of the issues raised by stakeholders, and also from the recent workshops, is the need for effective policy review. A rigorous and comprehensive review of the use and effectiveness of the policies from both plans would appear to be a common sense pre-requisite for deciding whether policies are carried forward to the new Local Plan.

### *Supporting Evidence*

- Housing need evidence was disputed and controversial; it is not clear that the government's standard methodology will overcome all the concerns in this regard.
- It was difficult for residents and other representative groups to participate effectively in what was a highly technical and acrimonious debate.
- It is important to have topic-based strategies, such as climate change or transport, that have been developed through engagement and which can be used as a central part of the evidence to inform the spatial strategy and relevant policies.
- If possible, the evidence should be more focused and proportionate, with a need to better manage the outputs of consultants to ensure that they are concise and manageable.
- The authorities need to have the time and opportunity to stand back from the work and get a better understanding and objective view of the evidence and its relationship to the plans. Having a barrister in an advisory role early in the plan process should help.
- Previous challenges related to making provision for travellers are likely to be carried forward into the new plan. This is partly due to inherent problems in current government guidance, plus the need for a clearer strategy and vision for how to address the issue in Greater Cambridge.
- The infrastructure delivery plan needs to strike a balance between certainty of what is required, at least at a strategic level, to deliver the strategy and some flexibility, recognising that costs can change.
- Aligning evidence from a range of different partners will be challenging due to increased organisational complexity. This requires a rigorous approach to programme and project management, and effective engagement between organisations.

Concerns remain for some stakeholders, both through this project and at the workshops, that the prolonged and challenging housing debate at the last examination will be repeated. Confidence in the government's standard methodology is limited in this regard. With little experience of the new method being tested in practice, it remains to be seen whether these concerns will be realised and, therefore, there are limited lessons that can be drawn from this matter. Also, it is

likely that the approach to the debate will depend to a great extent on the appointed Inspector(s).

More generally, there is a recognition that the last plans had significant amounts of supporting evidence and it is not clear that this could reasonably be seen as proportionate. The lessons in this regard relate to the need for effective management of consultants involved in producing evidence, the value of having legal advice earlier in the process and the need for clarity from the outset about the role of partner organisations in providing evidence to inform and support the plan.

Reference was also made to the challenges presented by the approach to travellers in the plan. Part of this stemmed from the inherent problems in government guidance, but also from the lack of a clear strategy or narrative to explain the Councils' approach to this issue. Consideration needs to be given to whether and how this issue can be addressed more effectively in the new plan.

### *Demonstrating Deliverability and Viability*

- There is a need to have a better understanding of long-term costs and their impact on viability of strategic development locations.
- Partner organisations with funding responsibilities, for example through City Deal funding, need to be sufficiently well-rehearsed and joined-up with the Councils' narrative to provide a credible funding picture.
- Improvements could be made to the approach to assessing viability between the local planning authorities and county council, particularly through earlier engagement on the issue.

Demonstrating soundness in plan-making in relation to these matters has been difficult for many authorities. There appears to be no consistent benchmark for what is proportionate evidence in this regard. As one respondent noted, the extent to which the Inspectors allowed detailed consideration of omission sites resulted in greater challenges with regard to this issue. This might not occur in the same way again, although the authorities need to take the experience of the last round of plan-making and use it as effectively as possible with regard to the new plan. This includes ensuring that partner organisations involved in funding co-ordinate their evidence and input to the plan-making process and particularly the hearing sessions.

### *The Examination*

- The examination stage was too long and had a detrimental effect on the Councils' ability to adopt and start implementing the plans in an efficient and effective manner.
- It is important to reduce, as far as possible, the number of objections to the plan as this would have a beneficial effect at examination. A better narrative



and communications strategy supporting the plan, and justification/explanation of the development strategy could help.

- There needs to be early engagement with the Planning Inspectorate (PINS) on the new joint plan. The Councils need to be assertive in this regard and ensure early engagement with PINS to stress the need for more effective management of the examination process (for example, the programming of hearing sessions).
- Better engagement with partners could help avoid delays. Early briefing on issues and single points of contact should avoid miscommunication or delays to producing evidence.
- There was a lack of diversity of representation at the plans' hearing sessions, with residents' groups under-represented compared to development interests who often seemed to dominate sessions.

There is consensus amongst stakeholders that the examination phase was far too long and onerous for all parties. Participants in the recent workshops concurred with this view. Stakeholders recognised some of the limitations in the Councils' ability to shape the examination and hearing sessions, as this is largely for the appointed Inspector(s), although better engagement throughout the plan process could help to reduce the number of objections to the plan. There is also a strong view that the authorities should seek early engagement with PINS, if possible, to ensure that the Inspectorate is at least aware of the need to avoid similar issues relating to the programming and overall length of the hearing sessions.

Ensuring a proportionate approach to the evidence to support the plan, early engagement of a barrister to provide advice, a communications strategy and strong narrative around what the plan is seeking to achieve, as well as ensuring partner organisations are well-rehearsed and consistent in their approach, should all help.

#### *Other Issues*

- An innovative format for the next plan should be considered, utilising technology to provide a virtual and/or interactive plan that is easily accessible in digital formats. More generally, plans should be made as accessible to the public as possible, utilising a range of formats.
- Timescales for preparation of the submission draft plans was too tight; there was not enough time for officers to stand back and take a critical, objective view of how the plans were progressing, produce a good communications strategy and accompanying narrative, etc.
- It is important to engage all members of the Councils to ensure that there is a good understanding of and support for the plans.
- It would have been helpful if there was more interaction between and briefing of county officers by districts.

- A single point of contact for different workstreams or topics needs to be identified in relevant organisations to ensure effective information management and clear, consistent messages.

Stakeholders participating in this project and those involved in the workshops were keen to see the plans available in innovative and accessible formats, although cost must be a consideration in this regard. The question of overall timescales for the plan's preparation is critical and relates in part to the extent of stakeholder engagement and issues and options consultation, as well as the number of representations received during the various consultation stages.

It is likely that, based on previous experience, the Councils will also have substantive concerns about the length of the examination, although it is to be hoped that the same exceptional experience will not occur again. The more general point here is to ensure that the plan is managed effectively as a project with the purpose and timescale for each stage carefully mapped out. Similarly, on a practical level, organisational complexity can lead to challenges for this sort of project so it is important that there is clarity of roles and main points of contact for specific issues.



## 2.4 Conclusions

This is a qualitative study that has elicited a range of views from different stakeholders on their experience of the last round of Greater Cambridge plan-making. Unsurprisingly, some views narrowly reflect the respondent's particular interest and some contradict the views of other stakeholders. Nonetheless, a range of issues and lessons have emerged which are likely to be of significance for the new plan. The local authorities will be aware of many or most of these, but they are helpful in confirming the key issues that stakeholders consider will have a bearing on preparation of the new plan.

Consensus emerged from this project and the recent workshops around a number of issues. The **extent and type of engagement** is important to many stakeholders, particularly where, it is felt, this can have a positive bearing on defining the key issues and options. In their view, this should occur before more formal consultation and should utilise a range of formats, reflecting the needs of different stakeholders.

**Consultation questions** should focus on *how* key issues should be addressed, as this has a direct bearing on spatial and policy options, rather than questions where the answer may reasonably be considered to be self-evident.

**Topic-based strategy documents** could help bridge the gap between the technical evidence and the content of the plan itself; and could inform an iterative narrative to support the rationale for the plan's strategy.

The **length of the plan** and the **extent of supporting evidence** should be more proportionate. These ambitions should be informed by a rigorous **review of plan policies** to ensure that only useful and effective policies are carried forward.

The plan's **policy content** should include a central focus on climate change and biodiversity, while travellers' accommodation needs remains a challenging issue that requires a strategic, corporate approach.

Ensuring **effective information management** and **co-ordination of evidence** production and presentation is critical, particularly given increased organisational complexity. The role of the Combined Authority needs to be clarified in this regard.

Finally, with regard to **the examination**, it is important to attempt to reduce the number of objections through a clearer approach to engagement with stakeholders throughout the plan preparation process. In addition, a proactive and assertive approach should be taken through early engagement with the Planning Inspectorate, to ensure key messages and lessons from the last, lengthy examination are conveyed and heard.

### 3. Good Practice

#### 3.1 Introduction

An intentional distinction is made in this section between ‘good’ as opposed to ‘best’ practice. As one stakeholder commented, in his experience there are no Local Plans that have not faced some challenges during their route to adoption. Consequently, there are no obvious examples of recent Local Plans, taken as a whole, that can be highlighted as ‘best practice’ in plan-making.

Furthermore, discussion for this project with practitioners and professional bodies has elicited very few specific examples of particularly effective practice in plan-making. This is likely to be, in part, because of reluctance to draw attention to any particular plans due to concerns that these, in whole or part, might be copied slavishly or that they do not live up to expectations of what good practice is envisaged to be by different practitioners.

This reluctance or inability to point to examples of good practice in plan-making is also likely to stem from the shifting backdrop of national policy and guidance in recent years. Some of the national policy requirements introduced since 2012 have proved challenging in practice. These include the requirement to assess objectively the level of housing need and the duty to co-operate with neighbouring authorities and other bodies. A number of plans have been found unsound as a result of these requirements, while others have only just made it over what is generally considered to be a ‘high bar’ for plan-making and soundness.

Against a backdrop of these challenging requirements for Local Plans it is perhaps unsurprising that it is difficult to find recent examples of good practice.

Since the radical reduction of topic-based national guidance, from some 7000 pages to just 50 in the form of the National Planning Policy Framework, the amount of national guidance on plan-making, amongst other issues, has diminished significantly.

The national guidance that is now available, in the Plan-Making section of the Planning Practice Guidance, is limited in its content and scope compared to previous documents such as Planning Practice Guidance Note (PPG) and Planning Policy Statement (PPS) 12: *Local Plans*. Moreover, in the past government actively commissioned companion or supplementary guidance documents to PPGs and PPSs that included case studies and which, therefore, effectively amounted to good practice at a national level advocated by government<sup>5</sup>.

Consequently, given this paucity of good practice guidance and practical examples of Local Plans, this section of the report is of necessity relatively limited in its scope. It focuses initially on guidance on good plan-making issued since the publication of

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<sup>5</sup> For example, *Making Plans, a Practical Guide: Good Practice in Plan Preparation and Management of the Development Plan Process*. Office of the Deputy Prime Minister, 2002.

the NPPF, which is considered to be of some relevance to plans being prepared now. It then goes on to consider any examples of practical significance for the Greater Cambridge Local Plan in recently adopted plans or plans currently in preparation.

### 3.2 Good Practice Guidance

National planning organisations, such as the Royal Town Planning Institute (RTPI), Town and Country Planning Association (TCPA) and Planning Officers' Society (POS), have not produced any comprehensive good practice guidance on plan-making of note since 2012 when the first version of the National Planning Policy Framework was published.

The TCPA, however, regularly publishes good practice guidance and other practical guides on a range of planning topics, a number of which have a bearing on aspects of good plan-making. For example, its series of 'TCPA Practical Guides' includes *Guide 11, People Planning and Power*<sup>6</sup>. This is described as a practical guide which provides an overview of the policy requirements, background principles and practices for securing effective public participation.

The most comprehensive and recent guidance, which is most likely to be of relevance is the Planning Advisory Service's (PAS) *Good Plan Making Guide, Plan Making Principles for Practitioners*<sup>7</sup>. This was published in September 2014 and, therefore, post-dates publication of the National Planning Policy Framework. While updates to the NPPF have been published since, these do not fundamentally change the principles included in the PAS guidance.

The purpose of the guidance is to identify key principles for successful plan making and to highlight some of the core tasks that will need to be undertaken to develop a Local Plan. The guidance is based on ten good practice principles, which reflect the requirements of the NPPF and the soundness tests against which a plan is assessed at examination. Separate sections of the guidance cover each of the principles, which are as follows:

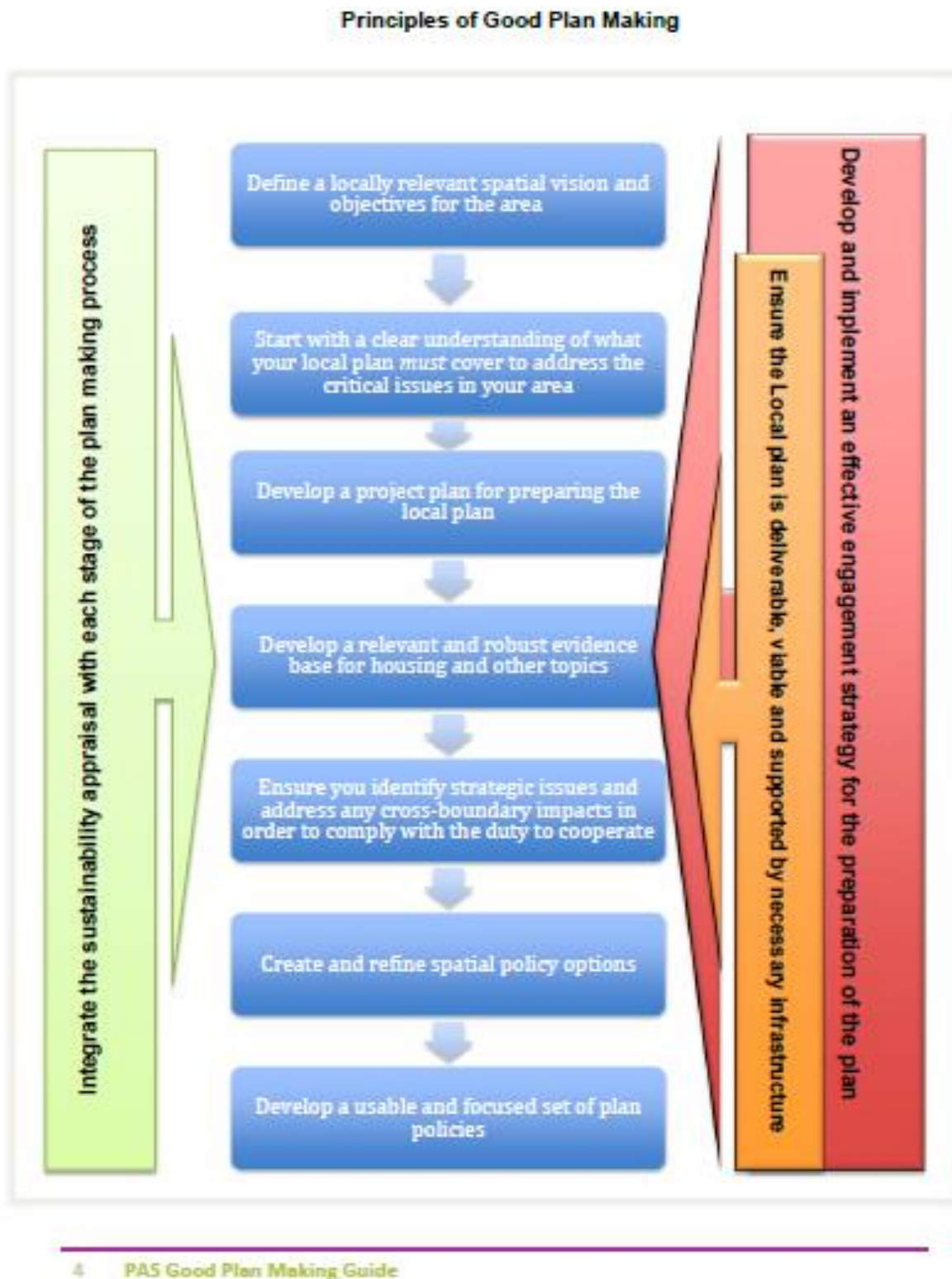
- Define a locally relevant spatial vision and objectives for the area.
- Start with a clear understanding of what your local plan must cover to address the critical issues in your area.
- Develop a realistic project plan for preparing the local plan.
- Integrate the sustainability appraisal with each stage of the plan making process.
- Develop and implement an effective engagement strategy for the preparation of the plan.
- Develop a relevant and robust evidence base for housing and other topics.
- Ensure you identify strategic issues and address any cross-boundary impacts. This will help you demonstrate how you have met the duty to cooperate.
- Create and refine realistic spatial policy options.
- Develop a usable and focused set of plan policies.
- Ensure the local plan is deliverable, viable and supported by necessary infrastructure.

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<sup>6</sup> TCPA Practice Guide 11: <https://www.tcpa.org.uk/tcpa-practical-guides-guide-11-people-planning-and-power>

<sup>7</sup> PAS Good Plan Making Guide: <https://www.local.gov.uk/sites/default/files/documents/entire-guide-4c0.pdf>

The guidance advises that in practice the tasks associated with each principle will often be undertaken in parallel and iteratively as illustrated in the diagram below.



These principles cover a number of the issues and lessons raised by stakeholders through this project and, therefore, the Councils may find it helpful to (re)consider the guidance in respect of the new Local Plan.

Other noteworthy documents produced in recent years include the report of the Local Plans Expert Group, published in March 2016<sup>8</sup>. This was commissioned by the government with a remit to consider how local plan making can be made more efficient and effective. As such, it does not deal with good practice directly but principally makes recommendations for changes to the plan-making system, some of which have been incorporated into revised versions of the NPPF or legislation.

One of its proposals in this regard resulted from the finding that local communities feel excluded from the plan-making process. One response was to recommend that the first stage of engagement (Regulation 18) should principally enable the community to express their views about their vision for the area and their views on all relevant issues. It was considered by the expert group that this and other changes would substantially improve community engagement, whilst speeding up plan-making.

This recommendation, which was implemented by government, does not chime fully with the experience of stakeholders from this project. Many made a distinction between consultation and engagement, with a clear view of the benefits of early engagement rather than one-off consultation as recommended and implemented through the report. This does, as recognised by the expert group, add to the timescale of plan-making, but clearly there is a balance to be achieved.

Other areas of interest and relevance are that the report's appendices draw together a list of requirements for a Local Plan and a list of the necessary evidence base, to assist plan makers. The report identifies the scope for a proportionate approach to both; and also provides guidance and recommendations for the style of Local Plans. All these matters were raised by stakeholders who participated in this project and, therefore, are worth further consideration.

The final publication that has some bearing on the experiences and lessons found from this project is the letter published by the then Secretary of State for Housing, Communities and Local Government in June 2019 to the Chief Executive of the Planning Inspectorate<sup>9</sup>. This concerns, amongst other matters, the role of the Inspectorate in examining Local Plans. It includes a clear message that the Secretary of State expects Inspectors to be pragmatic in getting plans in place that, in line with paragraph 35 of the NPPF, represent a sound plan and that Inspectors should be consistent in how they deal with different authorities. This is helpful with regard to the examination of the new joint plan, particularly set against the experience from the last round of plan-making.

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<sup>8</sup> LPEG Report: <http://lpeg.org/wp-content/uploads/2016/02/Local-plans-report-to-governement.pdf>

<sup>9</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/813180/Local\\_Plan\\_examinations\\_letter\\_to\\_the\\_Chief\\_Executive\\_of\\_the\\_Planning\\_Inspectorate.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/813180/Local_Plan_examinations_letter_to_the_Chief_Executive_of_the_Planning_Inspectorate.pdf)



### 3.3 Examples of Good Practice in Plan-Making

The profile of joint planning nationally is currently focused on sub-regional, strategic scale plans, typically involving four or more local authorities working together. These are vehicles for addressing geographies and issues that in the past would have been dealt with through statutory strategic plans (structure plans and the sub-regional chapters of regional spatial strategies). Current examples include joint plans in the West of England (four authorities focused on Greater Bristol), south Essex (six authorities in the Essex Thames Gateway) and south-west Hertfordshire (five authorities).

Some groups of authorities are working on non-statutory spatial strategies to provide high-level guidance for the preparation of Local Plans. However, the particular examples referred to above all involve statutory joint plans and, therefore, in terms of the preparation process and the need to address some issues at a larger than single plan scale, they bear some similarities to the joint Greater Cambridge Plan. However, there are good reasons why these joint plans do not represent examples of effective practice that provide useful lessons for Greater Cambridge.

Firstly, the scale and ambition of these plans has often led to a lack of visible progress and outputs, certainly in the case of Essex and Hertfordshire. Furthermore, the current local plans system does not lend itself particularly well to joint plans on this scale, which are ultimately filling a vacuum left by former strategic-scale statutory plans.

The most advanced plan is that for Greater Bristol, which has been submitted for examination with initial hearing sessions taking place earlier this year. However, serious concerns have been expressed by the examining Inspectors about the joint plan's soundness. This is largely because it is not clear that the authorities considered properly the reasonable alternatives and options that might exist to accommodate development across the large area covered by the plan. Instead, it appears that the approach taken is to stitch together the four separate administrative areas on the basis that they each accommodate a broadly equitable amount of development. Some commentators have noted that this is to avoid difficult political decisions about the implications of Bristol's growth for the green belt surrounding the city.

While this is clearly not good practice, more the opposite, it will be instructive for the Greater Cambridge authorities to be aware of the reasons for the Inspectors' concerns as there are likely to be broader lessons for joint planning that are likely to be of relevance.

There are examples of statutory joint plans on a smaller scale, involving fewer authorities that have been found sound and subsequently adopted. As such, while it is not possible in the scope of this project to point to specific issues or details of their preparation and/or content as good practice, it is probably worth the Greater Cambridge authorities investigating them further.

The first is the Central Lincolnshire Local Plan, adopted in April 2017<sup>10</sup>. This is a joint statutory plan involving three local authorities and covering the administrative areas of the City of Lincoln, West Lindsey and North Kesteven. Overarching governance is provided by the Central Lincolnshire Joint Strategic Planning Committee. The plan is currently subject of an early review.

The adopted plan follows a largely standard format, with a settlement hierarchy and development needs accommodated in accordance with this. Development is focused on the city of Lincoln, then surrounding market towns and villages. Therefore, the geography of the wider area is not dissimilar to Greater Cambridge, although the development pressures and issues are clearly not the same. However, the plan does make provision for significant growth, with some 37,000 new homes to be accommodated over the plan period.

The other example is the Greater Norwich Local Plan, currently in preparation (although this follows the earlier adopted Greater Norwich Joint Core Strategy). This also involves three authorities – Broadland District Council, Norwich City Council and South Norfolk Council – working together to produce a joint statutory Local Plan. Governance of the joint plan is provided by the Greater Norwich Development Partnership Board. Work on the plan started in mid-2016 with adoption anticipated in September 2021.

Again, the geography is similar with the focus of growth on the city of Norwich surrounded by a largely rural hinterland with some market towns and a range of different sized villages. Information about the evidence base for the plan, the approach to consultation and growth options is provided on the joint plan website<sup>11</sup>.

These two plans provide perhaps the best recent comparable examples to the Greater Cambridge situation in terms of preparing a joint plan. The Cambridge authorities may, therefore, find it helpful to compare experiences and consider if there are lessons to take from preparation of either or both plans. This could include speaking to officers involved in the preparation of the plans.

As noted, the scope of this project does not allow for a wide-ranging examination of possible good practice in terms of individual topics in Local Plans. Indeed, the lack of any obvious recommendations of good practice from practitioners, professional bodies and government means that this would involve a wide-ranging search.

There are, however, a couple of examples that are worth examining because they have a bearing on significant issues raised by stakeholders for this project. The first concerns the recent RTP award-winning project undertaken by the Lake District National Park Authority, *Attracting a high level of participation for the Lake District National Park local plan consultation*<sup>12</sup>. The award stemmed from the extent of

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<sup>10</sup> Central Lincolnshire Local Plan: <https://www.n-kesteven.gov.uk/central-lincolnshire/local-plan/>

<sup>11</sup> Greater Norwich Local Plan: <http://www.greaternorwichgrowth.org.uk/planning/greater-norwich-local-plan/>

<sup>12</sup> Lake District National Park Authority: <https://www.lakedistrict.gov.uk/planning/local-plan-review/local-plan-past-consultation>



engagement on the issues to inform the plan. The lessons learned include the need to invest time in engagement before formal consultation takes place, the use of technology in consultation and effective use of a communications strategy or plan. These are all matters raised by stakeholders through this project and, therefore, the approach taken by the National Park Authority is worth further consideration by the Greater Cambridge authorities.

Given that the authorities, in common with others in the UK, have declared a climate emergency, climate change is likely to be central to the new plan. In this regard one stakeholder referred to the value of considering an approach like the Leeds Climate Commission<sup>13</sup>. The commission has mapped out what the city council and partners need to do in five year bands lifetime to address climate change to meet the 2050 requirement.

These sort of practical considerations and approach to a high profile subject for the joint plan appears to reflect the suggestion of some stakeholders for topic-based strategies that can inform the development of issues and options, which in turn will shape the development strategy and plan policies.

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<sup>13</sup> Leeds Climate Commission: <https://www.leedsclimate.org.uk/about-leeds-climate-commission>

### 3.4 Conclusions

Examples of good practice in plan-making are not easily to be found.

National policy and practical guidance to support plan-making, and other aspects of the planning system, underwent a radical shift in 2012 with replacement of topic-based policy guidance by a single, shorter document, the National Planning Policy Framework. At the same time, government's former role in providing practical planning guidance, including case studies, diminished.

The Planning Advisory Service, as a government-funded body, has filled this breach to some extent. Its 2014 guidance on good plan-making remains the most comprehensive recent guidance of its type. The principles it espouses are valuable as a checklist against which to measure effective plan preparation and outcomes. A number of these principles chime with the experience and lessons referred to by stakeholders engaged in this project.

Other aspects of good plan-making can be found in topic-based practical guides published by the Town and Country Planning Association.

The report of the Local Plans Expert Group to government similarly provides guidance on proportionate approaches to Local Plan evidence and the style and content of plans.

Much of the interest and focus for joint planning nationally is on strategic-scale plans, typically involving at least four local authorities. Despite their larger scale than the Greater Cambridge Local Plan, these plans might still throw up some relevant good practice. However, on closer analysis this type of plan does not provide a good basis for learning lessons: they have either made limited progress, or in the one case where substantive progress has been made, the plan has fundamental soundness issues. Despite there being no obvious examples of good practice here, lessons of how to avoid the same outcome for a joint plan can be drawn from this unfortunate experience.

More positive experiences of joint planning on a scale and geography closer to that of Greater Cambridge can be found in the joint plans for Central Lincolnshire and Greater Norwich. Both of these groupings of three authorities have adopted and are now reviewing statutory joint plans. As such, both areas may have valuable experience and lessons to share.

Finally, the award-winning approach to stakeholder and public engagement in plan-making in the Lake District, and the Leeds Climate Commission provide examples of effective practice covering two topics that were highlighted by stakeholders as being of particular significance for the Greater Cambridge Local Plan.

## 4. Conclusions

This qualitative research project has provided a range of stakeholders' views on their experience of recent plan-making in Greater Cambridge. It has also examined good practice, such as it exists, in national plan-making guidance and practical examples of joint planning elsewhere in England.

All stakeholders participating in the project acknowledge the challenges of producing the now adopted plans, not least because of the extent of development pressures and public scrutiny; and all have identified strengths and challenges where lessons can be learned for the preparation and content of the new joint Greater Cambridge Local Plan.

It is inevitable in a project of this type that some views will be specific to a stakeholder's role and interests and, therefore, are not more widely representative. However, it has been possible to identify a number of areas where there is some broad consensus amongst stakeholders, which is also borne out by comments from the recent stakeholder workshops. It is these areas which, it is suggested, should be the main point of focus for the authorities in considering the lessons learned from the last round of plan-making and the implications for the Greater Cambridge Local Plan.

These areas include:

- the extent and type of stakeholder engagement before public consultation, particularly as this can have a positive bearing on defining the key issues and options for the plan;
- the length of the plan and the extent of supporting evidence, which should be kept proportionate, including through a rigorous review of plan policies;
- the plan's policy content should include a central focus on climate change and biodiversity, while travellers' accommodation needs remains a challenging issue;
- ensuring effective information management and co-ordination of evidence production and presentation, particularly given increased organisational complexity; and
- the examination, where it is important to attempt to reduce the number of objections through a clearer approach to on-going engagement with stakeholders, while a proactive and assertive approach should be taken through early engagement with the Planning Inspectorate.

It is noted in the introduction to this report that one of the main reasons for scrutinising the last round of plan-making is to gain a better understanding of why the process lasted seven years, with more than half of this taken up by the post-submission examination stage. Some stakeholders have suggested that this is largely down to the approach of the Inspectors who examined the plans, while others point to the nature of the strategy, the extent of objections and the weight of supporting evidence.

An important question for the authorities this time around is, despite the timetabling pressures already in place, could investment of more time at the front end of the overall plan process reap some benefits in the latter stages, particularly at examination.

## **Annexe A: Stakeholders invited to participate in a structured interview and discussion**

Previous planning portfolio holder/leader - Cambridge City Council (CC)\*

Previous planning portfolio holder/leader - South Cambridgeshire District Council (SCDC)

Executive Councillor for Planning Policy and Open Spaces – CC\*

Lead Cabinet member for Planning – SCDC\*

Former Local Plan Manager – Cambridge\*

Local Plan officers - Cambridge

Local Plan Manager – SCDC\*

Local Plan officers - SCDC

Development Management Officers

Cambridgeshire County Council\*

GCP

Local Plan Examination Barrister\*

Environment Agency\*

Natural England

Historic England\*

Highways England

Anglian Water

Cambridge Water

Cambridge Past, Present and Future\*

FECRA

Cambridge Cycling Campaign\*

Cam Conservators

Visit Cambridge

University of Cambridge\*

Anglia Ruskin University

## Annexe B: Greater Cambridge Local Plan: Project Brief

### Greater Cambridge Local Plan: Lessons Learned and Good Practice

#### 1.0 Purpose

- 1.1 In 2018 Cambridge City Council and South Cambridgeshire District Council adopted separate but closely aligned Local Plans and are now embarking on the preparation of a new joint plan, the Greater Cambridge Local Plan. This point in the plan review cycle presents an opportunity to reflect on the experience of preparing the now adopted plans, to inform the approach to the new joint Local Plan.
- 1.2 The 'lessons learned' element of this project will focus on identifying which areas of the plans' preparation went well and those areas where improvements might be made (recognising that some areas will be more in the Councils' control than others). The ultimate purpose of the project, therefore, is to understand in which areas, and how, improvements might be made to the approach to plan-making - to create greater certainty in terms of outcomes, delivering the plan in a timely manner and achieving more effective use of resources.
- 1.3 The findings will be benchmarked against best practice drawn from current national guidance and, where possible, examples of plans prepared elsewhere in England. Together with the 'lessons learned' element and work focusing on the development strategy, this will contribute to a proactive as well as a reflective approach to preparing the new Local Plan.

#### 2.0 Background

- 2.1 Preparation of the Cambridge City Local Plan 2018 and South Cambridgeshire Local Plan 2018 took place between 2011 and 2014. This included evidence gathering, an issues and options consultation, drafting the full plans and consultation on the proposed submission Local Plans. The plans were submitted to the Secretary of State for examination in March 2014. In August 2018, the Inspectors conducting the examination issued their final report and concluded that the plans are sound, subject to a number of main modifications. The Cambridge Local Plan was adopted in October 2018 and the South Cambridgeshire Local Plan in September 2018.
- 2.2 Clearly, one of the fundamental drivers for scrutinising the last round of plan-making is to gain a better understanding of why the process lasted seven years. There are a range of consequences which arise from the length of time it took to prepare the plans: additional public expense and resource demand, achieving an up-to-date and adequate housing land supply, updating other important areas of planning policy and, ultimately, creating greater certainty for all stakeholders about the future growth of the area.
- 2.3 The longest phase of the overall process was from submission to adoption, over four years. Much of this was taken up by the hearing sessions and the Inspectors' reporting time. These matters were, and are likely to remain in future, largely outside

Cambridge Planning Services

the control of the local planning authorities. However, it is important for the authorities to scrutinise critically and objectively the plan-making approach and process as a whole to understand the influence of different issues on intended outcomes and timescales.

### 3.0 Issues

- 3.1 A number of themes have been identified by officers involved in preparing the adopted Local Plans. These provide a valuable basis for structuring the approach to understanding the influence and importance of particular issues within these themes for the plans' preparation.
- 3.2 At this stage the identified themes are not an exhaustive list; others may arise during the course of the project. However, they are an important starting point in thinking about the areas of plan-making that are likely to be significant for the Greater Cambridge Local Plan. These themes are:
- the scope, content and structure of the Local Plans;
  - programme and project management;
  - governance;
  - the evidence base;
  - the approach to issues and options;
  - consultation and stakeholder engagement;
  - policy development; and
  - examination of the plans.
- 3.3 Since the current plans were adopted the national policy context for plan-making has been updated. The National Planning Policy Framework (the Framework) has been republished twice with a number of changes that have a bearing on the approach to preparing plans. These include important elements of the evidence base, most notably the introduction of a standard method for calculating housing need; and structural issues with regard to the content of Local Plans, particularly the distinction between strategic and local policies. In addition, more detailed guidance has been published through updated sections of the Planning Practice Guidance.
- 3.4 It will be important to consider the interaction of this updated policy and guidance with the lessons learned from the last round of plan-making. It may be that some of the changes to the national context will help address issues identified through this project.
- 3.5 More generally, since the most recent plans were developed and submitted for examination in 2014, there has been considerable change to the context for the new plan's development. This includes at the national, sub-national and local levels, in terms of new political drivers, new strategic initiatives and policy changes, and structural and organisational change. These influence of these matters will need to be considered carefully with regard to the approach to the new Local Plan.

### 4.0 Approach

- 4.1 The most direct approach to understanding the issues and lessons arising from preparation of the adopted plans is to engage with those involved in their development and with a stake in the outcome. This will provide a comprehensive and informed appreciation of those areas of the process that are viewed positively and those less so. Particular areas of focus can be drawn from the analysis of the collated views, which should be valuable to inform the development and progression of the Greater Cambridge Local Plan.
- 4.2 The proposed method for engagement with relevant stakeholders is a structured discussion, either in groups or more likely on a one-to-one basis. A framework and questions to guide the discussion will be developed around the themes identified in paragraph 3.2 above. This will be tailored according to the role and interests of the particular stakeholder.
- 4.3 The stakeholders who should be involved in this central part of the project will be agreed with Council officers who are overseeing the project. However, for the purposes of this Brief, an initial idea of those who could be asked to participate is as follows:
- Members of both Councils, particularly the relevant Portfolio Holders for planning at the time of the plans' preparation and now;
  - Local Plan Team Leaders and Officers;
  - Development Management Officers (to understand the outcomes of policy development against the intended objectives);
  - relevant County Council Officers;
  - those engaged in advising the Councils, particularly the relevant Barrister;
  - national agencies with an interest in development and infrastructure, particularly the Environment Agency, Highways England, Anglian and Cambridge Water, Natural England;
  - local organisations such as Cambridge Past, Present and Future and other identified community groups; and
  - possibly development interests, particularly through agents that are active in the Greater Cambridge Area.
- 1.4 Collating best practice will largely be a desk-based exercise, drawing on the latest published guidance from government, other national agencies (for example, the Planning Inspectorate and the Planning Advisory Service) and professional bodies (the Royal Town Planning Institute, the Town and Country Planning Association and the Planning Officers' Society). Engagement will also take place with the consultant's contacts in the planning profession to consider any examples of best practice in plan-making that might exist in other parts of the country.

## 5.0 Outputs

- 5.1 The main output will be a written report setting out the results of the stakeholder engagement and gathering of best practice. This will identify the main issues arising from these two main aspects of the work, will analyse their relevance to the development of the Greater Cambridge Plan, and will draw clear conclusions and recommendations to inform development of the new plan.



## 6.0 Timescale

- 6.1 This Brief and particularly the approach to the project, including which stakeholders to engage, will be considered by Council officers in the first half of June. Once approved, the intention is that, subject to practical considerations of access and availability, the bulk of the stakeholder engagement will be undertaken during June and the first half of July. Subject to completion of the engagement with stakeholders, the final draft report will be completed by mid/late August.

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# **Greater Cambridge Local Plan Statement of Consultation**

## **Issues & Options Stage 2019**

September 2019

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## Chapter 1: Introduction

This Statement of Consultation document sets out how Cambridge City Council and South Cambridgeshire District Council have undertaken consultation, and propose to undertake consultation, in preparing the Greater Cambridge Local Plan.

This document provides an overview of the following:

- Report on the local plan workshops held in summer/autumn 2019, including a summary of the main issues raised by the attendees and how these have informed the Local Plan process; and
- Our approach to the Issues and Options consultation

This Statement of Consultation complies with the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) and the Councils' Statements of Community Involvement (SCI).

This Statement will be updated at each stage of the plan making process. This version of the Statement of Consultation supports the first consultation stage of Issues & Options. The diagram below sets out future programmed stages in the plan-making process as set out in the adopted Local Development Scheme (note that it is now proposed to delay the start of Issues & Options consultation to New Year 2020 – see Chapter 6).

| <b>Timing</b> | <b>Activity</b>                      |
|---------------|--------------------------------------|
| Summer 2019   | Early plan preparation work          |
| Autumn 2019   | Consultation on Issues & Options     |
| Autumn 2020   | Consultation on draft Local Plan     |
| Autumn 2021   | Proposed submission publication      |
| Summer 2022   | Submission to the Secretary of State |
| Winter 2022   | Examination period                   |
| Summer 2023   | Adoption                             |
| Ongoing 2023- | Review and monitoring                |

The Councils have jointly adopted the Greater Cambridge Statement of Community Involvement 2019, which can be viewed here: [Statement of Community Involvement](#)

The Statement of Community Involvement sets out how and when we will involve the community and key stakeholders in preparing, altering and reviewing our plans and guidance to guide future development in the city. It also explains how we will involve the community in planning applications.

At each stage of the plan-making process we will check to ensure that our actions taken for consultation meet the standards set out in the Statement of Community Involvement.

## **Chapter 2: Report on Local Plan Workshops (Summer / Autumn 2019)**

### **Purpose of the Workshops**

In summer and autumn of 2019, Greater Cambridge Shared Planning Service organised and held a series of Local Plan workshops across both districts of South Cambridgeshire and Cambridge. These events were facilitated by Greater Cambridge Shared Planning Service team.

The purpose of these events was to involve various stakeholder groups to inform preparation of the Greater Cambridge Local Plan via open and explorative engagement in line with Greater Cambridge Shared Planning Statement of Community Involvement (2019).

These workshops provided an opportunity to explain what a Local Plan was, describe the Local Plan process and understand key aspirations for each interest group through identification of challenges and opportunities. The workshops also encouraged attendees to give feedback on the previous Local Plan process.

### **Workshop Venues and Invitees**

Each workshop focussed on engaging with different key interest groups from Greater Cambridge to enable a wide variety of thoughts and ideas to be heard:

- Workshop 1 and 2 consisted of Ward Members from both Councils and was held in South Cambridge District Hall Council Chamber and The Guildhall's Council Chamber;
- Workshop 3 brought together statutory consultees, service providers and other interest groups and was held in South Cambridge District Hall Council Chamber;
- Workshop 4 was attended by landowners, developers and agents and was held at South Cambridge District Hall Council Chamber;
- Workshop 5 involved representatives from Residents' Associations and Parish Councils and was held at Shelford Rugby Club, and
- Workshop 6 was attended by internal officers from both councils and was held at South Cambridge District Hall Council Chamber.
- Workshop 7 was a re-run of the Members workshops 1 and 2 and was held in The Guildhall's Members Room.
- Workshop 8 was attended by Businesses and was held at the Aurora Innovation Centre, British Antarctic Survey.

A list of representatives or organisations attending each workshop can be found in Appendix 2, which also includes Greater Cambridge Shared Planning staff attendance and roles.

## Chapter 3: Workshop Structure

The workshops were generally structured as follows:

### **Welcome and introductions:**

The workshop began with Lead Cabinet Member for Planning, Councillor Tumi Hawkins and Executive Councillor for Planning Policy & Open Spaces, Cllr. Katie Thornburrow, who after welcoming the attendees, explained that one role for the new joint Local Plan will be to help meet Greater Cambridge's aim to respond to climate change and manage the transition to net zero carbon.

Both Cllr. Hawkins and Thornburrow stated that the workshops were an exciting starting point to collaboratively explore how to achieve a balanced Local Plan while also addressing various competing issues that affect Greater Cambridge. These Local Plan challenges and opportunities are not just limited to housing, jobs, infrastructure and climate change, but also recreation, the rise of digital infrastructure, health and wellbeing needs and deepening inequality. In other words, the Local Plan affects the lives of everybody who lives, works and plays in the area so is an important document which needs wide input from across our communities.

With this in mind, Cllr Hawkins and Cllr Thornburrow encouraged attendees to freely discuss and debate all aspects of the Local Plan and put forward their ideas. Following this, the workshop agenda was introduced, highlighting the importance of a collaborative high-level approach at this early stage. An example agenda that accompanied each workshop can be found in Appendix 3.

### **Key Issues for Greater Cambridge over the next 20 years:**

Using presentation slides, attendees were invited to consider what the future of Greater Cambridge could look like in 20-30 years and how we could respond to the challenges and opportunities these present. Information provided included a map showing the current development strategy and future planned growth. Information was then provided on the policy context the next plan will need to take account of. This included changes at the national planning policy level, but also activities taking place at the regional level. Some broad spatial choices for future growth were then presented.

The final slide highlighted that the role of the plan was to deliver homes, jobs and infrastructure, but there would be overarching themes regarding how the plan could go about this. The slides accompanying this presentation can be found in Appendix 4.

Attendees were then invited to discuss these key challenges and opportunities within three separate break-out sessions, facilitated by a member of the Greater Cambridge Shared Planning Team. The first two break-out discussions explored the following topics:

### **1. Key issues: challenges and opportunities:**

Attendees were encouraged to discuss and write on post-it-notes a few words that described key issues for Greater Cambridge over the next 20 years and place these notes onto a group flipchart divided into 'challenges' and opportunity' columns.

This was followed by a 10-minute feedback session where each facilitator summarised the key points arising from the table discussion and opened up conversation with the rest of the workshop.

### **2. What do we need to do to respond to these issues? (How radical do we need to be?):**

Groups were challenged to explore potential solutions to the challenges and opportunities identified in first discussion exercise. Thoughts and ideas were captured on the group's flipchart.

As before, a summary was fed back to the whole workshop in a 10-minute session by the table facilitator which was opened up for discussion to capture wider thoughts on each topic.

### **3. Reflections of the previous Local Plan Process:**

In the final table discussion, groups were given the opportunity to provide honest feedback on the previous Local plan process. Responses were recorded on the table flipchart.

Again, a summary of the discussion was given to the room by the table facilitator and a brief discussion was had on what could be improved for the forthcoming Local Plan process. A summary is provided in Chapter 4.

## **How will the Local Plan process engage with the key issues?**

The workshops closed with a brief presentation about the Local Plan content and process. Attendees were reminded that although the Plan period will likely extend to 2040, the effect of the choices the plan makes will extend far beyond this date. Attendees were thanked for putting forward their thoughts and suggestions as they were valuable information to begin fully exploring the key issues and options facing Greater Cambridge.

Engagement was recognised as being key to delivering the new Local Plan, with Members, Residents Associations, Parish Councils, Neighbouring authorities, Businesses, Landowners, Agents, Landowners, Statutory consultees, workers, Service Providers, Residents and Infrastructure providers all playing an active role in collaborative plan-making.



It was acknowledged that as digital technology develops, so does the ability to engage with harder to reach groups, providing the opportunity to reach people more digitally via social media and in having a strong web presence. It was noted that the more people that are involved in the plan-making process, the more likely we are to create a place that benefits us all.

Finally, attendees were shown the Local Plan timeline included in the adopted Local Development Scheme. The presentation slides are at Appendix 4.

Before leaving attendees were invited to complete workshop feedback forms. These are summarised in Appendix 5.

## **Chapter 4: Summary of Discussions**

Attendees were encouraged to put forward and discuss current and future challenges and opportunities, as well as consider how the Local Plan could meet these needs. The comments have been summarised into key themes discussed in more detail below drawing from the summary of comments at Appendix 1.

### **Housing**

In identifying the challenges and opportunities of the Greater Cambridge area, attendees focussed on issues of affordability and the relationship with employment opportunities and housing quality. If people cannot afford to live in the area, they argued, workers would be forced into settling outside of the region, or resist living here altogether, and this would have significant impacts on the wider community. Individuals would commute more, inequality would widen as people are forced into cheaper, low quality, often inaccessible housing and developers would have a preference for smaller homes marketed for those able to afford living in the region, i.e. professionals and students rather than families or lifetime homes.

Attendees felt there was the opportunity for the Local Plan to address these issues. Ideas were put forward for different housing types and tenures, for example, keyworker homes, co-housing developments (like at Marmalade Lane), self-build opportunities and lifetime homes. Equally the dispersal of affordable homes was key, with some demand being expressed for developers to have less control over where affordable homes were sited. There were also many comments calling for the Local Plan to acknowledge the rise in home working and shared working spaces and the need to provide homes that allow for this, i.e. calling for homes to be flexible and more accessible with good digital infrastructure.

### **Jobs / Employment**

A high proportion of comments were related to jobs in the Greater Cambridge area, with over 100 comments in the challenges and opportunities section alone. A key question centred around whether to encourage more innovation, including in the biomedical and technology sectors or dilute them to allow for a more inclusive employment offer to emerge which may help to rebalance inequality and affordability issues. However, there was also a feeling that the Local Plan should not 'kill the golden goose' that makes Greater Cambridge such an economic success, and therefore we should plan to build on this success. Another common comment was that increasing jobs in the area would result in significant challenges regarding infrastructure capacity. Additionally, there was also a challenge over whether the Local Plan could respond to the challenge to the High Street and the rise in online shopping, and how the Local Plan could manage the rise in demand for distribution and delivery options that accompanied this.

Some considered that the Local Plan should adopt a flexible approach and enable multiple use of spaces which enable small enterprises to flourish alongside larger corporations and allow repurposing of buildings and spaces to facilitate a more vibrant High Street. Homeworking and shared space hubs could be encouraged for networking, as well as partnerships between education and businesses to ensure the local workforce have the skills that employers are looking for. The relationship between the location of new homes and new jobs was expressed as being important by many with regard to encouraging sustainable transport.

## **Environment and Infrastructure**

In terms of the environment, there was a general discussion regarding how much sustainable development Greater Cambridge could realistically handle whilst protecting its unique and distinctive character, and the character of its settlements. The biggest infrastructure challenge highlighted in the comments was transport, with over 100 comments raising issues including accessibility, cost and reliability as being important. Many considered that the Local Plan needed to enable better access to public and non-motorised methods of transport, for example, better connected and safe pedestrian, equestrian and cycle routes. Additionally, delivering widespread digital infrastructure was viewed by many as a Local Plan priority.

Protecting the character of the wider area while delivering innovative sustainable development is a clear opportunity for the Local Plan. Comments suggested a more controlled approach to developers delivering and funding public infrastructure was needed, alongside clear, concise and enforceable Supplementary Planning Documents. The Local Plan was also considered an opportunity to release brownfield land for development and review the appropriateness of the existing village hierarchies and boundaries. Innovative transport infrastructure was also highlighted, with the focus on being interconnected and green, as well as being cheap and efficient. It was recognised that a behavioural step-change may be needed, such as through a car-free City centre or a congestion charge, but again, this relied on an adequate public transport infrastructure becoming available.

## **Climate Change**

With the declaration of a climate emergency in both Councils, there was extensive discussion about how to meet the target of being zero-carbon by 2050. The identified challenges were energy infrastructure in terms of capacity, availability, and storage, as well as how to manage the finite water sources in the region.

There was discussion that the Local Plan should aim high and attempt to deliver zero carbon ahead of the 2050 goal date. The mechanisms suggested included: new developments to be net zero, existing homes retrofitted to be net zero, funding more greentech and carbon-neutral infrastructure, such as electric cars, and further embracing renewable energy generation.

## **Biodiversity and Green Spaces**

Many attendees commented that one of the things that make Greater Cambridge so special is its abundance of green spaces. However, attendees to the workshops recognised that growth impacts upon green spaces, and there were equal comments on both sides that the Green Belt should either be protected or reassessed. On the one hand, green spaces and the Green Belt maintains separation, gives health and wellbeing benefits and tackles pollution. However, on the other hand, green space provision, especially the Green Belt, prevents sustainable growth. Attendees also pointed out that densification, especially when incremental, also impacts upon biodiversity, creating both a challenge and an opportunity for the Local Plan to address.

It was put forward that the Local Plan could balance these arguments by providing more green spaces in new developments, connecting green corridors to create biodiverse 'green lungs' and increase woodlands for canopy cover and climate change mitigation. To allow for flexibility and growth, the Local Plan could relax or assign less green space protections and employ metrics to measure carbon and biodiversity aims and review these regularly, in line with the National Planning Policy Framework. Flexibility could also be given to unused agricultural land to make it a site for occasional leisure use and some could be given over for community use, such as allotments, wildlife gardens and general recreation.

## **Wellbeing and Equality**

Although wellbeing and equality are influenced by jobs, homes, infrastructure and green spaces, many comments from the workshop indicated that the Local Plan was an opportunity to improve wellbeing and equality for many of our residents.

Attendees suggested that one of the biggest challenges for the Local Plan was to encourage and maintain growth and success while ensuring that all residents benefit from this prosperity. Many people recognised that due to the region's reputation as a world-class innovation and technology centre, high levels of wealth in Greater Cambridge were contrasted with areas of deprivation. Access to healthcare, cheap or free leisure, cultural opportunities, meeting the needs of an ageing population, educational attainment and providing for employment choices were discussed as Local Plan opportunities.

## **Other Issues**

Some pointed out that it may be difficult to produce a joint Local Plan that meets the needs of both an urban city centre and a rural region. However, many attendees discussed the opportunity for the Local Plan to have degrees of flexibility so that sustainable growth could be delivered responsively. Many comments also asked if the Local Plan could be easier to read and understand with clear wording, so

avoiding ambiguity. The Local Plan would benefit from being properly funded and resourced, which could result in more public engagement.

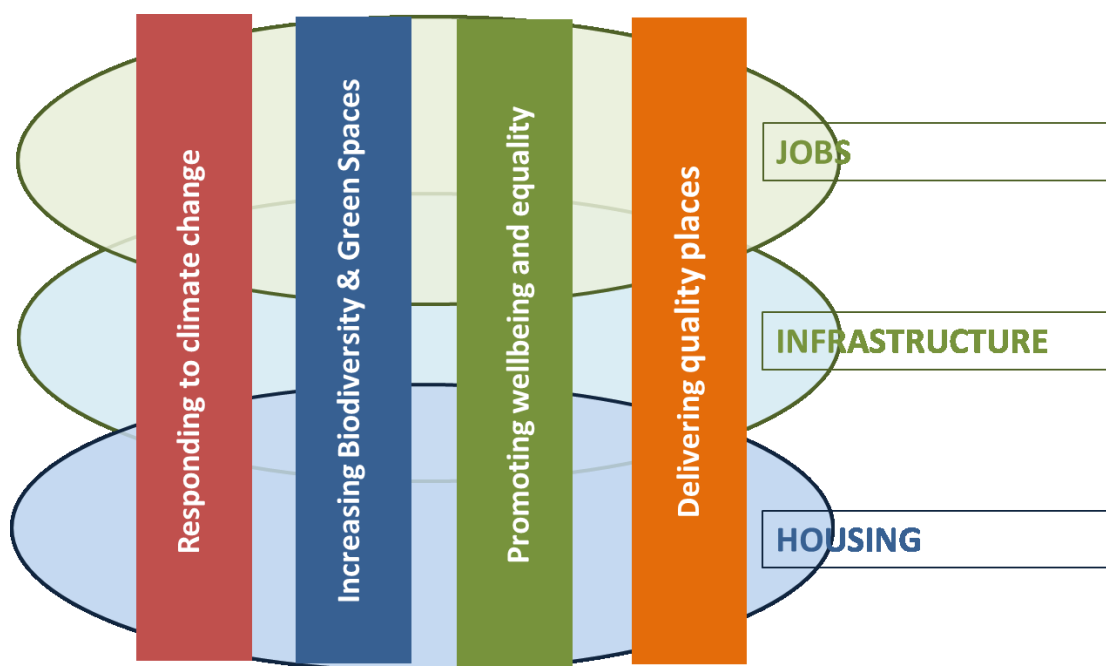
Despite many challenges ahead, there was a clear enthusiasm for the next Local Plan. Attendees claimed it could be a 'beacon of change' and urged the planning team to 'think big' and look beyond 2040 where possible.

## Linking the Workshops to the Issues and Options Consultation

The Issues and Options consultation will continue the engagement process started by these workshops, identifying important issues that need to be considered by the Local Plan, seeking feedback on the approaches the next Local Plan should take, and providing an opportunity to raise any other issues and ideas people think should be addressed.

The Issues and Options consultation has been structured around seven big themes. Delivery of homes, jobs and infrastructure are the three key deliverables, but four cross-cutting themes have also been identified. These broad themes capture and develop the range of issues raised at the workshops. Under each of these themes the issues and options consultation explores what the plan needs to do, and the issues that the plan needs to address. Many of the points raised in the workshop discussions have been incorporated into the Issues and Options consultation material.

### The Seven Big Themes



## Chapter 5: Conclusion of the Workshops

The summary of the workshop comments above demonstrates the large volume and diversity of views shared on a wide range of topics. While the comments show some consensus as to the key challenges facing the area, diverging views were shared on a number of potential solutions and the implications of different priorities. In particular, issues around the growth and strategy choices highlight the need to discuss many issues in greater detail as the plan progresses.

The outputs from the workshops held in the summer and autumn 2019 have already, and will, inform the development of the Local Plan in the following ways:

- Group tasks 1 and 2 on key challenges, opportunities and solutions have helped inform the preparation of the Issues & Options consultation, in terms of ensuring that it covers the big issues raised in the workshops. Beyond this, the issues raised will shape further engagement on key topics through the Issues & Options consultation and beyond.
- Reflections on the previous Local Plan process have and will help inform the preparation of the plan as it progresses, both in terms of plan content and plan process. The Greater Cambridge Local Plan Lessons Learned & Good Practice document cross-refers to the notes of the workshop to inform and reinforce conclusions made within it.
- Feedback on the workshops (details provided in Appendix 5) will help inform how future workshops and other engagement events are run, and the topics which are chosen.

## Chapter 6: Issues & Options 2019: Approach to Consultation

### Introduction

A key aim of both Councils is to ensure wide and inclusive participation and feedback from across Greater Cambridge's communities. To achieve this, a communications and participation strategy has been prepared to support the Local Plan process to ensure that the consultation process reaches all parts of the Greater Cambridge community, including those who wouldn't normally be aware of and engage with the Local Plan - young people, people from diverse backgrounds, people from less prosperous parts of the area, and those who usually find it difficult to get involved for different reasons. The full Participation and Communications Strategy can be found at Appendix 6.

### Issues & Options consultation and participatory activities

Drawing on the participation and communications strategy aims and objectives, the following consultation activities are planned for the Issues & Options stage of the Local Plan.

### Consultation

A six week consultation will be undertaken between the following dates.

**9am on Monday 6<sup>th</sup> January 2019 to 9am on Monday 17<sup>th</sup> February 2020**

This Issues and Options consultation, and all the supporting documentation will be available for inspection:

- on a dedicated Local Plan website including a mobile friendly version
- at the Cambridge City Council's Customer Service Centre: Mandela House, 4 Regent Street, Cambridge, CB2 1BY from 8am-5.15 pm Monday and 9am-5.15pm Tuesday to Friday;
- at South Cambridgeshire District Council Reception: South Cambridgeshire Hall, Cambourne Business Park, Cambourne, Cambridge, CB23 6EA open Monday to Friday from 8am to 5.30pm;
- and at selected public libraries.

A range of methods will be used to enable feedback on the Issues & Options content, including:

- Comments will be able to be made online, both:
  - informally on the dedicated Local Plan website
  - more formally and in greater depth via the Councils' consultation portal
- Comments will also be able to be sent in via a printed response form, which can be posted or emailed to the Councils:

- Planning Policy, Cambridge City Council, PO Box 700, Cambridge, CB1 0JH or;
  - Planning Policy Team South Cambridgeshire District Council, Planning & New Communities, South Cambridgeshire Hall, Cambourne Business Park, Cambourne, Cambridge, CB23 6E
  - Email address to be confirmed
- Roadshow: The Councils will take a pop-up exhibition to community hubs around the area such as shopping centres, schools, community centres and other places. These events will be informal and offer the opportunity for the public to find out about the Local Plan, and to discuss the issues and options with officers and to provide feedback. The times and locations of the drop-in events will be chosen to maximise our outreach to diverse communities and will be set out in the public notice and on the Councils' websites.

Respondents can request to be notified of future stages of plan making, including consultations, and the receipt of inspection report at the end of the Examination, and adoption of the document.

## **Notification**

A range of methods of notification will be used to inform the public about the consultation including:

- public notice in the Cambridge Independent;
- joint Cambridge City Council and South Cambridgeshire District Council news releases;
- Articles in Cambridge Matters & South Cambs Magazine, and wider local media engagement
- social media and video

## **Use of data**

Representations, including names, will be available to view on the Councils' websites. Full representations including addresses will also be available to view on request. Our privacy notice for planning policy consultations and notifications sets out how your personal data will be used and by whom. You can view our privacy statements here:

- [South Cambridgeshire District Council privacy statement](#)
- [Cambridge City Council privacy statement](#)



## **Appendix 1: Summary Report on Local Plan Workshops (Summer / Autumn 2019)**

The workshop discussions have been grouped under eight broad headings. Where some do not fit these groups, they have been placed under the heading of 'other issues'. Some issues that come under more than one heading but have been allocated to the one which feels most appropriate. Please note that the numbers in brackets indicate the number of comments received for that summary point.

These headings are:

- Housing
- Climate Change
- Biodiversity and Green Spaces
- Jobs and Employment
- Environment and Infrastructure
- Transport
- Other Issues
- Wellbeing and Equality

### **Group Task 1: Key Issues: Challenges and Opportunities**

#### **Housing**

##### **Challenges**

- Affordability (20)
- Reconciling work / services with housing and inequality (9)
- Delivering better housing: retaining varied character, less density, more space, balanced distribution (7)
- Meeting 5-year land supply and delivery dates (6)
- Housing Inequality: Rate and balance of development / Age of housing / tenure changes (8)

##### **Opportunities**

- Include ability for different housing types and prices, tenure changes and meeting supply (10)
- Future of employment: Tethered homes, flexible uses, working from home rise, integrated housing and employment offer (8)
- Affordability. Could need alternative products (4)
- Flexible co-housing schemes that enable old / young to live together (3)
- Building sustainable, zero carbon homes that use less energy (3)

## **Wellbeing and Equality**

### **Challenges**

- Challenge of delivering growth (buildings, infrastructure and populations) while improving quality of life / inequality and ensuring all benefit from prosperity (15)
- Healthcare / wellbeing demands (5)
- Planning for an ageing population (5)
- Community integration / maintaining diversity (5)
- Education facilities / school pressures (2)
- Retaining tourism and leisure for all, not just visitors (2)

### **Opportunities**

- Meeting the health and wellbeing lifestyle needs of all, especially elderly and young people by improving the local environment. Making Cambridge more inclusive (11)
- Distributed spaces for art, culture, faith and maintaining tourism (6)
- More educational opportunities (6)
- Create / foster real communities – employ an assigned person to manage this and ask people what they want (4)

## **Jobs and Employment**

### **Challenges**

- Maintaining / encouraging science, agriculture and health sectors (growth and workforce) and keeping employers happy (11)
- Changing employment landscape needs – concentrated or distributed, working from home or connecting outlying villages to City for example. Land availability is problematic (11)
- Challenge of focussing on reviving local High Street or accepting trend in online shopping. What do we want it to look like in 20 years? (7)
- Managing rise in vehicular distribution to homes from businesses (3)
- Economic growth that does not end in infrastructure gridlock / dispersed employment to address concentration of jobs / residential (3)

### **Opportunities**

- Flexible employment space for growth – from small 'spare room' enterprises to large corporations including click and collect opportunities (9)
- Housing that is close to work and enables work / life balance (homeworking options including digital / remote infrastructure) (7)
- Ensuring workforce meets employers need but not restricted to health / tech sector (6)
- Ensure health, innovation and science sector grows massively. There are lots of opportunities to capitalise on Greater Cambridge USP (6)
- Dispersed / repurposed / reduced retail in City (more in South Cambridgeshire) to make space for other uses (music events, picnics) (5)

## **Environment and Infrastructure**

### **Challenges**

- Sustainable development: Is growth appropriate / inevitable? Infrastructure / facilities squeezed / unbalanced already - danger South Cambridgeshire will just become a car park for City. Who will fund the infrastructure needed? (20)
- Keep Greater Cambridge's unique and distinctive character (while protecting the boundaries between city / village) (16)
- Need a streamlined planning process with balanced and flexible spatial approach (10)
- How to deliver sustainable density, digital infrastructure and technological advances when developing areas (8)

### **Opportunities**

- Capturing and reinforcing the distinctive characteristics of villages and city centre while promoting sustainable growth (14)
- Opportunity for enhancing and developing use of technology infrastructure in built environment and on local scale (7)
- 100% infrastructure target. Developers to deliver and fund this (3)
- Opportunity to review village hierarchies / boundaries (3)
- More effective land management (availability, value, brownfield release) (3)
- Modern, sustainable distinct design that uses innovative building materials in future development of building and green spaces (4)

## **Transport**

### **Challenges**

- Affordability, accessibility and reliability of public transport. (20)
- Putting high quality active public travel options at the heart of communities to link villages to City (10)
- Accommodating sustainable future travel options in Greater Cambridge (Autonomous vehicles Metro East/West rail rise of electric cars) (7)
- Congestion. Leads to difficulties in recruiting impacts on air quality. (7)
- Future mobility: How to go car-free in City, how to prevent primacy of driving (5)

### **Opportunities**

- Embrace innovative transport options including distribution hubs, transport as a service, road networks, car parks (23)
- Provide radical extended green public / sustainable interconnected transport network that connects home to work, leisure and facilities between villages and City. Make sure this aligns with growth (12)
- Connectivity between Oxford and London needs improvement: Open / relocate stations (10)
- Encourage communities to promote walking and cycling, including e-bikes, cycle routes (7)
- Provide facilities that do not need travel and introduce congestion charge (6)

- Address cycling issues: current shared pedestrian/cycle routes are unsafe. Electric cycles and sport cycling speeds excessive

## **Climate Change**

### **Challenges**

- How to provide sufficient energy infrastructure (availability sources, security, grid capacity, storage constraints) (16)
- Delivering the 2050 zero carbon target. How? Can we do this early? (15)
- Water supply including potable water provision – finite resources in Greater Cambridge, Environment agency pressures to reduce supply. Whole region water stressed (9)

### **Opportunities**

- Carbon neutrality (or better). New developments must offset environmental impact at net zero (4)
- Need to retrofit existing housing stock and ensure new development has low carbon tools and address overheating (4)
- Zero carbon homes and commercial buildings opportunity (2)

## **Biodiversity and Green Spaces**

### **Challenges**

- Green Belt needs clarity / review as can be an obstacle to growth but does maintain separation (12)
- How to increase growth / density while increasing greenspace / natural capital needs (9)
- Densification: incremental, lots of Green space and Biodiversity loss (6)
- Restoring and protecting biodiversity via meeting NPPF measurable biodiversity net gain: 10% - 20% - 25%? (2)

### **Opportunities**

- Provide more / prevent loss of local green spaces, vistas, views, cherished places, not necessarily covered by protections (12)
- Green Belt: Releasing green belt on the edge of settlements. It should not be sacrosanct, should be reassessed / It should be protected (8)
- Changing land from agriculture to amenity use, preventing ill health (3)

## **Other Spatial Issues**

### **Challenges**

- Creating a joint Local Plan may be more complex and take longer than a single local plan (8)
- Simple, flexible policy wording. Avoid repeating NPPF / NPPG (4)
- How to manage Government demands (3)
- Setting a high goal (3)
- Getting people to accept growth (3)
- Make process properly funded and resourced using up to date evidence (5)
- Join up competing Local Authorities for a better outcome (4)

- Look further than minimum Local Plan period (2)
- Regain confidence of developers / promoters / agents (2)
- Local Plan can be a beacon of change (2)

## **Group Task 2: What do we need to do to respond to these issues? (How radical do we need to be?)**

### **Housing**

- Less dispersed, denser living (like Eddington). Co-housing (like Marmalade Lane) (6)
- More keyworker accommodation, custom / self-build in every site not just through market housing (5)
- Lifetime homes: Building adaptations for older people into housing from the start, community environments, centralised and accessible (5)
- Be firmer with developers on affordable housing and have more control over development – too much allowance on developers to choose. i.e. Affordable housing should be shared equally. We need innovative ways of delivering affordable homes e.g. build to rent, self-build etc, need a blend of options (4)

### **Wellbeing and Equality**

- More multi-generation spaces / family-friendly spaces for healthy recreation / wellbeing (8)
- Need higher level of engagement with communities. Some communities felt not listened to in last Local Plan process. Take bottom up approach (4)
- Encourage food growth. Employ a full-time sustainability officer (3)
- Reduce inequality, but how? Look to other Local Authorities to see how it is done (3)

### **Jobs and Employment**

- Community office/co-working space/better Wi-Fi/broadband to enable remote working in villages and City. Smarter distribution between breakout centres and hubs (7)
- Need robust evidence base to defend more jobs and homes to satisfy economic needs and challenge viability arguments. Growth is not always a good thing but appreciate that Cambridge is a key location for growth (7)
- More support for local small businesses / employment live-work opportunities (4)
- Need to tackle the demise of the High Street and permit one-stop type places with pharmacy, Post Office, Banks etc. (3)

### **Environment including Infrastructure**

- Better infrastructure, access, permeability, diversity – delivered by enforceable design codes (7)

- Need to accept increased density: 8 storeys in City, 3 to 4 storeys in villages, but balance density with green spaces (5)
- Growth in fringe (7-8 miles from centre). City is like a concrete jungle (4)

## **Transport**

- Excellent rapid transport and affordable public transport with joined-up cycling and walking connections to force behaviour change (21)
- Encourage no one to use a car – subsidise buses, reduce car spaces, mass pedestrianisation, cycling, better train connections (12)
- Developers and business rates to contribute to transport infrastructure (3)
- Define purpose of Green Belt / redistribute and recategorize for biodiversity and green infrastructure gain (4)

## **Climate Change**

- More funding for Greentech / Carbon neutral infrastructure and get providers on board to deliver (5)
- Establish renewable energy mechanisms / local and cooperative energy generation (5)
- Embrace new transport technology, i.e. electric car provision (3)

## **Biodiversity and Green Spaces**

- More protected 'green lungs' public open spaces: agreed at the outset of development; Community woodland / commercial woodland, allotments; greenways connecting villages (8)
- Establish metrics for measuring success on carbon / biodiversity aims (2)
- Tree planting at significant scale – air quality, even around existing development, plant semi-mature trees (2)

## **Other Spatial Issues**

- Engagement: Informed Members and GCSP to play an active key role in positively promoting vision and process of Local Plan to all: e.g. review more effective methods of communication, visit local events, schools to enhance involvement with hard to reach groups, welcome difficult conversation, embrace digital media. Not just listen to who shouts the loudest. Regular steering groups comprised of Local groups (25)
- Planning documents (Local Plan / Village Design Guides / Neighbourhood Plans) need to have more weight be clear, simplified and flexible: react to and welcome change that does not inhibit progress (11)
- Local Plan should cover a longer period with regular reviews and have a dedicated team to prepare and implement (8)

## **Group Task 3: Reflections on previous Local Plan Process**

### **Engagement**

- Most people not aware of Local Plan, process, limitations or benefits, i.e. co-housing, growth. Need to educate and promote to people (12)
- Role of everyone to reach out to whole community using a robust strategy. Consult directly within schools, supermarkets, medical centres, libraries, community centres, parish councils – not just the ‘usual’ people (15)
- Get people involved from the early stage and allow them to informally comment in good time. Implement their responses - not just lip service (8)
- Very long – difficult to communicate about this. Need to bear this in mind when communicating this time around. Danger of burnout (7)
- Engage through apps, social media, online, local television, radio, magazines (6)
- Need more workshops and fewer exhibitions. Provide timetables and consultation process more freely (5)

### **Content and Evidence**

- Need a visual local plan. User friendly, clear. Short and simple. Include a summary. Not too technical (7)
- 5-year supply created lack of confidence, did not meet needs for old / young demographics, was included too late (7)
- More flexibility: housing land supply, Call for Sites (5)
- Need more biodiversity, zero carbon and climate change policies, i.e. drought protection (5)
- Protect Green Belt, landscape and village / City identity and boundaries. Some were overruled by inspector (5)
- Engagement needs to start early and continue through examination once plan is fixed. Did not happen last time (4)
- More transparency, especially through examination (3)
- Actually listen to people and take on board input. E.g. Parish Councils and Residents associations were ignored/overruled last time (3)

### **Process**

- Too long, created disenfranchisement. Need to limit time taken to get through examination
- Be more collaborative (3)
- Mistake to have joint examination. SCDC / CC have different local needs (2)
- Cost of plan process (2)

## **Appendix 2: Detailed Report on Local Plan Workshops (Summer / Autumn 2019) - attendance and comments**

### **Joint Members' Local Plan Workshops**

#### **4 July 2019:**

2:00pm – 4:00pm

Council Chamber, South Cambridgeshire Hall, Cambourne Business Park,  
Cambourne, CB23 6EA

And:

6:00pm – 8:00pm

Council Chamber, Guildhall, Market Square, Cambridge, CB2 3QJ

#### **4 September 2019:**

5:45pm – 8:00pm

Members Room next to Committee Rooms, Guildhall, Market Square, Cambridge,  
CB2 3QJ

### **Personnel:**

**Welcome and Introductions:** Cllr Tumi Hawkins, South Cambridgeshire District Council (SCDC) and Cllr Katie Thornburrow, Cambridge City Council (CCC)

**Presentation Chair:** Stephen Kelly

**How the Local Plan process will engage with this?** Philip Bylo

**Conclusions and next steps:** Stephen Kelly; Cllr Tumi Hawkins, SCDC; Cllr Katie Thornburrow, CCC

**Facilitators:** Jon Dixon, David Roberts; Stuart Morris; Bruce Waller; Stephen Kelly; Nancy Kimberley Paul Frainer & Philip Bylo.

**Scribe:** Marie Roseaman

### **Attendance**

Cllr John Batchelor (Linton)

Cllr Anna Bradnam (Milton & Waterbeach)

Cllr Claire Daunton (Fen Ditton & Fulbourn)

Cllr Brian Milnes (Sawston)

Cllr Katie Thornburrow (Trumpington)

Cllr Eileen Wilson (Cottenham)

Cllr Martin Cahn (Histon and Impington)

Cllr Peter Fane (Shelford)

Cllr Tumi Hawkins (Caldecote)

Cllr Peter Lord (Trumpington)

Cllr Carla McQueen (East Chesterton)

Cllr Hazel Smith (Milton)

Cllr Jose Hales (Melbourn)



Cllr Shrobona Bhattacharya (Cambourne)  
Cllr Alex Collis (Kings Hedges)  
Cllr Lewis Herbert (Coleridge)  
Cllr Katie Porrer (Market)  
Cllr Tim Bick (Market)  
Cllr Nick Sample (Shelford)  
Cllr Cheney Payne (Castle)  
Cllr Sophie Barnett (Romsey)  
Cllr Mike Davey (Petersfield)  
Cllr Josh Matthews (Newnham)  
Cllr Mike Sargeant (West Chesterton)  
Cllr Sarah Cheung (Longstanton)  
Cllr Graham Cone (Fen Ditton & Fulbourn)  
Cllr Richard Robertson (Petersfield)  
Cllr Haf Davies (Abbey)  
Cllr Pippa Heylings (Histon & Impington)  
Cllr Judith Rippeth (Milton & Waterbeach)  
Cllr John Williams (Fen Ditton & Fulbourn)  
Cllr Nigel Cathcart (Bassingbourn)  
Cllr Douglas De Lacy (Girton)  
Cllr Bill Handley (Over and Willingham)  
Cllr Phillipa Hart (Meldreth)  
Cllr Nick Wright (Caxton & Papworth)  
Cllr Peter Topping (Whittlesford)  
Cllr Grenville Chamberlain (Hardwick)  
Cllr Van de Weyer (Barrington)  
Cllr Claire Delderfield (Sawston)  
Cllr Rod Cantrill (Newnham)  
Cllr Neil Gough (Cottenham)  
Cllr Kelley Green (Petersfield)  
Cllr Dave Baigent (Romsey)  
Cllr Colin McGerty (Queen Edith's)  
Cllr Grace Hadley (Coleridge)  
Cllr Greg Chadwick (Castle)  
Cllr Steven Hunt (Histon and Impington)  
Cllr Geoff Harvey (Balsham)  
Cllr Peter McDonald (Duxford)  
Cllr John Williams (Fen Ditton & Fulbourn)  
Cllr Heather Williams (The Mordens)  
Cllr Alex Malyon (Longstanton)  
Cllr Dave Baigent (Romsey)  
Cllr Martin Smart (Kings Hedges)  
Mike Hill Interim Chief Executive of South Cambridgeshire District Council  
South Cambridgeshire District Council Housing Officer

## **Group Task 1: Key Issues: Challenges and Opportunities: Housing**

### **Challenges**

#### Wellbeing and Equality (4)

- Ensuring young residents can afford to continue living here
- Housing security
- Addressing housing inequality
- Lifetime homes

#### Jobs and Employment (6)

- Enabling people to live close to where they work / services (3)
- How to ensure affordable housing for keyworkers / low income workers / young professionals (2)
- Home/work units

#### Environment including Infrastructure (4)

- Resisting clone housing estates and retaining local character (2)
- Delivering good housing and mix of tenure (types of building)
- What will visitor accommodation look like in 20 years' time?

#### Transport (3)

- Housing which also lessens need to own a car (2)
- Homes near to good / cheap transport facilities to workers

#### Climate Change (1)

- House comfort in climate change

**Total comments: 18**

### **Opportunities**

#### Wellbeing and Equality (6)

- Allow for truly affordable housing (3)
- Promotion of co-housing / lifetime homes where old and young can live together (2)
- 20% of the housing delivery to be Council housing

#### Jobs and Employment (4)

- Integrate employment sites and new homes (2)
- Include more homes tethered to jobs
- Allow for rise in working from home trends

#### Environment including Infrastructure (2)

- Raise quality of housing
- Think beyond delivering just a housing estate

#### Climate Change (1)

Sustainable zero carbon homes

## Wellbeing and Equality

### Challenges

#### Wellbeing and Equality (11)

- Delivering sustainable growth while improving quality of life (2)
- Proper funding of education
- Delivering primary healthcare
- Maintaining diverse communities and cultural activity
- An aging population
- Isolation
- Addressing inequalities effectively
- Changing composition of family unit
- Integration with existing community
- Spreading benefits of economic growth

#### Environment including Infrastructure (2)

- Maintaining vitality in small villages
- Digital connectivity

#### Transport (2)

- Improving accessibility (2)

#### Other Spatial Issues (2)

- The planning system has not caught up with the way demography and society has changed
- Getting it right – communication vs coordination (between different bodies and with local communities)

Total comments: 17

## Opportunities

#### Wellbeing and Equality (14)

- Educational Opportunities: (4):
  - More pre-school provision that creates aspiration from an early age
  - Link people to skills needed in wider area
  - More 6<sup>th</sup> form provision
  - Introduce a 'Duke of Cambridge' award programme in this region, similar to 'Duke of Edinburgh' for young people
- Designing places for elderly / young people (2)
- Ensure everyone benefits from growth and success
- Provision for the Gypsy / Traveller community
- Health and Wellbeing
- Safe areas for all to live a healthy lifestyle
- Reduce healthcare costs by improving environment and sense of wellbeing

- Create / foster real communities not just developers promoting this
- Spaces for Art
- Integration with existing community

#### Jobs and Employment (3)

- Encourage local food supply
- Exciting and innovative shared spaces e.g. Piazzas that can be used for outside (arts, plays, markets etc.)
- Spreading economic growth

#### Environment including Infrastructure (4)

- Broadband infrastructure (2)
- Opportunity for building cultural centres – outside of the city
- Allow for modern technology to connect people on a local basis

**Total comments: 21**

## **Jobs and Employment**

### **Challenges**

- Do we try to deliver a thriving local high street or accept rising trend of online shopping? (3)
- Managing employment change (2)
- How to manage vehicular deliveries to homes (2)
- Need to agree on how we want employment to look across Greater Cambridge – Concentrated / distributed etc.
- How to accommodate growth of health and science sector
- What will retail look like in 20 years?
- Explaining to the existing population the benefits of economic growth
- How to manage economic growth which does not end in infrastructure gridlock
- Need to acknowledge that we need to keep employers happy to ensure they stay in area (and provide lower paid employees)
- Appears that large companies can bypass local planning system

**Total comments: 14**

### **Opportunities**

- Flexible employment space for growth – from small, medium to large and including click and collect opportunities (4)
- Digital infrastructure that supports remote working in co-shared community and shared spaces by reducing commuting (4)
- Partnership between big employers and communities and schools to promote employment Opportunities
- Making sure that local people have the skills that employers need
- Out of town (Cambridge) shopping centre in South Cambs?
- Reduce retail space – make space for gatherings / music / picnics

- Space for small businesses to grow beyond the spare bedroom / shared space activities
- Enable growth of health and science sector
- Opportunity for job creation in housing, planning and building professions
- Jobs should be planned near houses
- Maintain link between university & businesses
- Maintain & promote economic growth

**Total comments: 18**

## **Environment and Infrastructure**

### **Challenges**

- Keep Greater Cambridge's unique and distinctive character (while protecting the boundaries between city / village) (6)
- More innovative ways of achieving higher densities sustainably while extending urban areas (3)
- Not destroying smaller villages / Cambridge's famous reputation as successful academic / innovation city (2)
- Local build and natural diversity
- Attractiveness
- Viability
- Land supply
- Infrastructure
- Facilities
- Keeping up with technological advances

**Total comments: 18**

### **Opportunities**

- Capturing and reinforcing the distinctive characteristics of villages and city centre while promoting sustainable growth (3)
- More promotion of the USP of Cambridge
- Modern, sustainable distinct design that uses innovative building materials in future development of building and green spaces
- Developers to deliver infrastructure
- Raise the density in new developments
- Opportunity to review village hierarchies
- Opportunity for enhancing and developing use of technology in built environment
- More effective land value management

**Total comments: 10**

## **Transport**

### **Challenges**

- Putting high quality active public travel options at the heart of communities (4)
- Accommodating future travel options and uncertainty in Greater Cambridge (Autonomous vehicles; Metro; East/West rail; rise of electric cars). (2)

- How to discourage transport options that have little or no impact on air quality (mass rapid transport vs. personal transport) (2)
- Congestion (2)

**Total comments: 10**

## **Opportunities**

- Provide facilities that do not need travel (5)
- Provide radical green public / sustainable interconnected transport network that connects home to work, leisure and facilities (3)
- Encourage communities to promote walking and cycling (2)
- Eliminate private vehicles to reduce fossil fuel use (2)
- Make available charging points for electric vehicles and cycles which will accelerate electric vehicle uptake on and off-road (2)
- Address cycling issues: current shared pedestrian/cycle routes are unsafe. Electric cycles and sport cycling speeds excessive
- Enact the 'last mile' principle in commuting
- Keeping cars on the outside of development

**Total comments: 17**

## **Climate Change**

### **Challenges**

Climate Change: (12)

- Delivering the 2050 zero carbon target (5)
- Providing land for carbon offsetting and environment banking / carbon offsetting (2)
- Air quality
- Sea level rising
- Flood risk – changing share of flood zones
- Reduce air pollution
- Climate change

Energy: (6)

- How to provide sufficient energy infrastructure (security, capacity, storage constraints) (5)
- Replacing fossil fuels as a source of energy

Water (7)

- Water supply including potable water provision (4)
- Drainage
- Addressing the water issue. We will need to do it eventually!
- Biodiversity

**Total comments: 25**

## **Opportunities**

Climate change:

- Carbon neutrality (or better)

Energy: (2)

- Clean, green hi-tech data servers vs carbon-heavy 'streaming'
- Sustainability / energy efficiency to fuel costs in existing housing

Biodiversity: (2)

- Going green in a practical way
- Delivering more biodiversity in every new development

**Total comments: 5**

## **Biodiversity and Green Spaces**

### **Challenges**

Biodiversity (5)

- Identifying offsite land for biodiversity / carbon offset and its relationship with space standards and how it impacts quality of life (2)
- Restoring biodiversity
- Protecting biodiversity
- Leading (not lagging) on climate action.

Green Spaces: (9)

- How to increase density while increasing greenspace / natural capital needs (3)
- Encouraging access to the outdoors (2)
- Green natural capital provision accounting for transport
- Management of green spaces
- Growth vs green space
- Tree cover growth

**Total comments: 14**

### **Opportunities**

Biodiversity: (2)

- Going green in a practical way
- Delivering more biodiversity in every new development

Green Spaces: (10)

- The reform of land from agriculture to amenity use (2)
- Prioritising local food sources (2)
- More local green spaces, vistas, views, cherished places, not necessarily covered by protections (2)
- More access to Green Infrastructure (2)
- Identify land for large scale tree planting
- Enable off-grid / zero carbon communities

**Total comments: 12**

## **Other Spatial Issues**

### **Challenges**

- Funding (2)
- Ability to set a high goal for sustainable growth in buildings, transportation
- How to mitigate Government interference
- Impacts from Brexit
- Planner resource
- Better public engagement How to get people to accept growth

**Total comments: 7**

### **Opportunities**

- Using Brexit to allow changes in land uses

**Total comments: 1**

## **Group Task 2: What do we need to do to respond to these issues? (How radical do we need to be?)**

### **Housing**

- Accommodation for key workers
- Marmalade Lane type housing could be replicated (co-housing development)
- Building adaptations for older people into housing from the start
- Lifetime housing

### **Wellbeing and Equality**

- More facilities for older children; alcohol free social spaces, recreation, ball games allowed, prepare spaces for ball games. (3)
- Reduce inequality, but how? Look at the evidence for how other Local Authorities have tackled equality in other areas (2)
- Full time sustainable food officer – education on how to grow own food. Community officers to support education for food growth? (2)
- Multi – generational living (lifetime homes / flexible living units)
- Understanding what levers are available to influence and shape positive behaviours
- Reinforce culture
- Virtual community acknowledgement
- Village hub / networking

### **Jobs and Employment**

- Community office/co-working space/better Wi-Fi/broadband to enable remote working. Smarter distribution between breakout centres and hubs (2)
- Upskilling local people to get jobs in the local economy
- Incentivise businesses to move to certain locations (not just planning)
- Recognise and provide for home working in villages



- More farmers markets

## **Environment and Infrastructure**

- Reconsider Opportunities: for increasing density
- Appreciate diversity between villages and have a subjective approach
- High density orientation: 8 storeys guideline (City) 3/4 storeys in villages (flats)
- Defining priorities that land must achieve to gain permission
- Ensuring all development has good access
- Max permeability of new developments

## **Transport**

- Circular routes around Cambridge
- Excellent public transport and cycling and walking connections (2)
- Encourage reduction in use of the car – subsidise buses, reduce car spaces, mass pedestrianisation (3)
- Rapid transit with parking or stops – See European examples
- Electric car provision
- Good, public transport orientated developments

## **Climate Change**

- Local food opportunities: Have a farming section in the local plan (3)
- Establish renewable energy mechanisms (2)
- Consider moving all cladding
- Reduce water usage
- Flood resilient homes: Raise infrastructure to protect homes?
- Stop plastic bags in superstores / Plastic packaging
- Co-operative energy
- Re-use of water / grey water
- Local energy generation
- Centralised heating system
- No gas boilers in new developments
- Require carbon offsetting for existing housing

## **Biodiversity and Green Spaces**

- Don't build in the Fens – cost of monitoring drainage and sea level rise
- Afforestation
- Establish metrics for measuring success on carbon / biodiversity aims
- Define purpose of Green Belt
- Public open spaces
- Community woodland / commercial woodland
- Greenways connecting villages
- Build green spaces into development from the start - allotments should not come last

## **Other Spatial Issues**

- Acting together [Cambridge City and South Cambs planning depts] - Use language such as “us and our” not “you and your” (2)
- Allow more localised thinking
- Engagement:
  - Local Members have a key role to play:
    - Mail drops
    - Gather Parishes to say their ideas
    - Need to stress the key time to input
  - Neighbourhood Plans and Village Design Guides
  - Have a specific officer to support and focus
  - Profile is not diverse - we need to engage different groups
  - Neighbourhood Plans not intended for change
- Data-driven decision making: Individual datasets i.e. per village to identify subjective issues
- Simplification in publications avoid limiting conversation. Clear communication – articulating a vision for why the change will help & what it will look like
- Attend Primary schools (fetes/fairs)
- Engage with difficult conversation
- How we communicate – better reach, hard to reach groups, competitions
- Policies – reduce number of executive summaries in digits format

## **Group Task 3: Reflections on previous Local Plan Process:**

### **Engagement:**

- People don't know about it
- More workshops – fewer exhibitions
- Reach whole community
- Consult with schools, supermarkets, medical centres, libraries, community centres – not just the ‘usual’ people (2)
- Routes to help young people feel involved – go to them
- Education on what local plan is and how it affects them
- Communications – taking residents along on each stage
- Avoid feeling of being ‘done to’
- Available as an app as well as online – accessible to everyone
- Need to be more open and provide information during examination
- Co-housing. Tell people about it!
- Direct district Council engagement with parishes
- Facebook engagement with greater / general population
- Capture the views of young people
- All information on a parish should be presented to residents in draft form (Info may later be dispersed around the Local Plan)
- Parish based Local Plan groups would be useful in addition to parish councils

- Community Whatsapp groups (256 residents can fit into one group)
- Community workshops along the same lines as this event
- Communicate through Members
- School newsletters to age 18 (A Levels)
- Parish magazine engagement
- Local TV, radio for publicising Local Plan
  - Consultations:
    - Call for Sites Consultation
      - Provide more information
      - Timetable
      - How sites are tested

### **Content / Evidence:**

- Check robustness of data at each stage of Plan preparation
- Understand housing land supply / delivery test issues
  - Be more flexible in accommodating these

### **Process:**

- Locus of decision-making was very unclear
- Myth-busting / positivity approach
- Members need much more training in the Local Plan process than I had. Everyone seemed to be talking in incomprehensible acronyms
- Lack of joined up thinking between authorities
- Consult using questions that help root the local plan in real situations/real life

## **Statutory Consultees, Interest Groups and Service Providers Local Plan Workshop**

**16 July 2019**

10.30am-12.45pm

Council Chamber, South Cambridgeshire Hall, Cambourne Business Park,  
Cambourne, CB23 6EA

### **Personnel:**

**Welcome and Introductions:** Cllr Tumi Hawkins, SCDC; Cllr Katie Thornburrow, CCC

**Presentation Chair:** Paul Frainer

**How the Local Plan process will engage with this?** Philip Bylo

**Conclusions and next steps:** Paul Frainer, Caroline Hunt, Philip Bylo; Cllr Tumi Hawkins, SCDC; Cllr Katie Thornburrow, CCC

**Facilitators:** Jon Dixon, David Roberts; Stuart Morris; Nancy Kimberley, Caroline Hunt & Philip Bylo.

**Scribe:** Marie Roseaman

## **Attendance**

Cambridge University  
IWM Duxford  
Carbon Neutral Cambridge  
Cambridgeshire Fire and Rescue Service  
Conservators of the River Cam  
Forestry Commission England  
British Horse Society  
Cambridge and District Citizens Advice  
Cambridgeshire and Peterborough Combined Authority  
Greater Cambridge Partnership  
Cambridge Area Bus Users  
The Wildlife Trust  
Cambridgeshire County Council  
North Cambridge Academy  
Camcycle  
Cambridge Sustainable Food  
Cambridge Area Bus Users x2 delegates  
Swavesey & District Bridleways Association x2 delegates  
Cambridge County Council x4 delegates  
National Trust  
Cambridge Past, Present and Future  
Campaign to Protect Rural England (CPRE)  
Cambridge Commons  
Cambridge Water  
Environmental Agency  
Natural England  
Stagecoach East  
Openreach x2 delegates

## **Group Task 1: Key Issues: Challenges and Opportunities:**

### **Challenges:**

#### **Housing**

- Affordability (2)
- Overcrowding
- Housing and Jobs and growth need to be co-located

**Total comments: 4**

## **Wellbeing and Equality**

- Reducing obesity and improving health and wellbeing: Providing Opportunities: for sport & physical activity, managing biodiversity impacts (3)
- Ageing population (2)
- Health: Changing models of NHS long term planning (2)
- Provision of spaces for market gardens. Resilience in local food system (2)
- Supporting new & existing communities and infrastructure impacts of growth (2)
- Access to healthy and sustainable food
- Community buy-in to the growth agenda
- Funding new sites for education infrastructure
- Reducing inequality
- Impact of London overspill

**Total comments: 16**

## **Jobs and Employment**

- Rate/rent/rebate for sustainable businesses
- Future of farming

**Total comments: 2**

## **Environment and Infrastructure**

- Renewable & fabric first inclusion/approach to new builds (domestic and commercial)
- Is the level of growth appropriate?
- Engineering of buildings. E.g. sprinkles, density of population, build-up of construction material
- Building quality – lack of understanding on five requirements
- Fast growth, new developments appearing without evaluating the impact on the area/settlements already there
- Funding major infrastructures
- Privacy of developers
- Regional context; how does GC respond to regional drivers
- ‘Don’t Kill the Golden Goose’ keeping what makes Cambridge special

**Total comments: 9**

## **Transport**

- Mass sustainability transport (congestion can be a barrier sustainable to growth and general movement) (5)
- Increased vehicle movements (albeit on many newly engineered roads)
- Improving Opportunities: for walking and cycling
- Transport connectivity – reconnecting settlement / villages / towns which have become isolated
- Long term implications of transport provision

**Total comments: 9**

## **Climate Change**

### Green Infrastructure (1)

- How does policy for 'Doubling Local Nature' endorsed by Nat Cons & Combined Council tally with Arc/Express

### Climate Change (9)

- All new buildings/housing to be carbon zero earlier than 2050 (2)
- Environmental degradation from the ox-cam arc including express way
- Loss of countryside and greenfield
- Green/blue infrastructure
- Transmitting climate pledges into action
- Choosing between drastic carbon aims or growth agenda
- Good design in housing, transport
- Net zero carbon vs lifestyle habits

### Energy (3)

- Availability of energy infrastructure in the local area, including green infrastructure (2)
- Electrification – Grid capacity. Transport, Housing, Renewable Generation, Electric Vehicles, No Gas

### Water (6)

- Water supply – finite resources in South East (2)
- Water supply and electricity for new developments
- Availability of sewerage & sewerage treatment infrastructure
- Pressures from Environment Agency to reduce abstractions for water supply
- Future – proof for better use of utilities in new homes (i.e. allow for water recycling in future, if no new)

**Total comments: 19**

## **Other spatial issues**

- Governance between councils and other organisations

**Total comments: 1**

## **Opportunities:**

### **Housing**

- Deliver 1 million homes

**Total comments: 1**

## **Wellbeing and Equality**

- Community food growing spaces for all new housing development
- Opportunities: for better communities – How to build real communities (addressing transience) (2)

**Total comments: 2**

## **Jobs and Employment**

- Massive expansion/development of clean tech sector
- New, skilled workforce
- Growth benefitting only R&D level jobs (high skill)
- Flexible work life patterns – designing homes to be multi-functional

**Total comments: 4**

## **Environment and Infrastructure**

- Opportunities: for integration of urban and rural areas whilst protecting both, creating holistic developments that attract people to live and work (5)
- Work Closely with central government on growth agenda
- Implications of wider site development
- To provide digital, Broadband & Mobile infrastructure
- New building technologies

**Total comments: 9**

## **Transport**

- Cycling and e-bikes (2)
- Better transport
- Creating more walking and cycling offers

**Total comments: 4**

## **Climate Change**

Green Infrastructure (5)

- Cambridge Green New Deal
- Building locally & naturally.
- Tree cover – not enough. How to find land for this?
- Integrating green infrastructure in planning new plan
- Using the environmental to prevent ill health

Climate Change (3)

- Utilising the river as a green corridor when looking to offset environmental impact of population growth
- New developments must offset environmental impact @ net zero
- Issues of over-heating – land / house / natural.

Water (5)

- High quality and effective SUD's, water re-use (2)
- Water stressed region, river & stream dying, not enough water, sewage big issue
- Development scale water re-use/recycling schemes (i.e. Eddington)
- Compulsory features such as domestic sprinklers

Biodiversity (2)

- Biodiversity Net Gain vs Growth ambition. Where is the compromise?

- Doubling nature/nature recovery

**Total comments: 15**

### **Other spatial issues**

- Citizens assembly for the local plan
- Issue and options Paper – How to make the best use of space available
- Governance

**Total comments: 3**

## **Group Task 2: What do we need to do to respond to these issues? (How radical do we need to be?)**

### **Housing:**

- Less dispersed, denser living
- This Local Plan is so quick after previous adoption. We are yet to understand impacts of housing mix
- Jobs/Location not same as houses
- More housing developments like Eddington. (Higher density development – don't be afraid of this.)
- Tackle affordability – provide land for self-build in every site & role of local authorities as landowners

### **Wellbeing and Equality:**

- Some communities felt not listened to in both City & SCDC
- Welcome the idea of garden communities – mixed generations / housing / density
- Design of communities – key issue
- Well-being of residents – what is successful – feedback e.g. Marmalade Lane
- Rural areas – less travel. Still need facilities – doctors etc.
- Address - to provide more communities benefits (communicate the challenges)
- Supporting local/rural communities.
- Need integrated new urban & rural developments with houses, jobs, retail & services.

### **Jobs and Employment:**

- Some doubts about basic evidence about jobs and homes needed to satisfy economic needs.
- Support small businesses
- More employment in villages – small workshops
- Challenge the viability argument in valuable areas
- Local jobs also important to balance high tech
- Viability – don't compromise & get lower provision

### **Environment including infrastructure:**

- balance taller buildings with green spaces



- Strategy – question dispersed pattern of development more
- Location of developments require more thought.
- Better spatial approach
- Sustainable construction pattern.
- Enable more mixed land uses

### **Transport:**

- Excellent & affordable public transport
- Joined up transport – e.g. cycle, parking, bus stops
- Travel hubs featured more in Local Plan

### **Climate Change:**

- Net zero carbon – Require developers to provide exemplar developments.
- Water – capacity of natural environment
- Biodiversity; protect, link and expand existing sites
- Protect the natural environment – importance of natural spaces for the health and well-being as well as managed spaces
- Green lungs – Green Infrastructure led spatial patterns

### **Other Spatial Issues:**

- Engagement:
- Better engagement with local communities
- Not enough effort made to explain policy choices
- Better methods needed for engagement, such as Citizens Advice
- How to encourage our younger residents to get involved
- Joined up assumptions/at different levels of governments – CPCA/County District

## **Group Task 3: Reflections on previous Local Plan process**

### **Engagement:**

- More workshops please
- Get together a group of related interest groups – so can input into policies from the start
- Involve public more at early stage,
- Use clearer, and less jargon in policy wording
- Wider consultation – lots of people don't even know what a local plan is so tell them
- Outreach – Need a robust communications strategy to reach hard to reach groups
- Include a greater proportion of community and keep them engaged (need to bring the Local Plan to life
- Streaming ads – Facebook, YouTube?
- Examination: advice/training per community groups to know how to represent
- Consultees provide opportunity to comment informally on early draft policies
- Innovative engagement with hard to reach groups

- Need to communicate associated implications of growth sites
- Allow time for experts to input to the process
- Ensure Cambridge and Peterborough Combined Authority input as new key producing relevant strategies

### **Content / Evidence:**

- Not enough inclusion of biodiversity net gain
- Objectively Assessed Need for housing / standard methodology was OK
- Housing need / shelter? Important issues that need attention in this Local Plan
- Rural developments/allocations need to have alongside them the necessary range of infrastructure
- Climate changing - increased drought risk to already dry land
- Irrigated agriculture – appropriate crops in dry region
- Urban sprawl and SW run-off taking rainfall away from the rivers/groundwater
- New developments to have water consumption lower
- Need to include more up to date evidence on the three strands

### **Process:**

- Process took too long. Will there be similar problems with a combined plan?
- Disenfranchisement due to length taken in creating and examining the plan
- Collaborative approach to sports
- Provision should be made for equestrians at the outset
- Transport authority should be informed at an early stage in intensifying growth sites – need an integrated process
- Set clear policy targets e.g. % sustainable transport & developments
- Contributions should be on an area basis – not individual sites
- Put the right policy requirements in the Local Plan and don't leave important requirements to an SPD – how to make sure it has right DM process
- Consistency throughout Local Plan

## **Landowners, Developers and Agents Local Plan Workshop**

**17 July 2019:**

10:30am - 1:00pm

Council Chamber, South Cambridgeshire Hall, Cambourne Business Park,  
Cambourne, CB23 6EA

### **Personnel:**

**Welcome and Introductions:** Cllr Tumi Hawkins, South Cambridgeshire District Council (SCDC) and Cllr Katie Thornburrow, Cambridge City Council (CCC)

**Presentation Chair:** Paul Frainer

**How the Local Plan process will engage with this?** Philip Bylo

**Conclusions and next steps:** Paul Frainer, Caroline Hunt, Philip Bylo; Cllr Tumi Hawkins, SCDC; Cllr Katie Thornburrow, CCC

**Facilitators:** Jon Dixon, David Roberts; Stuart Morris; Nancy Kimberley; Caroline Hunt & Philip Bylo.

**Scribe:** Marie Roseaman

**Attendance:**

Infinity Architects

Barton Willmore x2 delegates

Hallam Land Management Ltd.

Grosvenor

Deloitte x2 delegates

Scott Properties

Sherwood Architects

Strutt and Parker

Quod x2 delegates

Axis Land Partnerships

Bidwells

Cheffins

Pelham Structures

Turley

Barker Storey Matthews

Bloomhall

Axis Land Partnerships

Carter Jonas x2 delegates

Endurance Estates

Rapleys

Orchestra Land

Brown and Co.

Kings Gate Management Company (Cambridge) Ltd.

Sphere 25

Savills

Bryant Land and Property

Lichfields

Orchestra Land

Gladman

Eclipse Planning Services

Planning and Architecture

CHS Group

Taylor Wimpey East Anglia

University of Cambridge

Durman Stearn (Civil Engineering Limited)

Pegasus Planning

Heydon Grange x2 delegates

Heydon Grange

Landowner at Papworth Everard/A1198

## **Group Task 1: Key Issues: Challenges and Opportunities:**

### **Housing**

#### **Challenges**

- Addressing the housing crisis: Providing a choice of houses, not just for tech sector but for home working etc while at the same time supporting innovation reputation (4)
- Increase housing supply in time to meet needs and housing delivery dates (5)
- Housing tenure models – are attitude to rentals changing? (2)
- Affordability compared to commuting costs / time (4)
- Too much reliance on new settlements.
- Question delivery dates and 5-year Land supply.
- A more balanced distribution – less reliance on large new settlements

**Total comments: 18**

#### **Opportunities**

- Meeting changing housing tenure models and housing market supply better (3)
- Being creative on housing types on sites such as custom and self-build and give preference to promoters doing this (2)
- Focus housing near employment and vice versa
- Recognising housing models beyond housing standards can deliver high quality
- Building houses in a way that they consume less energy, make efficient use of energy and use renewable energy

**Total comments: 8**

### **Wellbeing and Equality**

#### **Challenges**

- Ageing population; how do we plan for this?
- Urban centres diversification away from retail to social interaction centre
- Population growth
- Delivering the growth needed but which impacts positively on transport, environment, design, wellbeing and the needs of the community
- Keeping residential amenity

**Total comments: 5**

#### **Opportunities**

- Delivering the growth needed but which impacts positively on transport, environment, design, wellbeing and the needs of the community (2)
- Grow small villages as they already have the start of a settlement
- Urban centres: diversification away from retail to social interaction centre  
Well-designed new neighbourhoods

**Total comments: 4**

## **Jobs and Employment**

### **Challenges**

- Meeting need for skills / trades / workforce
- Land value/Development cost
- Supplying the rural economy
- Flexible labour market.
- Travel to work
- Future of manufacturing and distribution
- Equitable and flexible employment offer
- Difficulties recruiting and retaining staff due to high cost of living
- Employment: need sites for business relocations from Cambridge (and NE Cambridge for example). Small scale, affordable – B1/B2. NOT just large-scale Science Parks.
- High land value – provides Opportunities: in Cambridge  
Cambridge economic success is spatially concentrated on the City – does not readily disperse

**Total comments: 10**

### **Opportunities**

- Promote flexible R&D employment space – especially zero carbon industry and reinforce tech development (2)
- Land value: set out realistic expectations. Plan meeting stage to ensure that landowners have realistic expectation of value if allocated (2)
- Embrace technology in job growth: Home working/flexible hours
- Marshall relocation – lots of potential on land but may lose major employer
- Re-purposing town centres to return to a thriving economy
- Use the plan to support national and regional objectives for Cambridgeshire to be an 'engine' for growth – post Brexit
- Supporting innovation with a flexibility in policy
- Unique knowledge economy with huge potential

**Total comments: 10**

## **Employment and Infrastructure**

### **Challenges**

- Deliverable and realistic timescales, managing growth successfully, ie: delays in discharging planning conditions. No encouragement for pre-apps given huge delays, Committee referrals, streamlined planning process (5)
- Balanced spatial approach needed. Need planned undispersed village growth as well as urban growth – more deliverable, village vitality. For example, overcoming small village nimbysism, but keeping villages as villages (4)
- Making more sustainable development
- Increase planning resources
- Problem of success – how do we keep it up?
- Macro growth vs micro impacts

- Infrastructure, especially making timely decisions on preferred options so not to impact on delivery
- Off-site infrastructure
  - cost/options.
- Resilience testing, flexibility testing -robustness clarity / certainty

**Total comments: 16**

### **Opportunities**

- “Improve” Greater Cambs
- Looser boundaries
- Deliver better digital networks
- Attractive environment
- Drafting succinct planning policies which are positively worded yet enable flexibility and options in the delivery of appropriate development
- Willingness and ability to embrace technology and new approaches to living / working / moving

**Total comments: 6**

### **Transport**

#### **Challenges**

- Delivering sufficient transport infrastructure to achieve sustainability objectives as technology improves (4)
- Transport too expensive and unreliable (3)
- Congestion. Leads to difficulties in recruiting; impacts on air quality. We need better links (2)
- Rural transport with Greater Cambridge. Support rural communities
- Green belt transport
- Connecting homes and jobs

**Total comments: 12**

#### **Opportunities**

- Last mile infrastructure - coordinate delivery
- Aligning transport and growth
- Changing transport technologies
- Rural transport with Greater Cambridge. Support rural communities
- Have more distribution hubs
- Transport development into eco-friendly modes of movement
- Cycle culture
  - Connectivity – between Oxford and London needs improvement

**Total comments: 7**

### **Climate Change**

#### **Challenges**

Green Infrastructure (8)

- Green belt does it need a review? (7)

- Getting greener infrastructure into design from outset, not as bolt on

#### Climate Change (3)

- Implementation of net gain. How will this be achieved?
- Costs of net zero Carbon Dioxide
- Balancing carbon agenda with heritage concerns

#### Energy (3)

- More coordinated district energy scheme
- Electricity grid – electric cars
- Utilities infrastructure capacity

**Total comments: 14**

### **Opportunities**

#### Green Infrastructure (3)

- Releasing green belt on the edge of settlements. It should not be sacrosanct, should be reassessed (3)

#### Climate Change (2)

- Encourage greater sustainability
- Using innovative technology in planning

#### Energy (2)

- Try to encourage car clubs/charging points. Brighton has over 200
- More coordinated district energy scheme

#### Biodiversity (3)

- Embed net biodiversity gain into all developments
- Enhance biodiversity
- Make greenbelt work for biodiversity. Net gain/Carbon dioxide

**Total comments: 10**

### **Other Spatial Issues**

#### **Challenges**

- Joined up thinking – SCDC/CCC - resolving 'overall process' (2)
- Drafting succinct planning policies which are positively worded yet enable flexibility and options in the delivery of appropriate development (2)
- Competent personnel Council side
- Community opposition
- Big issues first
- National policy is too blunt
- Governance issues: GCP, CA, LPAs, CCC not joined up. Confusion and delays
- Heritage Assets – move away from focus on preserve to enhance

**Total comments: 10**

### **Opportunities**

- Longer planning horizon. Don't just plan for the minimum Local Plan period (2)
- 'Giving the LPA a chance by being properly funded and resourced' (2)
- Establish new set up (Greater Cambridge)
- Regain confidence of developers/promoters/Agents
- "Correct" process and speculative successful applications
- Planning Services resourcing and experience.
- Working partnership between Local Authority and the development market to be established. Meeting regularly during plan process

**Total comments: 9**

## **Group Task 2: What do we need to do to respond to these issues? (How radical do we need to be?)**

### **Housing:**

- Support custom build, housing models and self-build, plus different affordable models
- Provide target numbers for housing in more sustainable villages
- Densification in housing: Height/mansion blocks. More accessibility
- Wider scope for affordable housing provision – not just through market housing

### **Wellbeing and Equality:**

- Higher level of engagement with communities throughout the process (2)
- Schools provision: needs to look further ahead – positively plan – early investment and timely provision
  - community use of schools
  - need to identify land early and get money early
- Grow small villages – Community led housing
- LAs to take greater role in influencing national policy to capture key local objectives

### **Jobs and Employment:**

- CAM-OX corridor essential for Cambridge
- Employment – qualitative and location more important than quantitative.
- Give serious consideration to private sector business needs and recommendations from Cambridge Ahead and CPIER
- Land value capture/CIL/will affect land availability

### **Environment including Infrastructure:**

- Allocate specific sites / Over allocate sites to improve delivery/including more smaller sites in the villages (2)
- Implement Design Codes



- Better digital infrastructure
- Reserved sites should be prioritised over allocations
- Growth in new settlements; urban but also villages
- Settlement boundaries: be more flexible to allow determining inspectors to acknowledge sustainability
- Cambridge fringes are the best locations for sustainable development

### **Transport:**

- Think strategically with transport infrastructure
- Improve public transport and consider new transport technology
- Also consider transport in light of Ox-Cam corridor
- Transport from Park & Ride – city centre – key area to improve
- Incentives for getting out of cars, e.g. free Park & Ride buses
- Need Green Belt review around transport nodes
- East – West rail transport hubs – but what will the needs be in 15 – 20 years' time?
- Developers contribute to major new transport infrastructure

### **Climate Change:**

- Energy Company for Greater Cambridge – robust and affordable – boosting solar PV including energy storage
- Greentech
- Carbon neutral – cost burden, viability
- Redistribute GB – off set carbon – areas for trees and net gain for biodiversity
- Get infrastructure providers on-board in Local Plan process to understand how impacts on development strategy and costs, e.g. water, power, including new technologies. Potential role for Cambridge Peterborough Combined Authority? Local infrastructure forum? Role for connecting Cambridgeshire.
- Local energy generation on strategic sites
- Categorise Greenbelt status
- Opportunities: to fund low carbon infrastructure
- Roll back Green Belt – or redistribute to allow development closer to Cambridge

### **Other Spatial Issues:**

- Engagement: engage with wider cross-section of community (include young people) and how to meet their needs (not just those who shout loudest) (4)
  - more digital
  - commitment from members and Parish Councils to be community leaders and not just blockers – education required
  - building a community conversation (does not work up commuter dormitories?)
    - connect into primary schools (key part of community) and engage with their needs
- Neighbourhood plans: look at wider area? – i.e. masterplan for villages?
  - be more positive. What do they want from development?
  - delivery of homes?

- Local Plan
  - more core strategy and CDF type approach = more flexible and supported by more detailed evidence
- Greater role for Neighbourhood plans
- Local Plan should provide more certainty
- Planning decisions more policy led and not political. Committee members need to endorse officers' recommendations more
- Dedicated team to implement the plan
- Plan should cover 50 years
- Longer term strategy with policies reviewed regularly to deliver the strategy
- Flexible policies
- Empowerment of Planning Officers
- Buy in from the public
- More informed members
- Members to trust Officers
- Raise profile of Planning within the Council (s)
- Increased resources in Planning Department
- Early infrastructure funding and delivery
- Dedicated steering groups set up as soon as site draft allocations – Parish Councillor, Developer, LPA
- More joined up and effective governance (GCP/CA/LPAs, etc)
- Encourage more Neighbourhood Plans
- Simplified planning zones (or similar – Bicester ex)
- Longer term planning – 2050/60
- Shame that we do not have regional plans
- Consider annual review of specific policies to help keep up with fast changing world and national policy/guidance
- Focus on local policies needed – rely on national policy where appropriate to help achieve streamlined plan

### **Group Task 3: Reflections on previous Local Plan process:**

#### **Engagement:**

- Local plan engagement – needs to continue through examination once plan is fixed
- Difficult to communicate why Plan took so long. Need a better strategy this time around (2)
- Be positive about the good things
- Consultation with all areas/groups listening to people
- Understanding of strategic process? Getting to key local organisations
- Refusal to listen to local knowledge in allocations – agents need to be prioritised

## **Evidence / Content:**

- Documents – visual local plan. User friendly with clarity, summary/technical, not too heavy / technical. Perhaps include a concise summary? (4)
- Evidence – focus by priorities discussed not just generic
- Need to state what a Local Plan is and what's in an SPD? To give more flexibility in going forward
- 5-year supply created a lack of confidence
- Are we checking we are making the most of permissions – are we monitoring all conditions? Are some key assets being lost? What does that mean for local plan?
- Influence developers to create a playing pitch strategy / indoors sport
- Flexible plan needed
- Overall objectives – happy/healthy communities
- Conversation in Local Plan about realities of economic growth (international nature of tech sector reinforces economy but also limits opportunity for low income groups) (3)
- Retrofit of existing homes – can we fund this through developer contributions
- Not enough land for housing
- Need more thorough evidence
- Protect our green belt & village identity
- Need new plan that meets anticipated needs of area & stick to it
- More landscape strategy
- Undermined by 5-year supply issues. Standard method should help (2)
- Transport evidence: Not integrated, too late (2)
- Challenges through delay and examination as most policies were focussed on delivering the minimum (2)
- Did not meet housing needs to older/younger people
- Numbers driven – too focused on targets
- Inconsistencies between City and SCDC evidence documents, e.g. green belt study update
- Greater range of sites would be good
- Late integration, e.g. housing trajectory
- Infrastructure reliance on large sites
- Need to look further ahead
- Lack of consideration of walking trail in previous Local Plan
- More certain policies – do not want to be able to read in different ways
- Shorter and simpler – fewer options which conflict less with other policies in the Plan
- Too wordy, especially Cambridge City Local Plan
- Need more opportunity Areas in Cambridge
- Consider carefully any DPD/SPDs after Local Plan as they slow down delivery
- Proportionate/timing of evidence

## **Process:**

- Objections to development thrown out by inspector who has little local knowledge
- Mistake to have joint examination. SCDC / CC have different local needs (2)
- Should East Cambs have been linked through the Cambridge/SCDC examination?
- Rank sites according to suitability, so you can add sites if needed
- High cost of plan process (2)
- Sensible development commencement needed
- Development search – had not genuinely followed a sequential approach
- Need enough clarity in Local Plan policies for land value purposes, but not too much detail

## **Cambridge Residents' Associations and South Cambridgeshire Parish Councils Local Plan Workshop**

**17 July 2019:**

6:30pm – 9:00pm

Shelford Rugby Club, The Davey Field, Great Shelford, Cambridge, CB22 5JJ

## **Personnel:**

**Welcome and Introductions:** Cllr Tumi Hawkins, South Cambridgeshire District Council (SCDC) and Cllr Katie Thornburrow, Cambridge City Council (CCC)

**Presentation Chair:** Caroline Hunt

**How the Local Plan process will engage with this?** Philip Bylo

**Conclusions and next steps:** Caroline Hunt, Philip Bylo; Cllr Tumi Hawkins, SCDC; Cllr Katie Thornburrow, CCC

**Facilitators:** Jon Dixon, David Roberts; Stuart Morris; Caroline Hunt; Hana Loftus, Philip Bylo & Marie Roseaman

**Scribe:** Marie Roseaman

## **Attendance:**

Gt Abingdon PC

Abingdon Piggots PC

Hills Rd Area RA x2 delegates

Queen Edith's RA

Cambridge PPF

Haslingfield PC

Duxford PC

Linton PC

Fowlmere PC

North Newnam RA

Whittlesford PC

Balsham PC x2 delegates

Cottenham PC  
Swavesey PC  
Grantchester RA  
Trumpington RA  
Barton Parish Council x2 delegates  
Lt Gransden PC  
Teversham PC  
Milton PC  
Cambourne Town Council  
Cambridge Commons  
Caldecote Parish Council  
Willingham PC  
Sawston PC x2 delegates  
Hardwick PC x2 delegates  
Foxton PC  
Weston Coville PC  
Hinxton PC  
Little Abington PC x2 delegates  
Histon Rd RA  
Little Shelford PC  
Hurst Park Estate RA  
Pampisford PC  
Harston PC

## **Group Task 1: Key Issues: Challenges and Opportunities:**

### **Housing**

#### **Challenges**

- Lack of real affordable housing (5)
- Better housing – bigger inside, gardens, less density (2)
- National policy (remove Right to Buy)
- Is there a limit to the rate of increase of housing?
- More village housing
- Age of village housing
- Lack of trust regarding unwanted housing development
- Social housing

**Total comments: 13**

#### **Opportunities**

- Design: Build more houses with gardens, more bungalows, retirement villages (3)
- Better housing standards that are zero carbon
- Making new housing developments look less like student flat boxes

**Total comments: 5**

## **Wellbeing and Equality**

### **Challenges**

- Distribution of population profiles: Lack of children in some villages = school pressures (2)
- Sustainability for future – needs to be suitable for aging population (2)
- Better village health: Schools & health provision lag behind
- Individual local communities should be preserved; some villages would struggle to maintain a local community with continued rate of development

**Total comments: 6**

### **Opportunities**

- More Opportunities: for smaller families not just executive / professionals / students (2)
- Maintain and strengthen communities
- Planning for an ageing population
- Villages are not appealing for young people (prefer city Life)

**Total comments: 5**

## **Jobs and Employment**

### **Challenges**

- University/colleges too strong influence
- Is there a limit to the rate of increase of employment?
- non-tech employment needs consideration
- Boost local tech employment

**Total comments: 4**

### **Opportunities**

- Enable people to live close to where they work by establishing digital infrastructure and village hub space

**Total comments: 1**

## **Employment including Infrastructure**

### **Challenges**

- Imbalance about where growth is loaded at present – do we need to restrain rate of growth? (3)
- No infrastructure for current growth (2)
- Feels like we are just London overspill
- Need to maintain identify & character
- Developers do not deliver on their promise's example: NIAB vs Trumpington Meadows. Can we do better?
- Cambridge should remain a low-density city, even at North East Cambridge
- Keep the rural areas rural
- Encouraging group villages to thrive
- Stopping villages becoming car parks for the City

**Total comments: 12**

## **Opportunities**

- Village and City character and design – needs understanding and respecting (2)
- Re-asses village envelopes (settlement areas)

**Total comments: 3**

## **Transport**

### **Challenges**

- High cost of public transport (2)
- Rural transport to Cambridge: unreliable and too dispersed (2)
- People living in areas of cheaper housing leads to wider congestion
- Develop junction 9 on the M11 to relieve pressure on the A505
- Delivering effective public transport

**Total comments: 7**

### **Opportunities**

- Public transport improvements:
- Rail: Build or re-open railway stations and relocate some to do better – Whittlesford or a new South Cambridge Station for example. Electrify railway lines (to Peterborough) (5)
- Embrace transport technology: better sustainable transport links, hubs, use the UBER type model for personal mobility (5)
- Better cycle, bus and train routes to link housing & employment (2)
- Develop restricted road system to link up the various research establishments to provide public transport
- Behavioural changes needed to boost public transport and cycling. Get them by offering high quality speedy and reliable cycle routes

**Total comments: 14**

## **Climate Change**

### **Challenges**

Green Infrastructure (9)

- Green belt: Retain or release, is it worth reassessing? It should be preserved to maintain village separation (5)
- Not enough green spaces (4)

Climate Change (5)

- The need to be carbon neutral by 2050 (5)

Water (4)

- Sewerage – infrastructure is ageing (2)
- Whole region water stressed. River Cam lowest flow since 1949
- Water companies growth may not be appropriate to water availability

**Total comments: 18**

## **Opportunities**

Green Infrastructure (7)

- Provide more / prevent loss of green spaces in the city (4)
- Establish and reinforce green linkages
- Biodiversity
- Greenbelt review?

Climate Change (2)

- Sustainability & Carbon Neutral – Greater Cambridge & City
- Need to retrofit existing housing stock with low carbon tools

**Total comments: 9**

## **Other Spatial Issues**

### **Challenges**

- Speedier process needed – two Local Plans may delay events
- Simpler local plan could speed things up
- Avoid repeating NPPF/NPPG
- Do not use out of date evidence
- Central government figures/targets need to be considered

**Total comments: 5**

### **Opportunities**

- Governance: Competing between Cambridge City & South Cambridgeshire; Need for more Duty to Cooperate with neighbouring District and County Councils (3)
- Need for close & co-ordinating working by members as well as officers

**Total comments: 4**

## **Group Task 2: What do we need to do to respond to these issues? (How radical do we need to be?)**

### **Housing:**

- Affordable housing that STAYS affordable
- Accommodation for older people – assisted time, phased, community environment

### **Wellbeing and Equality:**

- Schools/Infrastructure – provide allowing for further growth
- Land value capture – to be used to gain community benefits
- Making new settlements better such as with cultural provision
- Northstowe: Deliver more infrastructure – employment / facilities / park



### **Jobs and Employment:**

- Location of growth – satellite employment locations to lessen pressure on Cambridge
- New settlements to have mixed retail? With retail on the ground floor and housing above
- Economic growth – is it a good thing?
- Country needs Cambridge as a key growth location

### **Environment including Infrastructure):**

- “Taking the steam out of City Centre” How?
- Peripheral corridor – 7/8 miles from centre
- Waterbeach – opportunity for balanced development
- Danger of falling victim to own success?
- 2040 natural limits to growth + 100,000 population
- Work hard on infrastructure first approach
- Feels like a concrete jungle, need outside space/storage

### **Transport:**

- Routes between towns – direct & from villages
- Get people out of cars – clear the roads
- Congestion charge – push people to Park & Ride
- Funds towards sustainable transport
- Needs to be accompanied by excellent public transport
- Could we create too much congestion?
- Not too much parking
- Transport – joined up systems

### **Climate Change:**

- Parkland to the North of A14
- Tree planting at significant scale – air quality, even around existing development, plant semi-mature trees
- Higher water efficiency – grey water, standard as standard

### **Other Spatial Issues:**

- View the Local Plan in terms of 4 functions – students, tourism, hi-tech employment, regional centre
- Unify responsible bodies

### **Group Task 3: Reflections on previous Local Plan process:**

#### **Engagement:**

- Lack of communication during examination
- Transparency
- Raise profile to general public

- More engagement – Parish Councils not listened to Residents Association don't allow them to be over-ruled
- More workshop dates fixed as soon as possible – create a timetable
- Engagement wasn't early enough last time round – this is better
- Is consultation lip service?
- Need a Citizens Assembly

### **Content / Evidence:**

- Village boundaries not changed without consultation – RA's & PC's ignored and over-ruled by policy inspectors
- Is there any Local Plan "strength" to stop development?
- Stop reactive approach to transport
- Is the Local Plan Call for sites led?
- Neighbourhood plan vs Local plan?
- How long to plan for? 2040/2050, Mayor looking for 2050
- Connections to new growth areas
- After development delivery of infrastructure "teeth"
- Local plan took too long last time
- Pleased to see City and SCDC planners working together
- Need to listen and act on technical requirements - don't bury your head in the sand

### **Process:**

- Inspection issue resulted from a poor plan
- Consultation should not be a talking shop – must have impact
- Big picture approach is important
- Planning Team reluctant to make changes to draft plan

## **Internal Officers Local Plan Workshop**

**22 July 2019**

10.00am-12.30pm

Council Chamber, South Cambridgeshire Hall, Cambourne Business Park,  
Cambourne, CB23 6EA

### **Personnel:**

**Welcome and Introductions:** Cllr Tumi Hawkins, SCDC; Cllr Katie Thornburrow, CCC

**Presentation Chair:** Caroline Hunt

**How the Local Plan process will engage with this?** Philip Bylo

**Conclusions and next steps:** Caroline Hunt, Philip Bylo; Cllr Tumi Hawkins, SCDC; Cllr Katie Thornburrow, CCC

**Facilitators:** Jon Dixon, David Roberts; Stuart Morris; Caroline Hunt, Philip Bylo

**Scribe:** Marie Roseaman

**Attendance:** South Cambridgeshire District Council and Cambridge City Council Employees

## **Group Task 1: Key Issues: Challenges and Opportunities:**

### **Housing**

#### **Challenges:**

- Housing that meets the needs of employment and workforce respectively (2)

**Total comments: 2**

#### **Opportunities:**

- Affordable housing: what other products could be offered?
- New flexible models of accommodation co-housing/sharing

**Total comments: 2**

### **Wellbeing and Equality**

#### **Challenges:**

- Supporting health – older people/others (2)
- What will be in the heart of our communities?
- Enabling new types of living e.g. older people living options.

**Total comments: 4**

#### **Opportunities:**

- Community / resident led development important /encouraged (3)
- Resident buy in – sharing the vision
- Inequality issues – whole place issues benefit everyone
- Retaining the attractions of the area
- Social interactions important to reinforce / maintain

**Total comments: 7**

## **Jobs and Employment**

### **Challenges:**

- Flexible plan that does not stifle technological innovation
- Delivering more jobs outside the City?
- Disconnect between some employment sites in south of District and housing to the north
- What is the future of retail?
- Maintaining / growing existing

**Total comments: 5**

### **Opportunities:**

- Existing employment areas in city hinterland
- Jobs with the rising trends in remote working & IT connectivity
- Marshalls – relocation issue, mitigating job losses?
- Hub in City, peripheral office locations needed. What do businesses want?
- Job and homes matching employment requirements

**Total comments: 5**

## **Environment including Infrastructure**

### **Challenges:**

- Uncertain pace of change: How will the Council manage and fund provision of infrastructure, including digital infrastructure? (3)
- Maintaining identity
- Role of villages in terms of wider technology character
- Public services to support growth
- Resident buy in – sharing the vision
- Vision for size of Cambridge – what kind of spatial strategy do we undertake?
- Are we learning lessons from previous developments?

**Total comments: 9**

### **Opportunities:**

- A holistic vision and strategy for size of region
- Retaining identity of City / Village spaces

**Total comments: 2**

## **Transport**

### **Challenges:**

- Need excellent public transport in terms of service and cost (which are currently lacking), including buses. Look to London for solutions (4)
- How to manage car free in the city
- Imagining future mobility
- Primacy of driving into the city from South Cambs area

**Total comments: 7**

### **Opportunities:**

- District/National policy to promote sustainable transport/travel and integrating it into new development, i.e. car parking issues (3)

- Electric vehicles / autonomous vehicles /other technology impact on style of economy/jobs. How do we enable these and the benefits they bring? (2)
- Congestion charging (need better public transport)
- Bring / limit densification and their impacts
- Public transport – new routes, extension of times and travel

**Total comments: 8**

## **Climate Change**

### **Challenges:**

- Changing attitudes re. environmental behaviours (4)
- Grid capacity (3)
- Densification: incremental, lots of Green Biodiversity loss (3)
- NPPF measurable biodiversity net gain: 10% - 20% - 25%? (2)
- Doubling nature vision
- Low carbon construction
- Impacts from development infrastructure (how can this be measured / addressed?)

**Total comments: 15**

### **Opportunities:**

- Biodiversity loss; NPPF measurable biodiversity net gain 10% - 20% - 25% (2)
- Zero carbon homes and commercial buildings opportunity (2)
- Meeting the Doubling Nature vision (2)
- Climate change – zero emissions. Diesel phase out. Electric infrastructure issues.

**Total comments: 7**

## **Other spatial issues**

### **Challenges:**

- Wealthier areas should incur developer contributions
- Becoming a beacon for change at SCDC
- Just building to targets – we can achieve more than this

**Total comments: 3**

### **Opportunities:**

- Local Plan to be beacon for change for SCDC
- Use evidence-based approach
- Level of ambition needs to be confirmed

**Total comments: 3**

## **Group Task 2: What do we need to do to respond to these issues? (How radical do we need to be?)**

### **Housing**

- Older peoples housing – centralised and accessible
- HMO – good provisions needed (5-year tenancy option)

- Housing choice to enable movement important.
- How we think about relationship between jobs and homes

## **Wellbeing and Equality**

- Sustainability communities/health issues key
- Hubs for community/health centres
- Seasonal food/local provision
- Live nearer work
- Local Plan to take communities with it as it drives forward
- Work with communities – bottom up, neighbourhood plan? New ways of enabling difficult discussion
- Health objectives at care of plan

## **Jobs and Employment**

- New patterns of working – different working week? Home working space
- Economic capacity? Transport capacity? Rural area capacity?
- Future of employment – do we understand our area?
- Flexible working space
- Live/Work units?
- Scope to work in villages using shared space facilities

## **Environment including Infrastructure**

- High density living would help
- Requiring high quality sustainability measures/design in buildings and can we make sure people use them

## **Transport**

- Sustainable travel – behaviour change, cycle footpath provision, Electric Vehicle provision
- 30 minutes cycle ride to key areas
- Reduce car dependency? Targets.
- Cycle routes – safe & attractive
- Autonomous transport issues
- Local bus services/private services would be good
- How to spend business rates – public buses?

## **Climate Change**

- Clear vision – agreed with all e.g. net zero carbon to then set the planning framework
- Net zero carbon ambitions stated by councils are helpful starting point
- Zero carbon – ambitions targets for buildings. Can we include lifestyles?
- Call for green infrastructure
- How to approach green belt? Understand biodiversity/landscape benefits
- Co-ordinating green infrastructure into overall development strategy, from strategic to local scale -supporting healthy lifestyle – absolutely key in hand with development

- Metric for green canopy over green roofs etc?
- How to net zero carbon?
- Farming/Solar/Wind farms for electronic provision
- Tree planting/offsetting/zero carbon delivery
- Green belt? Challenge the concept? Good quality design in this area. No bio/landscape value here in GB. Parkland/recreation better in GB areas

## **Group Task 3: Reflections on previous Local Plan process**

### **Engagement**

- New political context. Need to manage member expectations
- Communications – role of everyone in the council to support the local plan and instigate discussion with contacts / all areas / groups
- Engagement needs to continue through process and examination once plan is fixed (2)
- Need to convey to local organisations understanding of strategic process and benefits / constraints of economic growth (2)
- Benchmarking Local Plan Document at each stage of the process
- Parish Councils and Residents Association not listened to. Don't allow them to be over-ruled
- Engagement wasn't early enough last time round – this is better
- Scepticism that hostility/opposition is ignored
- Is consultation lip service
- Citizens assembly
- Consider the organisations power structures around the plan
- Lack of honesty/transparency

### **Content / Evidence**

- Need a visual local plan. User friendly, clear. Include a summary. Not too technical (2)
- Evidence – Need more thorough evidence based. Focus by priorities discussed not just generic (2)
- Need for clarity & eligibility but conciseness
- Need to explain difference between what is in LP & what is in SPD?
- More flexibility (2)
- Government policy for economic growth needs reconciling with international competition for economic growth (2)
- Protect our green belt & village identity. More landscape strategy (2)
- How challenging should we be?
- What other mechanisms/structures do we need to ensure ongoing maintenance/management of funds/land/facilities

## Process

- Very long – difficult to communicate about this. Need to bear this in mind when communicating this time around. Danger of burnout (4)
- Team worked very hard – back into challenging programme. Need proper resource. Focus on priorities. Acknowledging or addressing limited resource (4)
- Get as much buy-in from stakeholders before the plan is fixed
- Learn from what caused the length of examination. Was mainly the strategy.
- Make sure you learn lessons – different at different locations.
- Leadership of low carbon/future, project management process
- Managing expectations for members
- Need new plan meets anticipated needs of area & stick to it
- Objections to development thrown out by inspector who has little local knowledge
- Big picture is important
- Issue of 4-year election cycle
- Pleased to see City and SCDC planners working together

## Businesses Local Plan Workshop

**5 September 2019:**

8:30am – 10:30am

Innovation Centre, British Antarctic Society, Madingley Road, Cambridge

6:00pm – 8:00pm

### Personnel:

**Welcome and Introductions:** Cllr Bridget Smith SCDC; Cllr Tumi Hawkins SCDC

**Presentation Chair:** Stephen Kelly

**How the Local Plan process will engage with this?** Caroline Hunt

**Conclusions and next steps:** Caroline Hunt, Philip Bylo; Cllr Tumi Hawkins, SCDC

**Facilitators:** Paul Frainer, Ryan Howsham, Jon Dixon, Philip Bylo

**Scribes:** Johanna Davies, Vicky Christley

### Attendance

Amrani Education Ltd

Cambridge University Press

Gonville & Caius College

Espi Ltd

Ridgeons

Cambridge Ahead

Move to Cambridge

Marshall Group Properties x2

Forbes Training Ltd

Domino Ltd

Encore Property Management



Athene Communications  
Your Space Serviced Apartments  
YMCA  
Asset & Support Management  
Paragon Land & Estates  
Millers Group  
TTP Group Plc  
FSB  
Haindaniels Grocery  
Babraham Institute  
PPD Global  
NFU  
Data Connect

## **Group Task 1: Key Issues: Challenges and Opportunities: Housing**

### **Challenges**

- Affordability. Means people migrate to cheaper areas without facilities (3)
- London magnet effect inflating housing

**Total comments: 4**

### **Opportunities**

- Availability / providing affordable/mid-range/high end homes (2)
- Converting retail to residential e.g. Grafton Centre, central City locations (2)
- Homes/Jobs balance

**Total comments: 5**

## **Wellbeing and Equality**

### **Challenges**

- Group tourism – nowhere to stay so therefore don't spend as much as possible in the area (2)
- Lack of community

**Total comments: 3**

### **Opportunities**

- Improved healthcare in new communities (and existing)
- Improve schools as people will locate where there are good schools

**Total comments: 2**

## **Jobs and Employment**

### **Challenges**

- Employment Sites Vs Labour – work currently concentrated in South & West, people need to travel (3)

- Availability / affordability of economic opportunities. Development other than housing. Start-ups need premises too! (2)
- How do we meet economic demands, e.g. do we focus on specialist or generalist businesses? Need to determine what makes Cambridge so competitive. (2)
- Affordable land / availability - other services important for locals. Cost of operating in centre of City is driving out some businesses (2)
- Power of Universities – influence they have (2)
- DNA of Oxford & Cambridgeshire / London effect – Dilute it? Or Keep it? (2)
- How to negotiate changes in retail habits
- Construction disruption for long period is negative for businesses (e.g. A14)
- Cost of living effect on disposable income
- Economic success strangled by lack of transport
- Attracting staff to the area due to transport/housing costs

**Total comments: 18**

## **Opportunities**

- Need more inclusiveness to ensure existing population are skilled / trained or attracting blue collar employers (2)
- Lots of employment opportunities, e.g. Cambridge / Oxford ARC. Need to build on this
- There is huge international interest in the innovation coming out of Cambridge which can be capitalised on
- Jobs – closer to work/linked to salary
- Deliver more of what makes Cambridge a special place (culture, green/open spaces)
- Business rates need evolution
- Growing workforce availability
- Providing food for the nation
- Enabling space for lower value-added businesses
- Employment areas take staff from a wide area
- Development will generate retail opportunities. We need the local economy to benefit from this opportunity
- Can we tackle inflation caused by purchase /investment by foreign investors ‘buy to leave’

**Total comments: 13**

## **Environment including Infrastructure**

### **Challenges**

- Better digital infrastructure needed. Virtual meetings require excellent internet (3)
- Environment; enhancing it but remembering national significance
- Are we building without infrastructure? Demand is so high on infrastructure service levels reduce

**Total comments: 5**

## **Opportunities**

- Release land in the right places: Utilise assets; brown field sites of all sizes (2)
- Infrastructure before development and ensure infrastructure keeps pace with the needs of business (2)
- Density – ambitious, tall buildings at same time as green space. Embrace infilling (2)
- Balance areas for development with areas for food production

**Total comments: 7**

## **Transport**

### **Challenges**

- Long commutes: Cross City transport challenging / no transport around fringe of City. Assumption that traffic is inbound to City only. Needs to be affordable and efficient (8)
- Challenge of congestion / rush hour traffic (2)
- Transport allowing all users/movements of all types (e.g. ageing population) (2)
- Consider East-West rail impact on transport network demand etc
- No matter what, is it realistic to think people will be able to live near work any time soon – and are we planning accordingly?
- Traffic infrastructure doesn't match traffic 'demographics'
- How can we pull the complexity of transport into Local Plan – education example of bussing people in from other counties
- Zero emission cars or a carless society
- Electric charging point infrastructure
- How to get relatively low paid workers into the City? (transport/cost of housing)
- Local movement of freight
- Long term disruption from road improvement – key issues for businesses
- Planning assumptions about low levels of car use are unrealistic

**Total comments: 22**

### **Opportunities**

- Improve transport corridors & transport hubs: Park & Rides & Buses; Park & Cycle; Rail links to Oxford & other cities and Cambridge South. Commuting is inevitable (8)
- East West rail, GCP Schemes to better transport offer
- Invest in high quality public transport (carrot)and congestion charge (stick)
- Align growth with transport opportunities
- Opportunities to use transport technology
- Enable distribution hubs

**Total comments: 13**

## **Climate Change**

### **Challenges**

- Green Spaces are important

- Sustainability of businesses & capacity to be more self-sufficient. Renewables, embedded renewals, integrated sector

**Total comments: 2**

## **Opportunities**

- Best use of renewable energy to offset running costs
- Management of public open spaces for appearance/health/wellbeing

**Total comments: 2**

## **Other Spatial Issues**

### **Challenges**

- Need for aligned governance (2)
- Lack of planning capacity (officers)
- Lack of planning consistency
- Complex, opaque & lengthy planning process
- Businesses being stuck by lack of system responsiveness. Ebbs & flows of planning prevent long-term planning
- Look to joined up plans e.g. Bedfordshire

**Total comments: 7**

## **Group Task 2: What do we need to do to respond to these issues? (How radical do we need to be?)**

### **Housing**

- Use levers. We have to be firmer with developers on affordable housing and have more control over development – too much allowance on developers to choose. I.e. Affordable housing should be shared equally. We need innovative ways of delivering affordable homes e.g. build to rent, self-build etc, need a blend of options (4)

### **Jobs and Employment**

- Businesses will come and fill the space, so do not resist development. Space availability in the past has been good e.g. science park (2)
- Better relationships with agencies e.g. HA, Rail to deliver infrastructure
- Think 2050 and Cambridge as the next big employment area
- New economic centres away from Cambridge centre – incentivise move to Cambourne etc
- Cambridge needs conference centre facilities
- Debate around emphasising new economic centres vs realising that people/businesses won't move, and dealing with that
- Need to determine what type of growth? Not all is desirable

## **Transport**

- Busways and public transport – connectivity through centre is important with stops that make sense location wise. Needs to be practical, sustainable, effective and cheap (6)
- More secure cycling to support infrastructure. Get bikes on guided bus for multi-modal integration or get bike hire. Improve cycle lanes, routes, better movement around, separate cycles & cars for better uptake – plan space (4)
- Motorways junctions need investment
- Railway infrastructure e.g. ease of rail travel between South of City & Cam North and connections at Fulbourn, Six Mile Bottom (2)
- More focus on walking/sustainable modes to school – better routes/more schools/adjusting school start times
- Introducing a shared transport initiative
- Electric scooters – legal restrictions. However, are electric vehicles effective? (2)
- Less road closures to stop traffic
- More spaces to leave cars & use bikes

## **Environment including Infrastructure**

- Re-use of space needed, i.e. smoother Change of Use process, re-look at planning change of use 'flexibility' (2)
- Commitment to Infrastructure up front is key
- Solar – integrated into infrastructure / new developments
- Green buildings & sustainable businesses
- Repurposing buildings & retro fitting
- Regeneration of existing assets
- Subsidies for re-use of existing site Brownfield/Better use of assets
- Shared workspaces at villages (reduced need to travel)

## **Climate Change**

- Supply chain businesses providing cleantech
- Opportunity for renewables

## **Other**

- Orientation to growth – positive approach
- Use behavioural insights to understand consequences of last Local Plan

## **Group Task 3: Reflections on previous Local Plan Process:**

- This question was not asked at this workshop.



## **Appendix 3: Report on Local Plan Workshops (Summer / Autumn 2019) - Sample Agenda**

### **Greater Cambridge Local Plan Workshop: Internal Officers**

10am – 12.15pm, Mon 22<sup>nd</sup> July, South Cambridgeshire Hall,  
Cambourne


#### **Programme**

- |         |   |
|---------|---|
| 10am    | Tea and Coffee  |
| 10:15am | Welcome and introductions.<br>Led by: Paul Frainer, Assistant Director Strategy and Economy, Lead Members Cllr Tumi Hawkins, South Cambridgeshire District Council, Cllr Katie Thornburrow, Cambridge City Council      |
| 10:25am | Key issues for Greater Cambridge over the next 20 years <ul style="list-style-type: none"><li>• Challenges and Opportunities</li><li>• What do we need to do to respond to these issues?</li></ul> Led by: Paul Frainer |
| 11:25am | Reflections on previous Local Plan process<br>Led by: Paul Frainer  |
| 11:40am | How will the Local Plan process engage with the key issues?<br>Led by: Caroline Hunt – Strategy and Economy Manager and Philip Bylo – Planning Policy Manager   |
| 12:00pm | Conclusions and next steps<br>Led by: Paul Frainer and Lead Members   |
| 12:15pm | Close of workshop   |

# Appendix 4: Report on Local Plan Workshops (Summer / Autumn 2019) - Presentation slides

**Greater Cambridge Local Plan**

Statutory Consultees, interest groups,  
service and infrastructure providers  
Workshop  
Tuesday 16th July 2019



1

Welcome




2

**Agenda**

| Time    | Topic   |
|---------|---|
| 9:00am  | Welcome and Introduction  |
| 9:30am  | Key Issues for Greater Cambridge over the next 20 years <ul style="list-style-type: none"> <li>Challenges and Opportunities</li> <li>What do we need to do to respond to these issues?</li> </ul> |
| 10:30am | Reflections on previous Local Plan processes  |
| 11:30am | How will the Local Plan process engage with the key issues?   |
| 12:30pm | Conclusions and next steps  |
| 1:30pm  | Close of workshops  |



3

**Key issues for Greater Cambridge over the next 20 years**



4

**The future of our place**






5

**Plan-led**

*"The planning system should be genuinely plan-led. Succinct and up-to-date plans should provide a positive vision for the future of each area; a framework for addressing housing needs and other economic, social and environmental priorities; and a platform for local people to shape their surroundings".*

Paragraph 1.5, NPPF

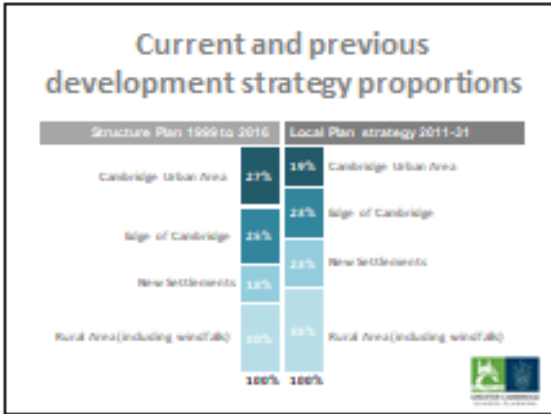



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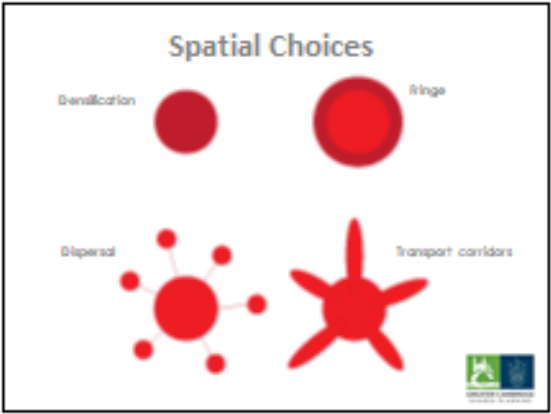
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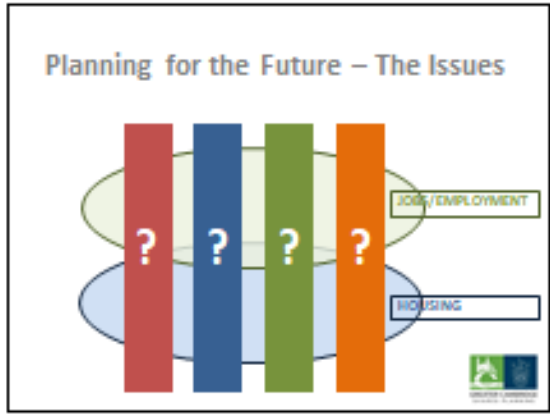
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10



11

### Key issues: challenges and opportunities

**Plenary:**  
 Write on post-its a few words that describe key issues for Greater Cambridge over the next 20 years. Stick up your challenges and opportunities on the relevant flip chart.  
20 mins  
 Summary and discussion of key points arising  
10 mins

12

## What do we need to do to respond to these issues?

(How radical do we need to be?)

### Group exercise:

In groups, discuss potential solutions to the challenges and opportunities identified (to be captured on flip charts).

20 mins

Plenary: each group to feedback on key issues arising

10 mins



13

## Reflections on the Local Plan process



14

## Reflections on previous LP process

### Group exercise:

Within the groups to which you've been allocated, discuss key issues under broad categories of content/process; good/bad (to be captured on flip charts).

10 mins

Plenary: each group to feedback on key issues arising

5 mins



15

## How will the Local Plan process engage with the key issues?



16

## Greater Cambridge Local Plan

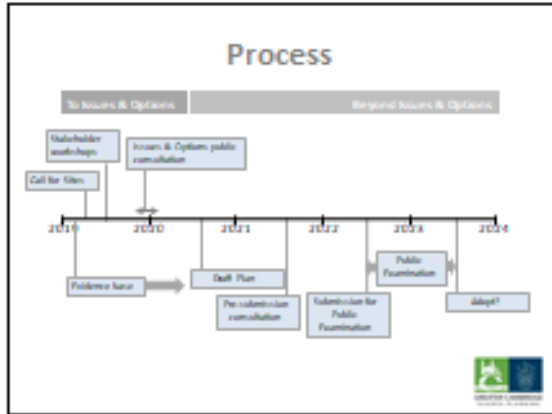


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## Engagement



18



19



20

## **Appendix 5: Report on Local Plan Workshops (Summer / Autumn 2019) - Feedback summary**

At the end of each workshop, attendees were invited to anonymously fill in a feedback form. A summary of the feedback comments is given below.

### **Question 1: Rate how useful you found today's workshop (0 = not useful at all; 5 = very useful)**

Number of people who scored the workshop 1: 0  
Number of people who scored the workshop 2: 2  
Number of people who scored the workshop 3: 18  
Number of people who scored the workshop 4: 43  
Number of people who scored the workshop 5: 45

### **Question 2: What was the most useful part of the workshop?**

Attendees cited the following:

- Being engaged early in the Local Plan process and having their views listened to and recorded;
- An opportunity to learn more about the Local Plan process and timeline and actively participate in early engagement with each other, Planning Officers and Members;
- The space to have an open forum with a wide range of people and discuss key challenges and opportunities the Local Plan could address;
- Putting forward what is important and hearing a diverse range of ideas and views from both people in their interest group and different sectors;
- Having an early input into the Issues and Options process and feeling genuinely involved in influencing the outcome.

### **Question 3: What aspects of the workshop were less useful?**

The feedback forms indicated the following:

- The workshop table discussions and the facilitator feedback were too short: This limited the ability to fully discuss some topics and it felt rushed;
- Some of the attendees would have appreciated a brief outline of what a Local Plan was; what it could achieve and how it would be implemented. Some of the content assumed people understood the planning process;

- Some felt that the workshop was too high level and could have benefitted from a tighter focus on specific matters affecting Greater Cambridge;
- Some comments proposed that having the group task questions beforehand would have enabled people to be more prepared with their answer.

## **Question 4: What issues would you like to explore further next?**

Attendees stated that they would like to explore:

### **Engagement:**

- Holding regular workshops and being actively involved in the whole Local Plan process;
- Having more detailed and longer workshops that focus on specific themes;
- Advice on how to engage with local communities / businesses / developers / Agents / Parish Councils / Residents Associations etc. and understand how their views will be considered;

### **Other specific issues attendees would like to discuss further include:**

- The Local Plan process; How the spatial strategy is going to be developed;
- Specific workshops on homes; jobs; zero-carbon target by 2050; Biodiversity and green infrastructure; design; infrastructure (including how transport impacts on the area; Wellbeing and Equality and implementation.
- The Call for Sites process and how sites are selected;
- Expectations of stakeholders and how to balance these;
- Hear more about the council's priorities and how the joint Local Plan will co-create policies;
- Evidence base: What evidence base is needed, why it is needed and how it will influence the Local Plan
- How review mechanisms are chosen and implemented.

# **Appendix 6: Local Plan Participation and Communications Strategy**

## **Background**

Previous experience of Local Plan consultations in Greater Cambridge has shown that there is a good level of responses received, but engagement is not representative. Statutory consultees, active community organisers/campaigners, major landowners and planning agents, and certain other groups do engage actively in shaping the Plan. Their voices can dominate conversation.

However, the wider community, including residents from diverse backgrounds and geographical locations, small businesses, and even internal officers within local authorities who do not work within planning or related services, have little understanding that a Local Plan is even being developed, let alone how it will shape their lives in the future and therefore why their involvement is important.

In the Greater Cambridge area, there is a clear political priority to put community engagement at the heart of the plan development process. At the same time, the new Local Plan will be tackling some major and very difficult challenges – net zero carbon, biodiversity net gain, appropriate growth and a future that is difficult to predict. These bring with them difficult choices and therefore conflicts between interest groups – and it is important that this conflict is seen to be resolved in a fair and balanced way.

Raising the bar in engagement for the Greater Cambridge Local Plan can be seen both as a civic responsibility towards the residents and businesses on whose behalf the plan is prepared, and a way of mitigating the community and stakeholder challenges that come later on, during the period of plan examination and implementation. It presents the opportunity to lead the way in delivering a genuinely inclusive process that follows best practice for engagement. However, resourcing this within the timescales available will be challenging and there will be the need to focus on a few elements delivered well.

## **Aims and objectives**

### **Spreading the word**

- Encouraging participation and engagement – explaining why the Local Plan is important and how it affects people's lives on the ground.
- Demystifying the process of creating a Local Plan and managing expectations of what a Plan can and can't do.
- Communicating the 'big ideas' and a positive vision of the future – contributing to creating a sense of identity and inclusion.
- Ensure there is accurate and timely information accessible to all.
- Explain why difficult decisions have been made.

- ‘No surprises’ – no excuse for stakeholders to be surprised by the content of the draft Local Plan when published.

## **Co-creating the Plan**

- Thinking outside the box – gathering ideas we might not think of otherwise – from internal and external sources.
- Testing ideas – ‘kicking the tyres’ – is it fit for purpose, what kind of challenges are we likely to face in the formal consultation and inspection stages?
- Testing the detail – benefitting from wider knowledge in the community and specialist stakeholders on specific theme/policy and sites, ensuring policy detail is well drafted and effective.
- Ensuring key stakeholders buy into the policy wording and therefore support it effectively in implementation

## **Building the evidence base**

- Providing evidence for why the draft Local Plan emerges in the form it eventually takes.
- Justifying options and the selection of options.
- Evidencing wide community and stakeholder participation – not just doing it, but being seen to be doing it.
- Providing the material for the Statement of Community Involvement.
- Feeds into Statements of Common Ground.

## **Measuring success**

Clear indicators for the success of the engagement and communications strategy must be agreed. Success in local engagement should not be measured by the level of support expressed for the final Plan, especially as it is never possible to put forward a plan that has full consensus. There will be difficult, controversial and unpopular decisions made during the Plan process – many unavoidably, due to the national context of planning policy and the statutory status of the Plan documents - which will receive objections during the formal statutory consultation processes.

We plan to use new ways to evaluate the success of the engagement programme. Suggested key indicators include:

- Reach – the number of individuals and groups/organisations engaged – this is easier to measure for digital channels such as websites and social media.
- Diversity – how well does the diversity of those engaged match the diversity of the population in the area. It is difficult to capture a full dataset for this as it must be optional for those who participate/respond to provide personal information.
- Capacity building – how much better do those engaged, understand the LP/planning process, compared to at the start of the process. This can be measured through qualitative feedback.
- Perception of fairness – do those engaged feel that the process and the outcome represent a fair balance of the views heard, even if their own particular wishes have not been met. This can be measured through qualitative feedback.

## Opportunities and challenges

A range of opportunities and challenges have been identified but will be refreshed as the process moves into different phases of the Plan. The communications and participation strategy will evolve in response.

The strategy gives a template and key messages, but it must also be flexible so new opportunities and challenges can be responded to in an agile manner. Although it is good to try and respond to new opportunities, all work must be resourced and time prioritised into what will help achieve the overall objectives.

The opportunities and challenges analysis should be linked to a risk analysis for the Plan. Engagement and communications are tools for mitigating some of the risks to the Local Plan process, and ensuring the whole project is delivered successfully and in line with the desired timetable.

### Opportunities

- Range of platforms and tools now available – particularly in the digital domain – enable the Council to speak directly to residents/stakeholders and target specific interest groups or demographics.
- High levels of public interest in some key themes for the Emerging Local Plan – particularly climate change, transport, and housing.
- A high proportion of the local community is well-educated and articulate – able to make constructive suggestions and engage effectively.
- Pooling resources from the two Councils could enable a greater diversity of engagement methods.

### Challenges

- Most community members don't know what the Local Plan is
- Large, diverse and articulate population in the Local Plan area – high demand for involvement of all residents, to be balanced with resources available.
- High proportion of local community is well-educated and articulate and these views can dominate more disadvantaged and less privileged groups, yet the latter are highly impacted by Local Plan decisions.
- Plan development process is highly complex and technical, and constrained by national policy, so the strategy needs to manage community expectations of the level to which citizen involvement can actually shape the Plan contents.
- Increasing number of platforms and resources (particularly online) can lead to dilution and confusion with many parallel conversations occurring in public platforms.
- Increasing amount of online engagement is a resource drain and can develop an endless feedback loop, preventing decisions being made or issues 'resolved'.
- Decreasing attention spans mean that the highly complex Plan issues need to be simplified for public consumption.
- Audiences need visual communication but Local Plans are traditionally text heavy.



- Consultation fatigue – it is likely that some stakeholders and audiences will feel overwhelmed by the consultation process especially given other consultations on documents such as the NECAAP which are happening in a similar timeframe.

## **Audiences**

The list below is not exhaustive and is intended as a prompt only. Each audience group will also contain members with protected characteristics (age, gender, disability, marriage/civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) and this will be considered from the outset in any engagement and communications planning.

### **Residents:**

- Rural
- City
- Suburban
- Gypsy, Romany and Traveller communities
- New residents in new communities
- Existing/established
- Young people
- Children
- Students

### **Business:**

- Large
- SME
- Micro
- University
- Tech
- Developers and construction
- Agriculture
- Charity and third sector
- Manufacturing
- Logistics
- Service sector
- Leisure
- Employees not just management

### **Stakeholder groups:**

- Residents associations
- Parish councils
- Special interest groups e.g. nature/ecology, sport, support groups, campaign groups

- Statutory consultees
- Other local gov bodies i.e. Cambridgeshire County Council, Greater Cambridge Partnership, Combined Authority, neighbouring districts

### **Internal stakeholders:**

- Cabinet/Executive Councillors at both Councils
- Administration groups
- All members
- Senior leadership teams
- Planning service
- Officers across departments
- Contractors/consultants

### **Outline strategy**

The section below sets out the strategy through to the preferred options consultation phase. Messaging is in the following section.

An itemised action plan will sit alongside this plan to ensure key activities are completed.

### **Inception period (September to mid Nov 2019: 2.5 months)**

While this is a period of development of content for the Issues and Options (I&O) consultation, it is also a period of scoping and setup for the comms and engagement strategy. Beyond the workshops already held, it is not a 'consultation' or active engagement stage with external stakeholders/communities as the focus is on creating the right material for the I&O consultation period itself. Instead, the focus will be on:

- Setting up all the 'back end' to the comms and engagement strategy
- Ensuring appropriate resource and structures are in place
- Internal stakeholder buy-in to the process – members and officers
- Raising awareness in the wider community of the Local Plan, the key themes and the need to get involved.
- Ensuring the I&O material presented is graphically accessible and engaging
- Refining the action plan to articulate the who (we are consulting)? and how (we are accessing them)?

### **Issues and Options consultation (reg 18 part 1) (mid Nov-mid Jan: 2 months)**

This stage aims to spark the interest in communities and the 'public conversation' as well as setting out the challenges and managing expectations for the next stages. This stage will set out big picture questions. The timing is not ideal for wide engagement as winter and the holiday period will mean that audiences are less likely to engage.

The focus will be on:

- Reaching widely and hearing ideas from all quarters, specifically the hard to reach groups
- Ensuring that format and content of the material presented is highly accessible and visual
- Capturing feedback in ways that create compelling and interesting content – allowing people to hear each other’s voices where possible
- More ‘questions’ than ‘answers’ to avoid perception that the plan has already been drafted – needs to be genuinely open ended
- But we also need to explain the existing ‘fixes’ – both national policy and also major sites within the Local Plan area that will be built out into new Local Plan period.

### **Draft Local Plan development (Feb-Sept 2020 – 8 months)**

This stage needs to assess and develop a large amount of material – outcomes from the I&O stage, evidence base, internal stakeholder input – into a workable draft plan.

The draft Plan will need to reflect the Issues and Options feedback, and the intention is to co-create it through working in more detail with stakeholders and community members using methods that are helpful to shape draft policies and spatial options for wider public consultation. During this stage, the structure and format for the draft Plan also needs to be designed. Activity in this stage is likely to include:

- Sharing outcomes from the I&O ‘call for ideas’/consultation
- Developing a public facing, digital first format for the Local Plan
- Elected member workshops– sharing the evidence base, developing strategic shared language and clear vision/strategy
- Theme and area specific workshops bringing internal and external stakeholders together to develop draft policy approaches
- ‘Testing’ – potentially using focus groups to test the public response to the emerging strategy and how it is presented, dependent on timing and resources.

### **Draft Local Plan preferred options consultation stage (reg 18 part 2) (Oct-Nov 2020 – 2 months)**

This stage tests the initial draft strategies and policies in the Plan, with the wider community. As at the Issues & Options stage, the emphasis will be on a lively and honest public debate and ensuring that hard-to-reach groups participate and feed back fully. Activities will focus on:

- Communicating the vision – securing its credentials as well evidenced, future-facing and high quality/innovative
- Ensuring communities and stakeholders know the Plan is published and understand what the ‘big picture’ vision is as well as how it may affect their daily lives

- Taking soundings about the areas of challenge later in the process through engaging critical and challenging stakeholders
- Clear explanation of the rationale behind the decisions made - and clear process for making those decisions.

## **Further stages**

Further stages will have key aims and objectives refined as the process unfolds. It is important to evaluate lessons learnt at each stage and refine or restructure the communications and participation plan in response. New issues or key messages may emerge as the wider strategic context evolves and the evidence base is developed.

## **Tools and assets**

This section outlines the specific tools used for the Local Plan communications and participation strategy. The focus throughout is on reaching the hard-to-reach and those audiences who traditionally do not participate in public consultations around planning.

The tools are split into static information giving tools and active participatory methods. For information giving we are adopting a digital first strategy to ensure that the Local Plan information is accessible, engaging and readily available online, for everyone. The UK has a smartphone saturation of 82% of the entire population (including babies and children) and the internet is the primary means that most of the community access information on all public services. It is critical that the consultation material is designed to work digitally first, and only secondarily as a print document.

## **Visual communication**

The primary method by which we understand content is visual. A set of specifically designed visual materials will be part of the package for the Local Plan and this will begin with the Issues and Options consultation. These will help communicate ideas and test them to inform the Plan development.

## **Video and photographic documentation**

Research shows an average 1,200% increase in engagement on social media platforms when interesting video content is shared against static images. As the Plan develops opportunities will be factored into action plans in each phase. Video is not effective as a way to record long meetings as the longest people will consume a video for is around 3 minutes. Shorter videos to highlight certain areas in engaging and interesting ways are far more effective. These will be used as a mechanism to drive people to formal consultations and to events.

## **Copywriting for print, web and social media**

The Local Plan will be digital first to ensure mobile and web platforms are catered for ahead of a traditional paper document which is hard to use online. This also helps support accessibility to ensure users who use screen readers and alike are able to fully engage. All content needs to have a consistent tone and voice in all written communications and make sure messages are delivered.

## **Website and database**

After fully considering a number of options for the Local Plan online presence, the existing shared planning website has been chosen. This will ensure there is joint ownership between the two partner Councils and avoids any impression that one is leading. The existing Council websites will link to this information. The website will have a mobile friendly format as this is the principle method that users now access online content.

A two-tier comment/feedback system will gather simple, short comments through the websites directly, and longer, more formal representations through the existing consultations system (JDi). This will ensure formal comments are made in a way that they can be logged and registered for inspectors, but quicker feedback can also be gathered to test and shape the plans.

## **Roadshow / pop-ups**

Traditional consultation exhibitions expect audiences to specifically attend and make time in their busy lives to do so. A roadshow/pop-up format takes the exhibition to where people already gather as part of their daily lives. We plan to use this format to take a simple and engaging stand to venues such as train stations, hospitals, schools, community events, sporting venues, markets and shopping centres, in order to reach as widely as possible and be visibly active in the community. We will work with elected members and community leaders to ensure we reach a diverse range of locations and venues, and the stand will be staffed by team members and a range of materials to gather feedback and views on the spot.

## **Traditional media**

We will be working with mainstream media across platforms to spread the word, including the in-house magazines of both Councils which are distributed to all households. These will feature in-depth and specially written content on the Local Plan process at key moments. We will brief local and, where relevant, national media in order to gain good coverage across publications and channels. This is key to spreading the word and can also allow key themes and issues to be covered in greater depth, increasing audiences' understanding of these complex areas.

## **Key messages**

Agreed key messages (see below) will allow the two Councils to ensure the Local Plan is fully joined up and helps to increase engagement. The messaging will need to be reviewed as each phase of work is completed, especially as draft policy is developed. Although the Local Plan touches the lives of everyone in the Greater

Cambridge area, most people are not aware of it and how to get involved. The messaging must continue to make sure this is explained in a simple way so that it is as inclusive as possible.

## Message one

- The Local Plan is the most important document most people have never heard of. It touches everyone's lives as it sets out how Cambridge and South Cambridgeshire will change over the coming decades, including where homes will be built, new jobs located, what education facilities we need and how people can get around.

**Supporting information:** The current Local Plans for Cambridge and South Cambridgeshire set out the plans up until 2031, the new plan will work out what we do next up until 2040.

## Message two

- We are right at the start of a 4-year process working with communities to make important decisions for the Local Plan. Once we complete that process, which will include an independent examination, the Plan sets a clear set of policies that development is assessed against.

**Supporting information:** Whether you are looking to put an extension on the side of your home or business, right the way through to developing a new town such as Northstowe, the Local Plan sets out the local policies you will be judged against.

## Message three

- Both Councils declared a climate emergency and want to put the environment at the centre of the new Local Plan. This will make sure we protect what makes the area special and puts policies in place to improve the environment wherever possible in line with our zero carbon ambitions.

**Supporting information:** Improving environmental standards are wider ranging. This could be things such as higher environmental standards on new homes or lower water consumption so we go further than the targets set nationally.

## Message four

- This is one of the fastest growing areas in the country and we must make sure we have a focussed plan to ensure we share the prosperity, tackle poverty and deliver the right type of jobs and homes for future generations growing up here.

**Supporting information:** The two Plans for Cambridge and South Cambridgeshire would see 33,500 new homes built by 2031, this plan asks what's next. But it is not all about high tech jobs that some people feel are out of reach for them. We need the right balance of jobs in the same way as we need more affordable housing.

## Message five

- We know we will not be able to put forward a perfect plan for everyone that has complete consensus, but we want to test it with you as it is developed so we know how we can make it better.

**Supporting information:** Even before the plan has even got to the first round of consultation, we have already run a series of workshops with parish councils, residents' associations, businesses and a number of groups to take on board their thoughts. This shaped our initial draft Issues and Options consultation document.

## Message six

- A huge amount of data and evidence is a big part of the Local Plan. We're already gathering this information to make sure we know what is needed to meet the needs of the area. This includes the number of homes we need to deliver, need for jobs and the land that might be available for development. But we do not know any of the answers yet. That's what this process is all about.

**Supporting information:** Saying no to growth is simply not viable. Future generations need someone to live and national legislation means we must meet those needs through the Plan.

## Message seven

- Starting a new Local Plan does not mean we are ripping up the current ones. This is about what comes next.

**Supporting information:** The current Local Plans will see 33,500 new homes built in locations such as the edge of Cambridge and in a new town north of Waterbeach by 2031.

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# Greater Cambridge Local Plan



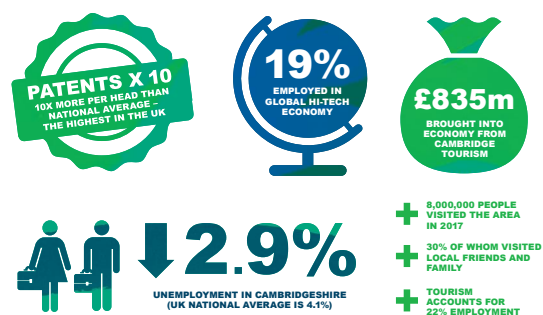
About    The big themes    Towards a spatial plan    Getting Involved    Search

## The big themes

### People

- Climate change
- Biodiversity and green spaces
- Wellbeing and inequality
- Heritage and design
- Jobs
- Homes
- Infrastructure

### Jobs



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How important to you is growing our economy, as a priority for the Local Plan?

- Top priority
- High priority
- Medium priority
- Low priority
- Not a priority

Drop down comment box etc as per existing SCDC website + link to JDi

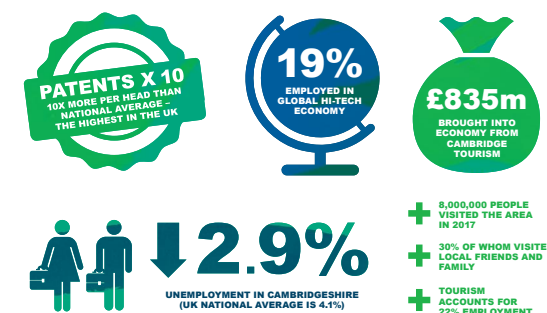
# Greater Cambridge Local Plan



Search

## The Big Issues / Jobs

### Jobs



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How important to you is growing our economy, as a priority for the Local Plan?

- Top priority
- High priority
- Medium priority
- Low priority
- Not a priority

Drop down comment box etc as per existing SCDC website + link to JDi

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# Greater Cambridge Local Plan

## Stage one V3

By Silk Pearce  
20 September 2019



GCSS primary green



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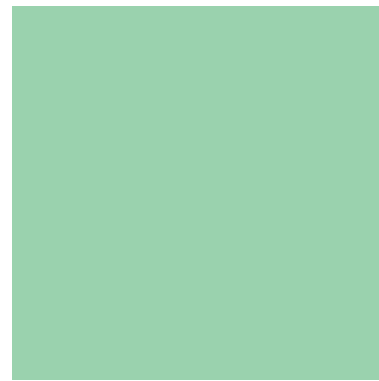
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# Greater Cambridge Local Plan

**Issues and options**  
**23 September 2019**



## Foreword

This consultation is the first step towards creating a new joint Local Plan for Cambridge and South Cambridgeshire – the Greater Cambridge Local Plan.

This new Local Plan will shape the way we live, work and play in Greater Cambridge over the next 20 years and beyond. As well as the ongoing need to provide for economic growth and jobs, and the homes needed to support them, it comes at a time when we face great challenges in how we respond to climate change. It gives us the opportunity to take a significant step towards becoming a net zero carbon society, and towards our target of doubling biodiversity.

We want you, our communities, to be central to creating our new Local Plan. This consultation sets out the issues we need to consider and some of the big questions we need to answer, and seeks your views to help us solve them. We hope you will all get involved in shaping this important emerging plan for Greater Cambridge.



**Cllr Tumi Hawkins**  
Lead Cabinet Member  
for Planning  
*South Cambridgeshire  
District Council*



**Cllr Katie Thornburrow**  
Executive Councillor,  
Planning and  
Open Spaces  
*Cambridge City Council*

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# Glossary

**Biodiversity net gain**

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**Business churn**

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**Carbon footprinting**

This is an exercise that establishes the total amount of greenhouse gas emissions released into the atmosphere produced directly or indirectly by human activities. It can be calculated to measure the emissions emitted by products, services, individuals, companies or nations. The standard unit of measurement for carbon footprints is carbon dioxide equivalents (CO2e).

**Climate change adaptation**

Initiatives and measures to reduce the vulnerability of natural and human systems to actual or predicted climate change effects. This can include measures to reduce the risk of flooding and designing buildings so that they are easier to keep cool in a warmer climate without the need to resort to air conditioning.

**Climate change mitigation**

Measures to reduce the emissions of greenhouse gases, for example reducing building related emissions through improving levels of insulation, energy efficiency and using renewable energy technologies.

**Green Infrastructure**

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**Grow on**

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**GVA**

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**Natural Capital**

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**Nature Recovery Network**

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**Net zero carbon**

Net zero carbon means the complete decarbonisation of the economy: emissions cannot exceed zero. In practice, a net zero carbon target means that in addition to phasing out fossil fuels and the role of renewable energy and energy reduction measures, there is also a role for balancing a certain measured amount of carbon released with an amount of carbon offsets, through, for example, tree planting or carbon capture and storage.

**Oxford-Cambridge Arc**

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**Productivity**

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**Start-up**

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**Sustainable development**

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# 1

## About the plan

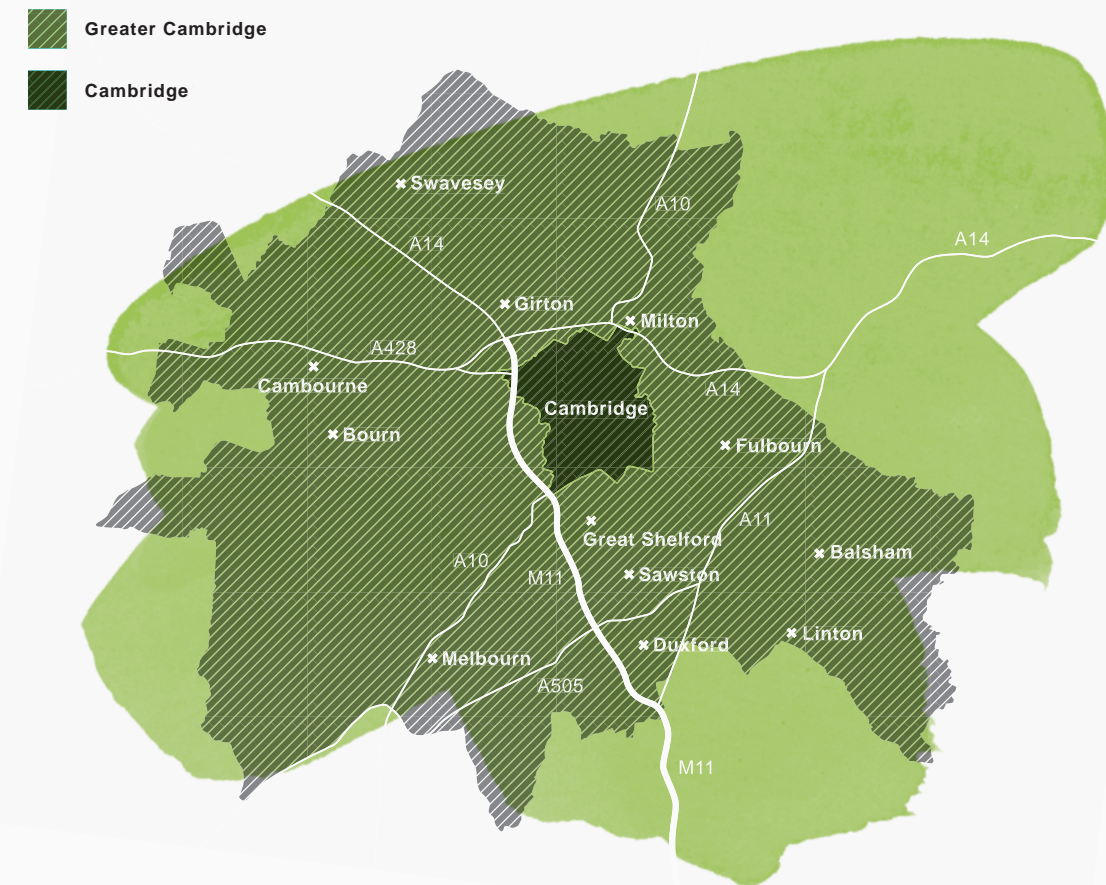
### 1.1 What is the Greater Cambridge Local Plan?

For the first time, Cambridge City Council and South Cambridgeshire District Council are working together to create a joint Local Plan for the two areas – which we are referring to as Greater Cambridge. This will ensure that there is a consistent approach to planning, and the same planning policies, across both areas.

A Local Plan is a legal document that the Councils are required to have, which sets out the future land use and planning policies for the area over a set time frame. It identifies the need for new homes and jobs, and the services and infrastructure to support them, and guides where this growth should happen. It follows a process set out in national legislation and guidance and is independently tested at a public examination. The planning policies in the Local Plan are used to make decisions on planning applications in the area, alongside national planning policy and other supplementary guidance.

**Figure 1**  
Map of Greater Cambridge

*(continued on next page)*



## 1.1 What is the Greater Cambridge Local Plan? (cont'd)

The material presented here is the first stage towards preparing the new Local Plan, but is not the actual plan. It is intended to begin the conversation about the kind of place we want Greater Cambridge to be in the future, exploring the big themes and spatial choices we have to make. This does not include any firm proposals for land use or policy as this will be done at the next stage in 2020, when we prepare a draft Local Plan informed by the feedback we receive in this consultation.

In legal terms, this material is described as an Issues and Options paper for public consultation, in accordance with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

## 1.2 Why do we need a local plan?

In the past, Cambridge City Council (CCC) and South Cambridgeshire District Council (SCDC) have produced separate local plans, but with a shared development strategy. This time we intend to prepare a single plan for both of these council areas. We committed to do this when we signed up to the City Deal, which brought in up to £500m from central government towards transport and infrastructure projects in the area, which are now being managed by the Greater Cambridge Partnership.

Both Cambridge City Council and South Cambridgeshire District Council adopted their current Local Plans in 2018. Both include a commitment to an early review of those plans, in particular to update the assessment of housing needs, review the progress of planned developments including new settlements, and consider the needs of caravan dwellers and government changes to the approach to planning for Gypsies and Travellers.

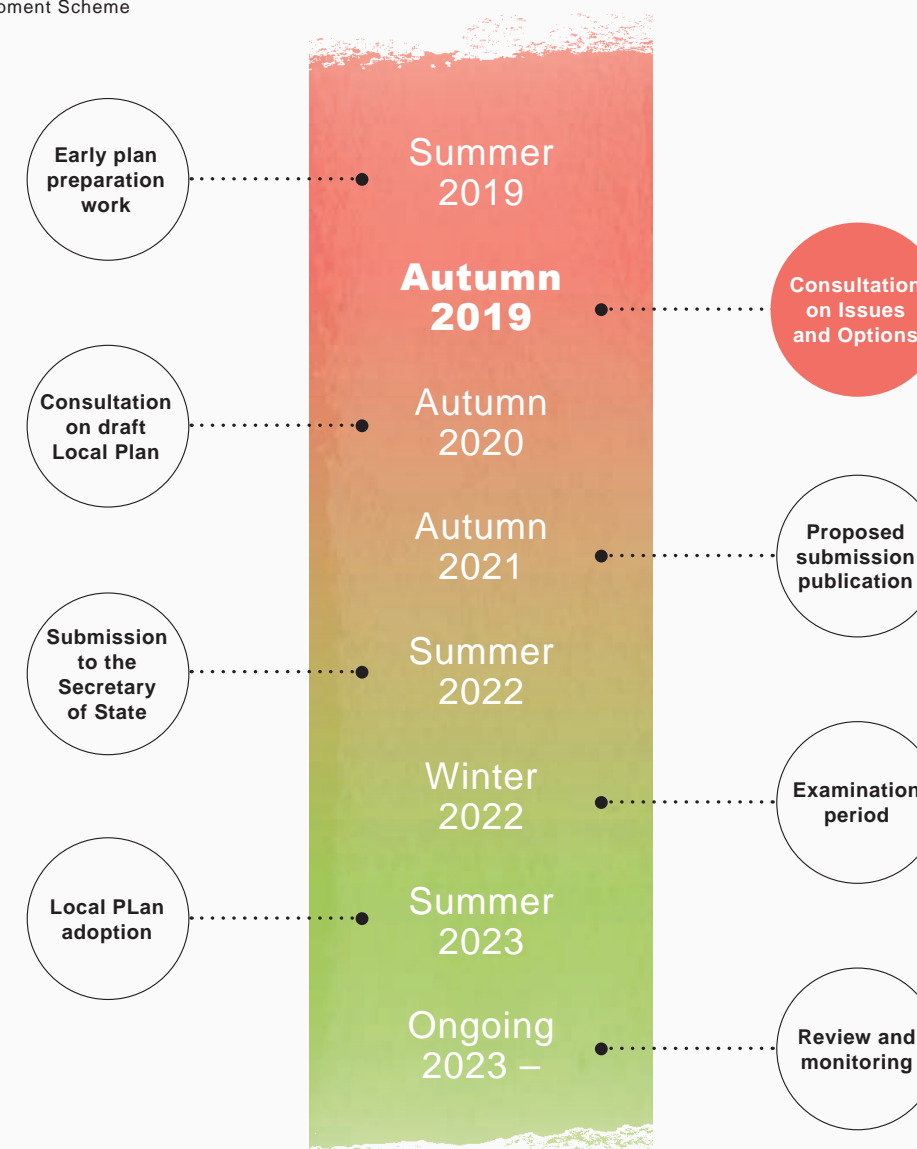
In February 2019 the Government published a revised National Planning Policy Framework (NPPF) which places new requirements on local plan making. This means that the review also needs to ensure the new Local Plan will be in conformity with this latest National Planning Policy.

On adoption the Greater Cambridge Local Plan will replace the South Cambridgeshire Local Plan 2018 and the Cambridge Local Plan 2018.

## 1.3 How we are developing the plan

The diagram below shows the timetable for preparing the Local Plan, which was agreed in the adopted Greater Cambridge Local Development Scheme 2018. We are at the early stage of the plan preparation, and the Local Plan will be prepared in key stages over a period of around 4 years prior to its examination expected to be in 2022/2023. At each stage we will check that the process is moving forward positively towards a new Local Plan.

**Figure 2**  
Local Plan Timetable  
in the Local  
Development Scheme



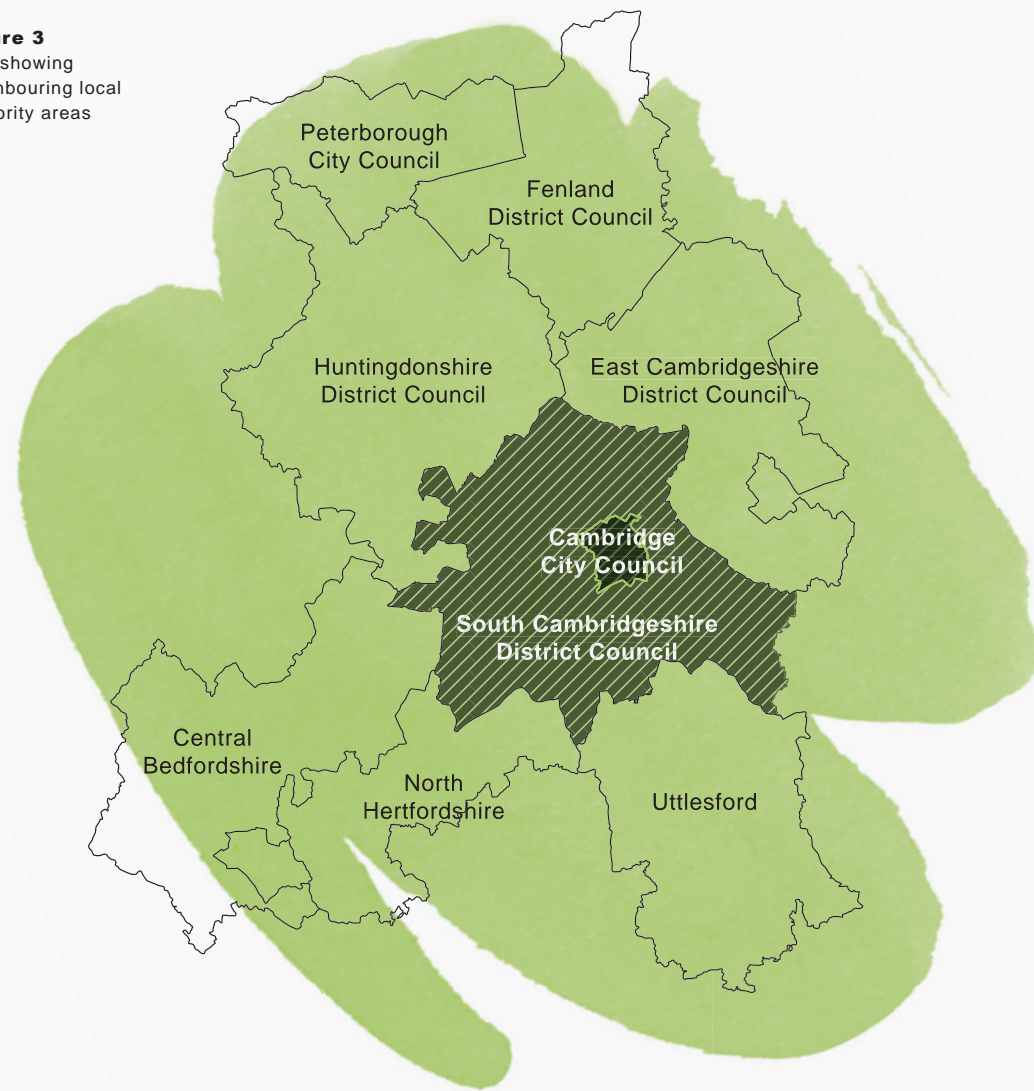


### 1.5.1 Working with neighbouring Councils

In the adopted Local Plans we worked with our neighbours beyond Greater Cambridge on a range of strategic cross-boundary issues, but in particular relied upon the following shared evidence bases:

- + Housing need and distribution, including Gypsy & Traveller accommodation needs
- + Habitats and green infrastructure
- + Carbon offsetting and renewable energy generation
- + Transport

**Figure 3**  
Map showing neighbouring local authority areas



### 1.5.2 Economic 'corridors'

Greater Cambridge forms a key location at the heart of a number of economic corridors:

#### Oxford-Cambridge Arc

The Government has designated the Oxford-Cambridge Arc a key economic priority, with an ambition for up to one million high-quality new homes across the Arc by 2050, committed to completing an East-West Rail link and an Expressway, and to achieving growth in the Arc while improving the environment for future generations. A report by the National Infrastructure Commission produced a report called Partnering for Prosperity: a new deal for the Cambridge-Milton Keynes-Oxford Arc setting out actions required to continue its success.

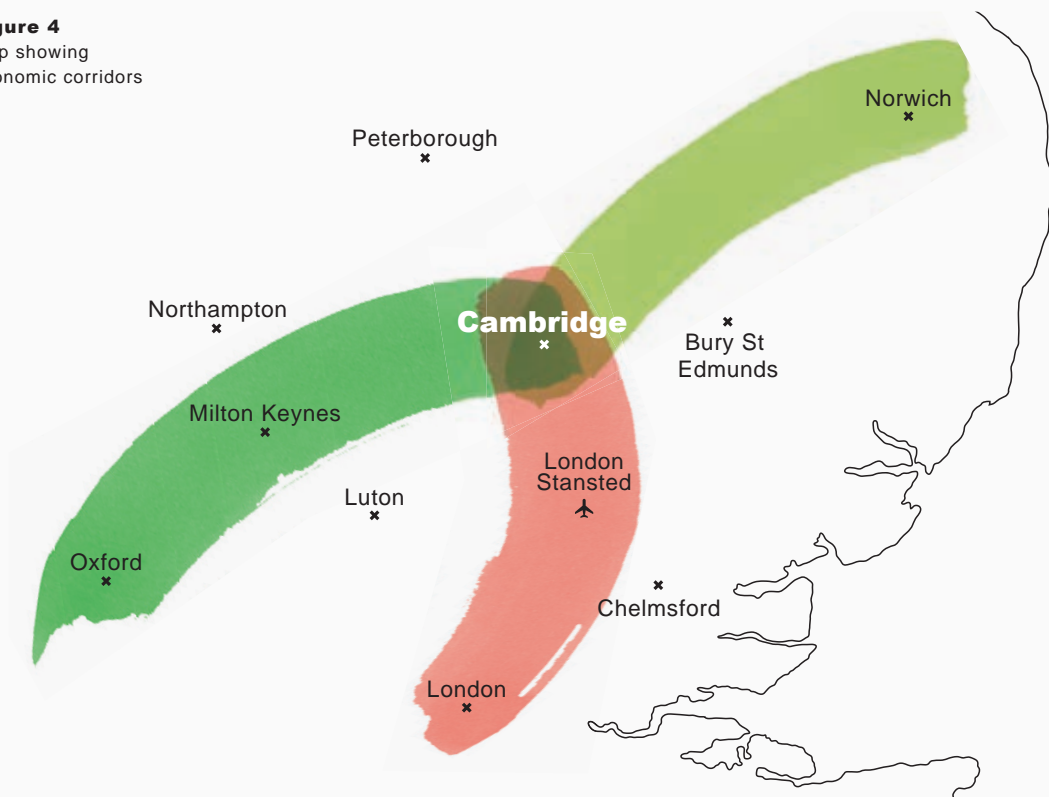
#### London-Stansted-Cambridge

The UK Innovation Corridor, supported by the London-Stansted-Cambridge-Consortium, recognises the significant economic linkages in this area creating a world class hub of science and innovation. They offer significant opportunities through developing closer economic connections.

#### Cambridge-Norwich Tech

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**Figure 4**  
Map showing economic corridors



### 1.5.3 Working with the Combined Authority

The Combined Authority, founded in March 2017, is made up of representatives from the seven councils in the area (including Cambridge City Council and South Cambridgeshire District Council) and a Business Board. (see fig. 5)

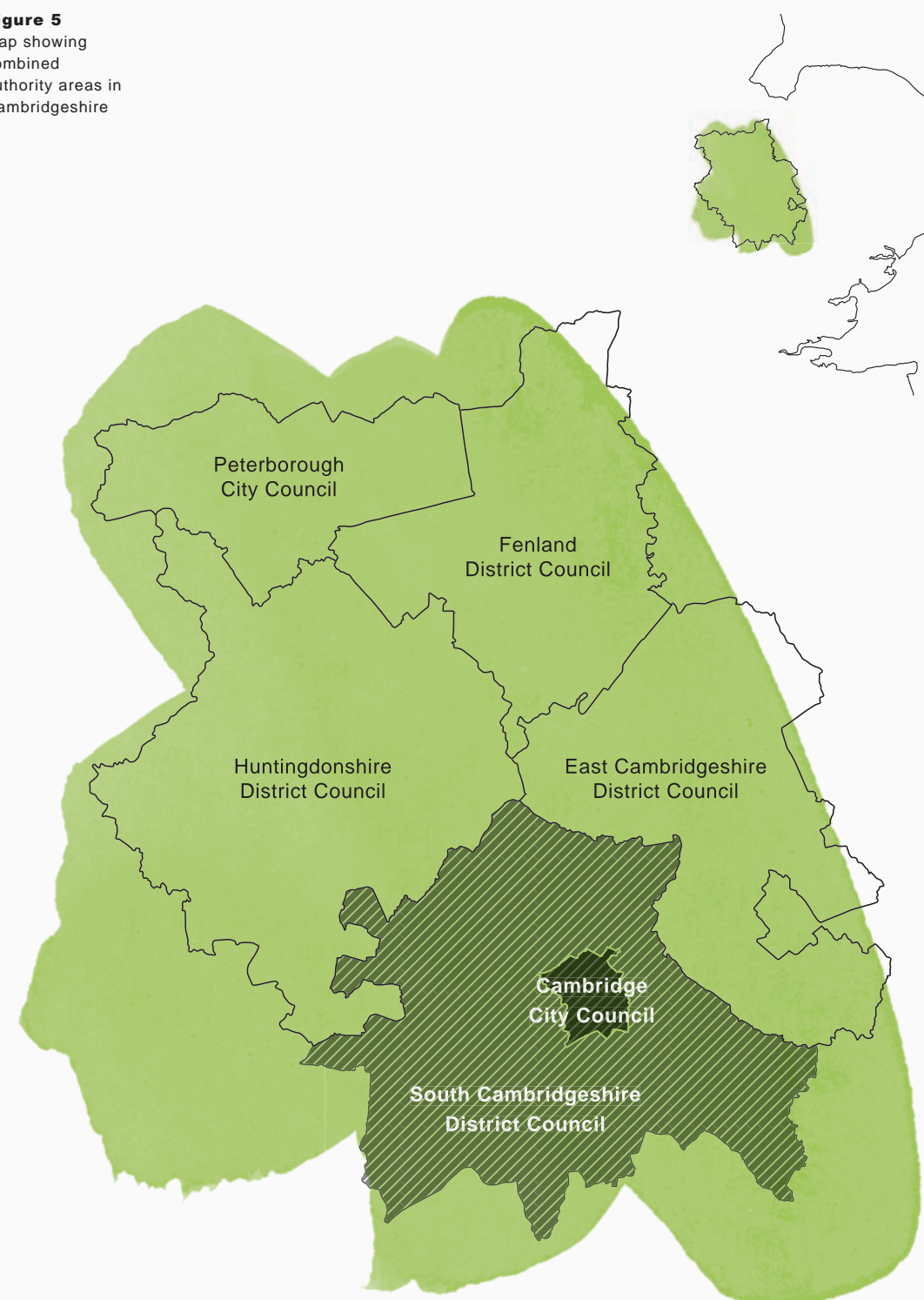
The Combined Authority is led by an elected Mayor; the Leaders of Cambridge and South Cambridgeshire councils sit on the Combined Authority Board. As the Local Transport Authority, the Combined Authority is producing the Local Transport Plan for the area. The Combined Authority also commissioned the Cambridgeshire & Peterborough Independent Economic Review (CPIER), to explore what was needed to create a coherent economic growth strategy for the whole sub-regional economy. This has informed the Local Industrial Strategy, which sets out how Cambridgeshire & Peterborough will maximise the economy’s strengths and remove barriers that remain to ensure the economy is fit for tomorrow’s world.

The Combined Authority has also preparing a Non Statutory Spatial Framework for Cambridgeshire and Peterborough. Phase 1 of this, reflecting the growth in our existing Local Plans and how the Combined Authority will support implementation, was published in 2018. Phase 2, providing a long-term strategy towards 2050 is being prepared, and an issues document is planned to be subject to public consultation at the end of 2019, potentially overlapping with this consultation. Although the Framework is not a legally binding document, unlike the Local Plan which is legally binding, the aim is that they provide a shared vision for the area, placed in the context of the wider region.

### 1.3.3 What happens next

We also need to work closely with Cambridgeshire County Council on issues relating to its roles, including for example highways management, flooding and schools.

**Figure 5**  
Map showing combined authority areas in Cambridgeshire





# 2

## Involving the community

### 2.1 Involving communities in shaping the Plan

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**QUESTION 4.**  
**How do you think we should involve our communities and stakeholders in developing the Plan?**

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**See page 33 for how to respond**

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The new Local Plan will directly affect the lives of all our communities, and we want to make sure we have an active and honest public conversation about how it should take shape. This means involving all parts of our community - individuals, groups, businesses and stakeholders of all kinds. We are committed to genuinely listening and learning from you all, and ensuring that we explain the plan-making process clearly to you, so you understand how and why decisions are made.

We particularly want to involve groups who usually don't get heard in the planning process – young people, people from diverse backgrounds, people from less prosperous parts of the area, and those who usually find it difficult to get involved for different reasons.

Alongside making this material easily available online and in print, during this stage of the process, we are:

- + Taking a pop-up stand to places around the area – shopping centres, schools, hospitals, community centres and other places where it is easy for people to spend a few minutes finding out more and sharing their views.
- + Using social media and video to encourage young people in particular, to get involved.
- + Holding workshops with different groups in the area
- + Spreading the word via local TV, radio and newspapers
- + Working with activists and leaders from our diverse communities to encourage greater participation

The plan making process involves many stages of consultation as the plan is drafted and refined, and the input we gain from you will be balanced with other forms of evidence that we gather. You can read more about what is planned in our Consultation Statement, which will be updated at each stage of the Plan process. This has been drawn up in accordance with our Statement of Community Involvement 2019.

# 3

## The big themes

### 3 The big themes

**QUESTION 6.**  
Do you agree with how we have structured the key themes for the Local Plan set out in Figure 7?

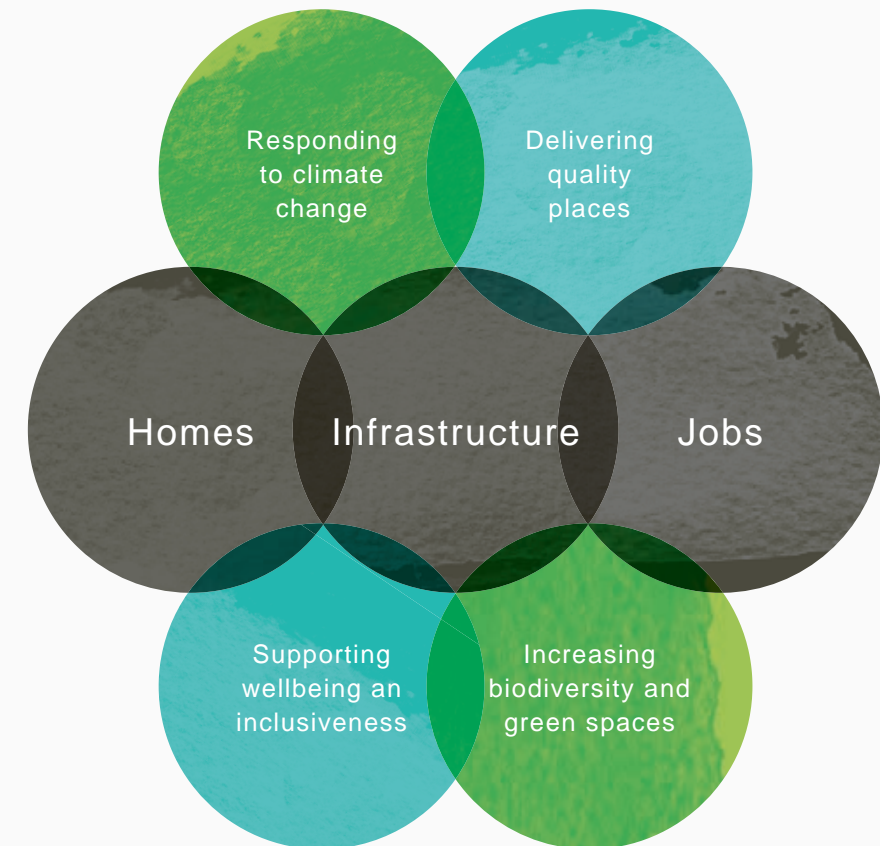
**QUESTION 7.**  
Are there other themes or issues we should be considering?

See page 33 for how to respond

Our Local Plan needs to provide a positive vision for the future of Greater Cambridge. The aim is simple: to ensure sustainable development which meets the needs of the present population without compromising the ability of future generations to meet their own needs.

Achieving this is complex and will require balancing a range of competing priorities and issues. The aim of this 'big conversation' with our communities is to understand what you think about these issues, and how they should be balanced. To help with this, we have grouped these questions into some big themes which cross the social, economic and environmental dimensions of sustainability.

We would like to hear your views on whether these are the right themes for the new plan, and how you think they should be prioritised, so that we can use your feedback to help us refine the vision and specifics of the new Plan at the next stage of plan-making.



**Figure 7**  
The proposed defining themes of the Local Plan

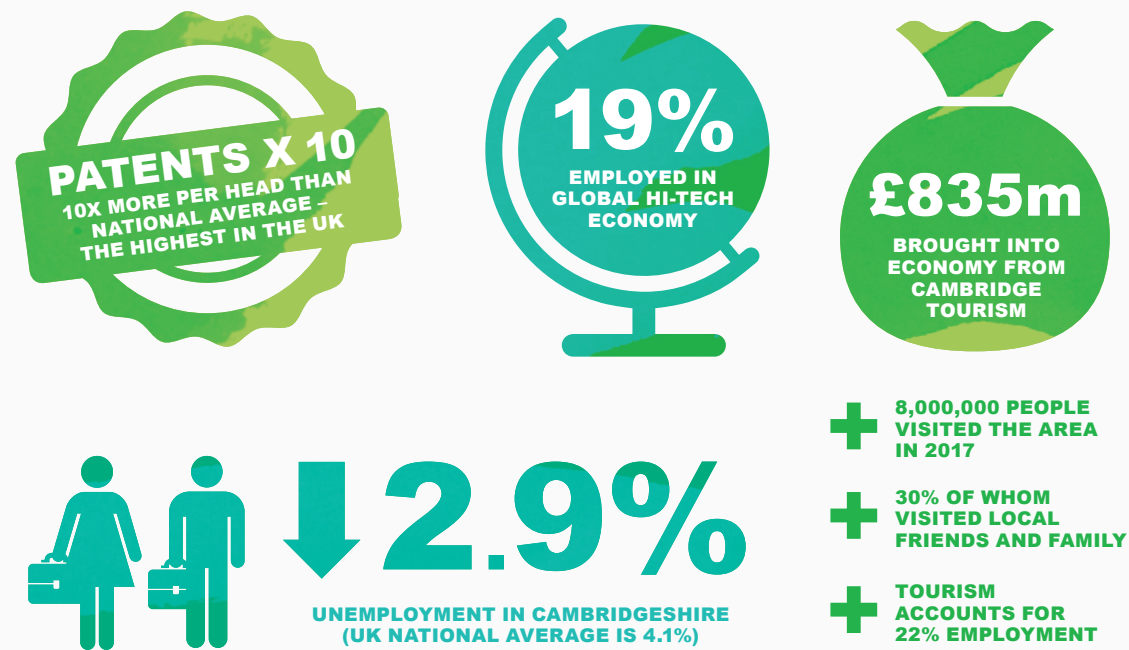


## 3.5 Jobs and the economy

The success of the Greater Cambridge economy is of national importance. Greater Cambridge has grown as a centre for high technology employment since the 1970s, and is seen as a world leader in innovation, much of it as a result of ideas coming out of Cambridge University and new companies starting up and expanding.

However, our local economy is not just about technology. Cambridge is a thriving retail, leisure and tourist destination, while industry and agriculture also play an important role and ensure a variety of jobs for local people. It is important that the city centre continues to provide a wide range of uses including shopping, leisure, entertainment, museums, university faculty buildings and colleges, offices and housing. There are also district and local centres in the city, and village centres at a range of scales, which meet more local needs, as well as providing valuable and varied employment. New town centres are also being developed at Northstowe, and soon at the new town north of Waterbeach.

The Councils have committed to a goal of doubling the total economic output of the Cambridgeshire and Peterborough area over 25 years (measured as Gross Value Added – GVA – which here is about the measure of the value of goods and services produced in the area). This target formed part of the devolution



### 3.5.1 What do we have to do?

National planning policy places significant weight on the need to support economic growth and productivity, taking into account both local business needs and wider opportunities for development. Our Local Plan needs to provide a clear economic vision and strategy which positively and proactively encourages sustainable economic growth. This includes identifying sites to meet economic growth needs.

Plans should also support the continued vitality and viability of town centres.

### 3.5.2 What are we doing already?

The 2018 Cambridgeshire and Peterborough Independent Economic Review (CPIER) provided an important baseline of evidence about the growth in our local economy.

Building on the CPIER, the Government and the Cambridgeshire and Peterborough Combined Authority recently published the Cambridgeshire and Peterborough Local Industrial Strategy. It aims to improve the long-term capacity for growth in Greater Cambridge by supporting the foundations of productivity, increasing sustainability, broadening the base of local economic growth including in the north of Cambridgeshire, and building on the clusters and networks that have enabled Cambridge to become a global leader in innovative growth.

Cambridge City Council and South Cambridgeshire District Council are also preparing a Greater Cambridge Economic Development Action Plan to deliver the priorities set out in the Local Industrial Strategy, as well the Councils' own more local economic ambitions.

The adopted Local Plans have sought to support the continued success of the economy of the Greater Cambridge area. Through the allocation of sites and granting of planning permission there is a large supply (135 hectares) of employment land that continues to be developed. This includes developments in the centre of Cambridge around the Station, and on the edges of Cambridge at the Cambridge Biomedical Campus and West Cambridge. There is also further capacity at a range of sites outside Cambridge, including Babraham Research Campus and Granta Park. New settlements like Northstowe will also include opportunities for employment growth.

Through the North East Cambridge Area Action Plan we are exploring the potential for further development at Cambridge Science Park and the area around the new Cambridge North Station to create an Innovation District, which will include homes, jobs, services and facilities. We consulted on options for this area in early 2019 and will be consulting on a draft plan in early 2020.

### 3.5.3

## What are the key issues?

**QUESTION 20.**  
**In providing for a range of employment space, are there particular types and locations we should be focusing on?**

**See page 33 for how to respond**

#### Forecasted jobs growth

The 2018 Cambridgeshire and Peterborough Independent Economic Review (CPIER) identified that our recent employment growth has been faster than anticipated. It considered future scenarios regarding continuation of that growth, including those that achieve the target to double GVA over 25 years.

The next Local Plan needs to identify the number of jobs that should be planned for, so that appropriate sites can be identified, and so that they are accompanied by the homes and infrastructure to support them. . This will be informed by the new research that we are commissioning at the moment, but it is expected that the level of forecast economic growth will be greater than the level that would be supported by the Government's standard method of calculating new homes. For more detail on what this may mean for housing growth, see the Homes Theme.

#### Space for businesses to grow

The Local Plan needs to ensure that there is sufficient land for business uses, in the right places and to suit different formats of business..Greater Cambridge firms come in a range of sizes, from start-ups with a few individuals to major firms with hundreds of employees, and the area needs to have the right range of premises to support this. Alongside this, more and more people are working flexibly, and do not need to travel to a specific place of work on a daily basis. We need to consider:

- + Demand for 'start-up', incubator and grow-on space as a feature of Greater Cambridge's economy is a high rate of 'business 'churn', with large numbers of firms starting up each year.
- + The increasing popularity of flexible workspace and co-working hubs, providing shared facilities.
- + How new business space can adapt to fast changing working practices which will continue to evolve over the lifetime of a new building..
- + Demand for specialist space, such as for laboratories

#### Protecting existing businesses and jobs

The protection of existing business space is also a concern of local residents. Industry, such as manufacturing, is an important part of the local economy but there is pressure from competing higher value land uses, particularly in Cambridge. We will need to consider:

- + How effective our current policies have been, in protecting industrial land from being redeveloped for other uses
- + How to address the gradual loss of employment land in villages
- + Which key existing sites should be specifically safeguarded.



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### 3.5.3

## What are the key issues? (cont'd)

#### Creating a range of jobs

Whilst we are proud of the success of Cambridge's high technology businesses, there are parts of Greater Cambridge where people do not perceive the opportunities as being for them. This includes areas adjoining some of our most successful business parks. Supporting different kinds of business, which create a range of different jobs, is important so that everyone can benefit from economic growth. Through the preparation of the next Local Plan we will explore how we can:

- + Support a range of businesses to be successful in this area, providing a range of job types and at a range of different skills levels
- + Ensure that there is sufficient, and affordable, business space for the supply chain of other firms which support the high technology sector

#### Where jobs are created

A feature of the Greater Cambridge economy is the range of businesses located at South Cambridgeshire villages, in both small premises and larger business parks. These complement the businesses based in the city and city fringe areas. We will need to consider:

- + Where new business space should be sited, in relation to public transport and residential areas, given we have a highly mobile workforce who tend to move jobs much more frequently than they move house.
- + Whether we should plan for new business space, or flexible co-working space, in secondary neighbourhoods or villages, thereby reducing the need to travel, and supporting our net zero carbon aspirations.



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Raecatam lam ut magnatur, sinvenimi, corrorit et vent eum.

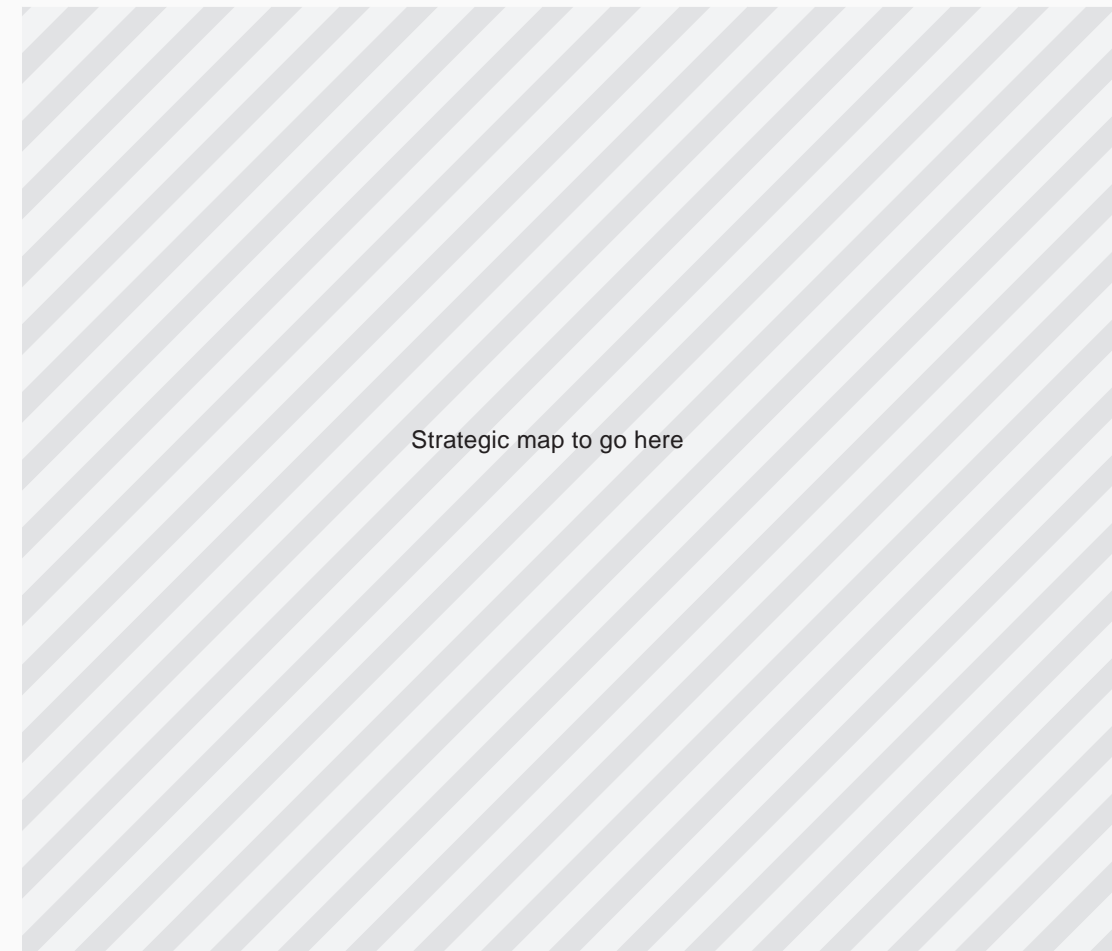


## 4.1 Our current spatial approach

Previous plans for the Greater Cambridge area have adopted a development sequence which prioritised development firstly within Cambridge, then on the edge of Cambridge (subject to consideration of the Green Belt), at new settlements close to Cambridge, and at better served villages.

Sites in the adopted Local Plans provide for a significant amount of the future housing and employment needs in Greater Cambridge, both during the current plan period of 2031, but also beyond, as new settlements in particular will continue to be built out over a much longer period. In planning for future growth, we will be adding to the current development strategy.

**Figure 17**  
Existing planned growth in the adopted Local Plans





### 4.2.3 Edge of Cambridge

This approach would create new homes and jobs on the edge of the City, or smaller extensions to existing neighbourhoods located on the edge of Cambridge.

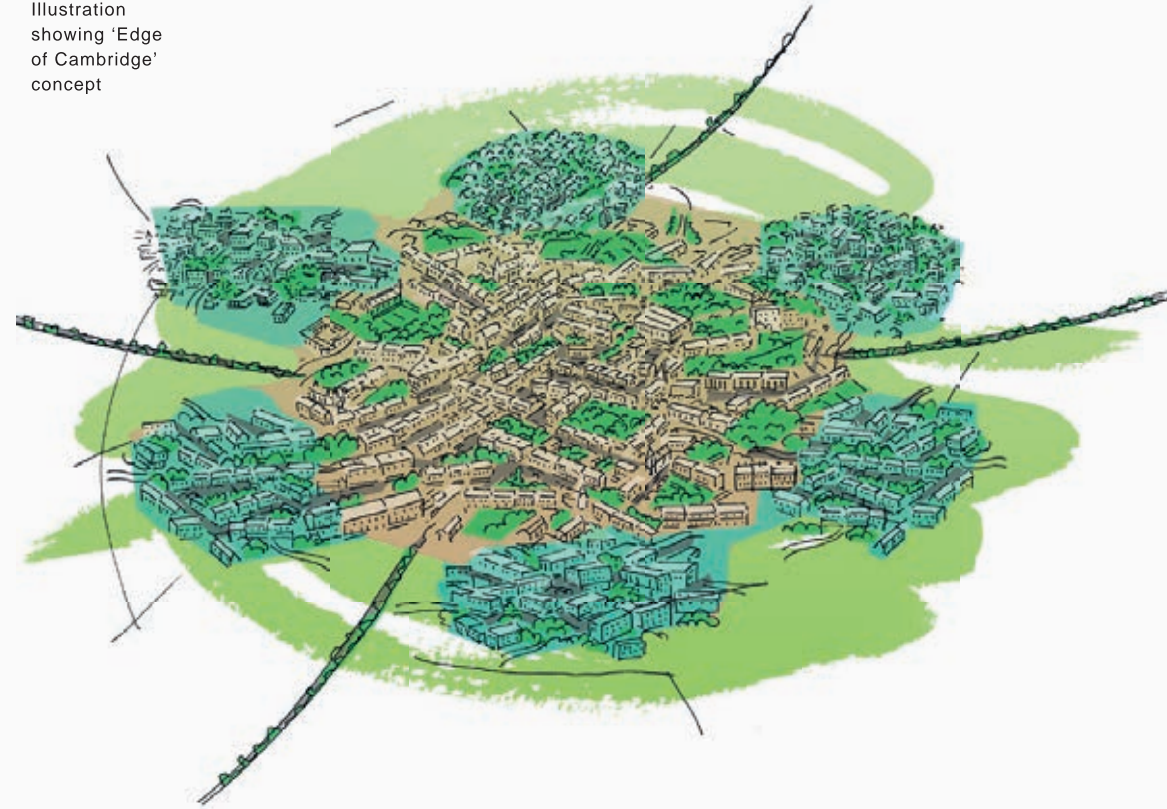
#### Advantages

- + benefits from the services and infrastructure at the existing centre, maximising the potential for sustainable transport.
- + large scale urban extensions present the opportunity for new on-site infrastructure, such as schools, local centres and green spaces that can bring benefits to the existing and new community

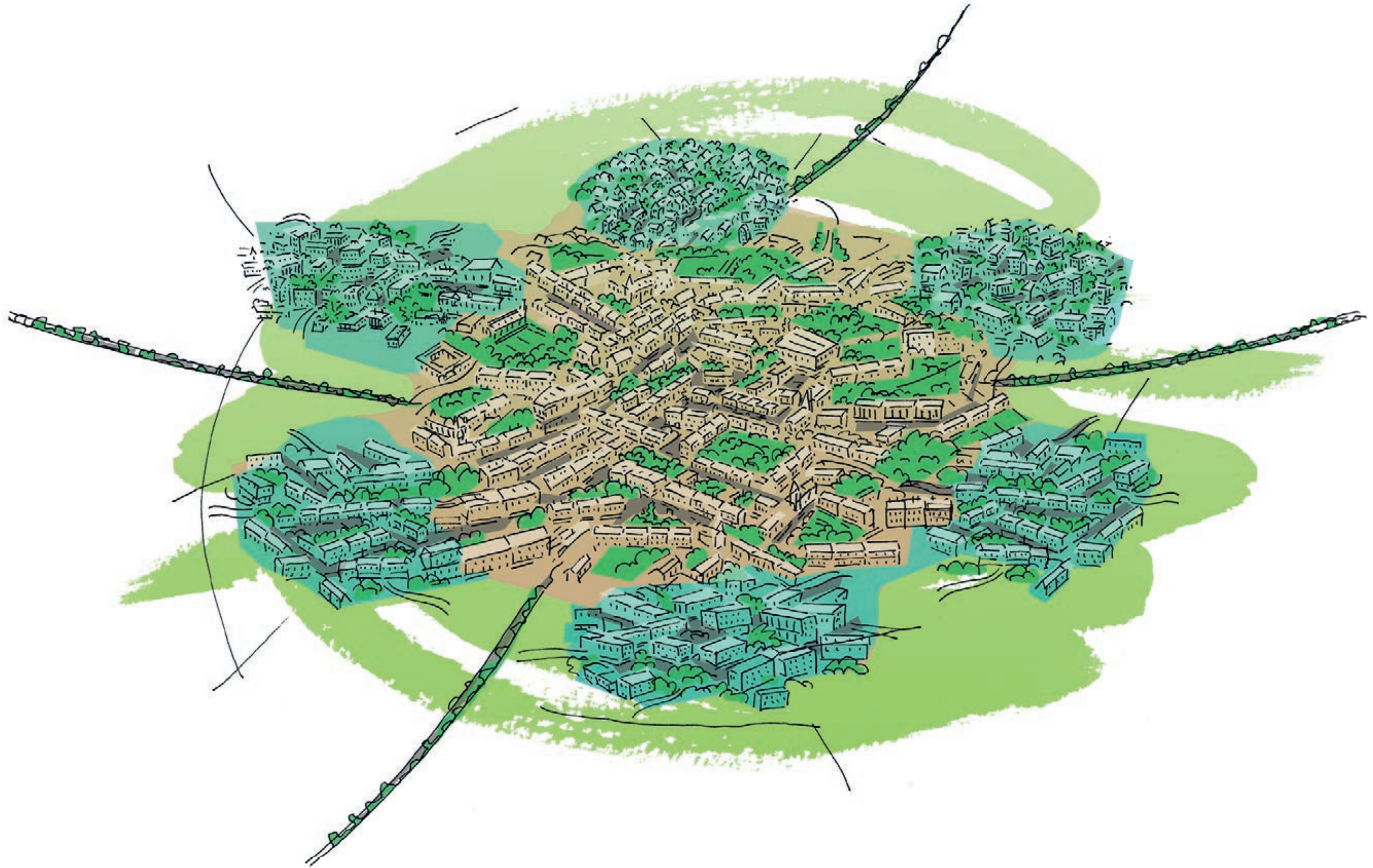
#### Challenges

- + Requires the use of greenfield land on the edge of urban areas, which around Cambridge would require the release of Green Belt land, which would be subject to national policy requirement that alternatives have been fully explored.

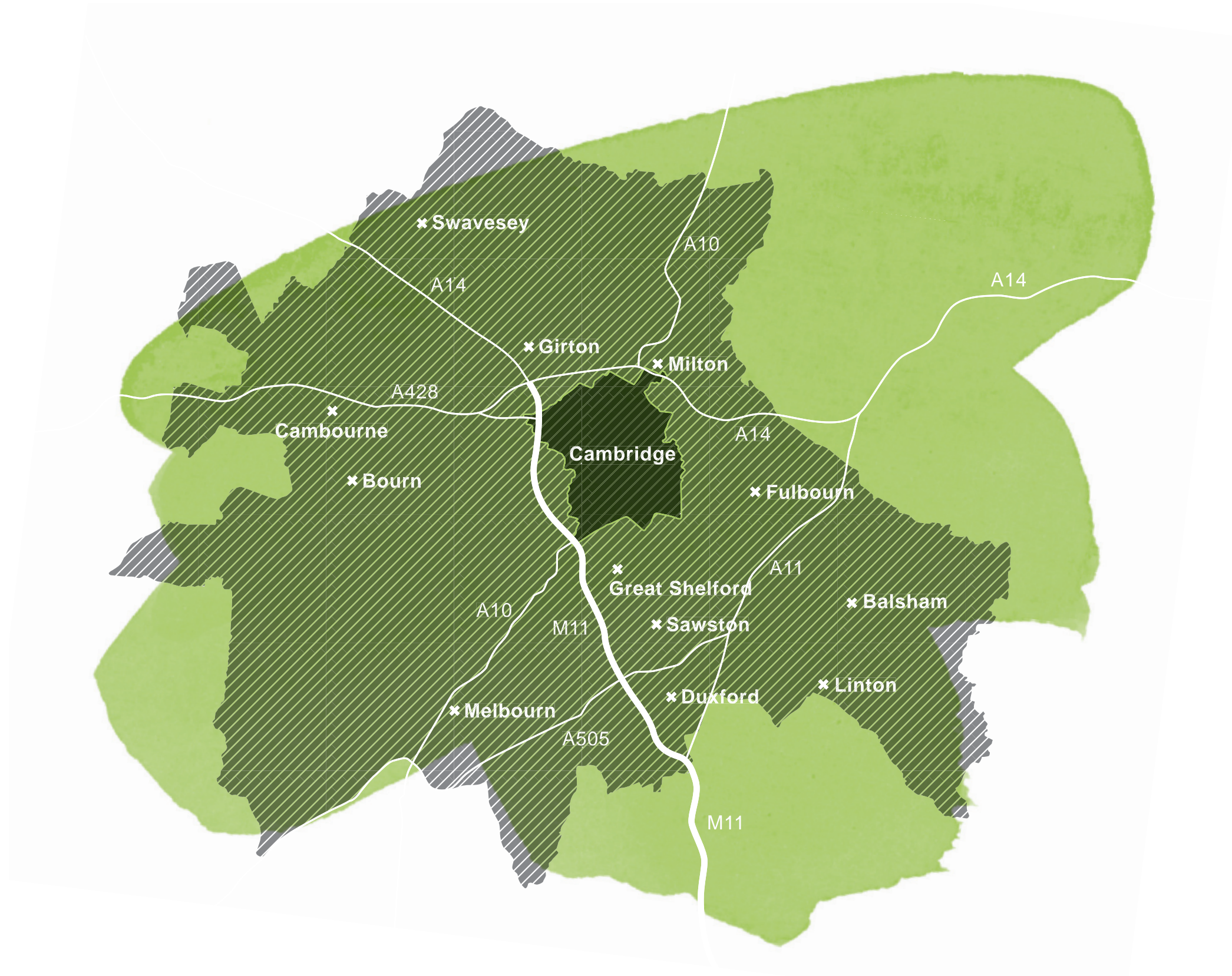
**Figure 18**  
Illustration  
showing 'Edge  
of Cambridge'  
concept



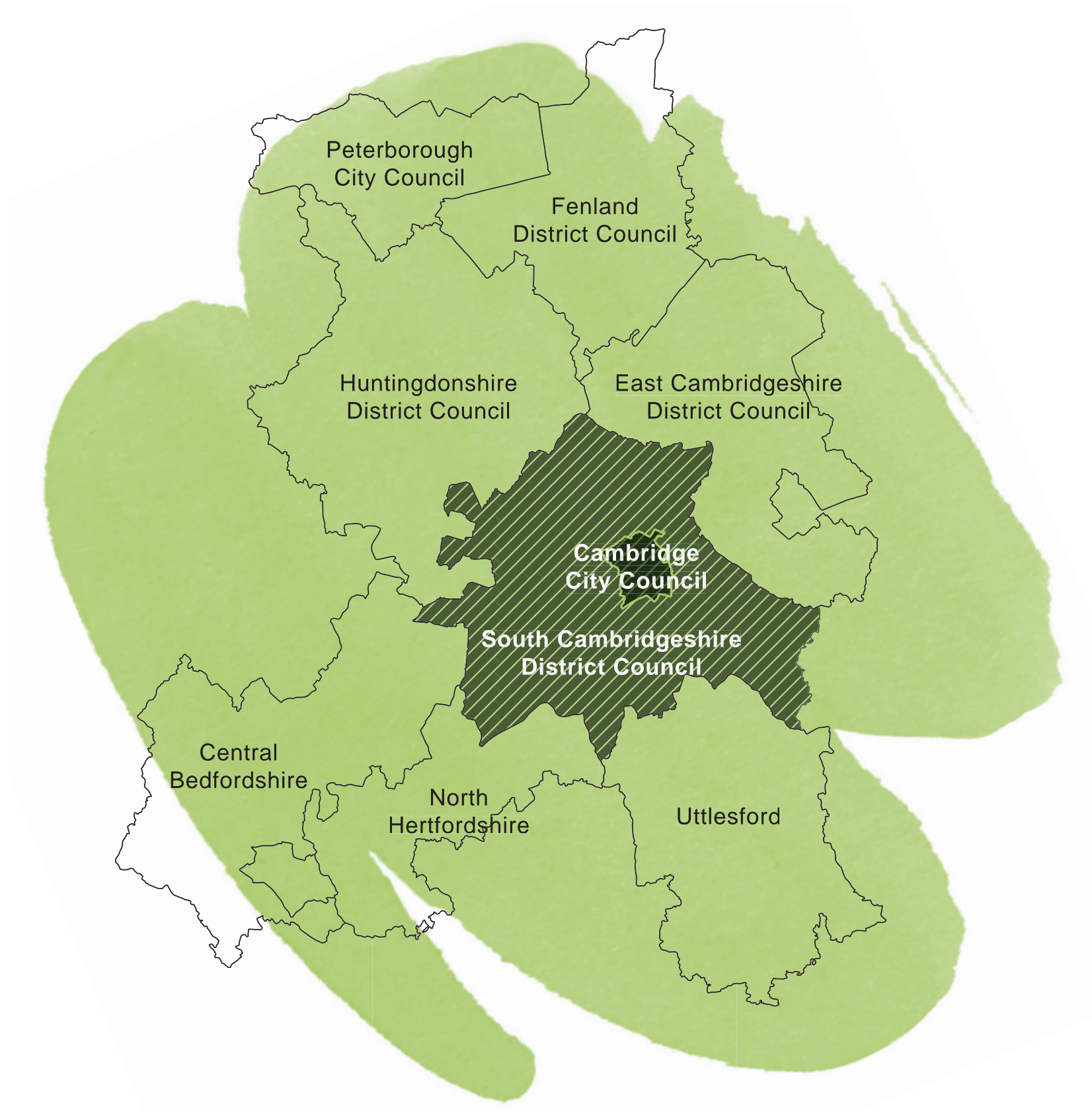


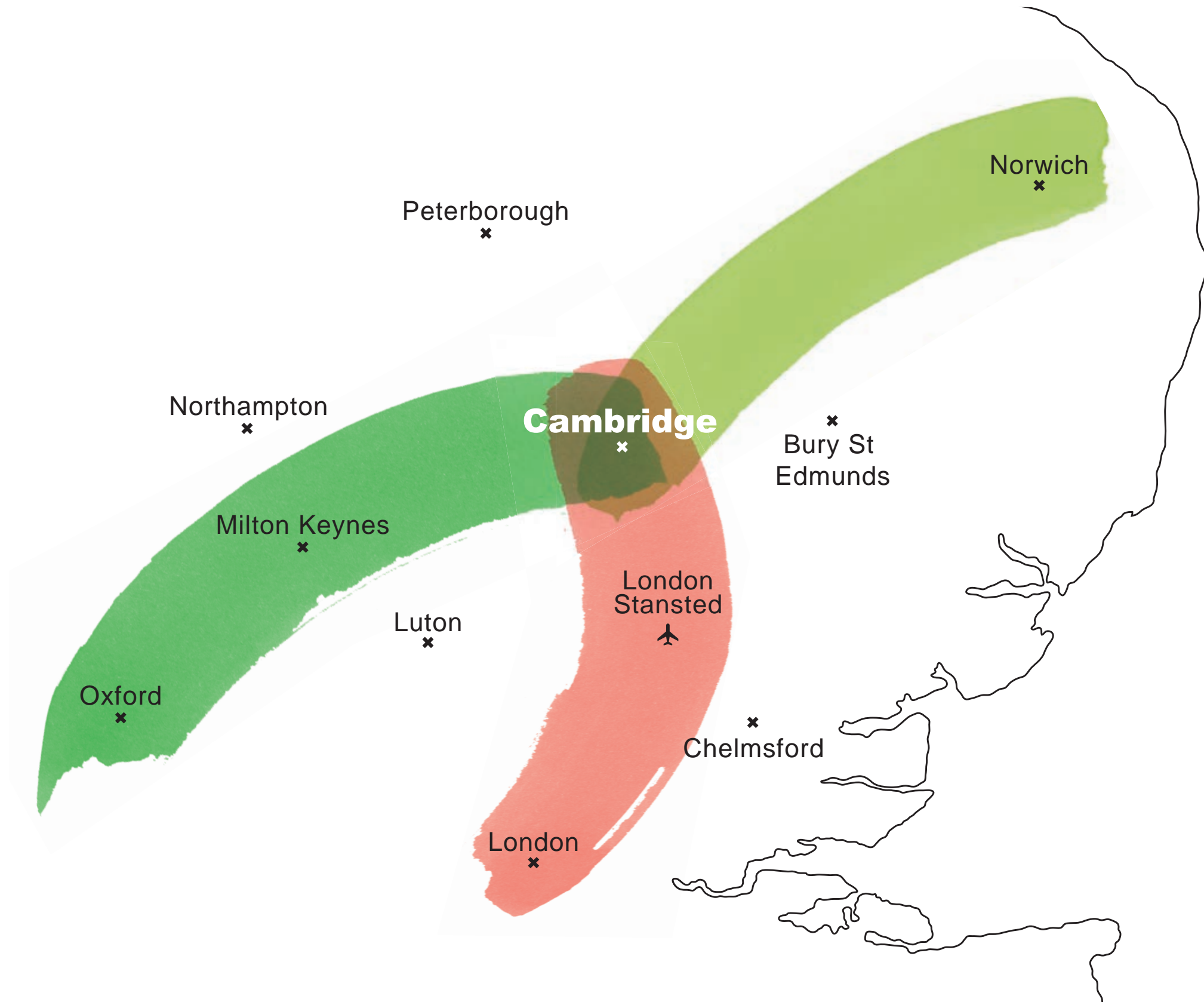


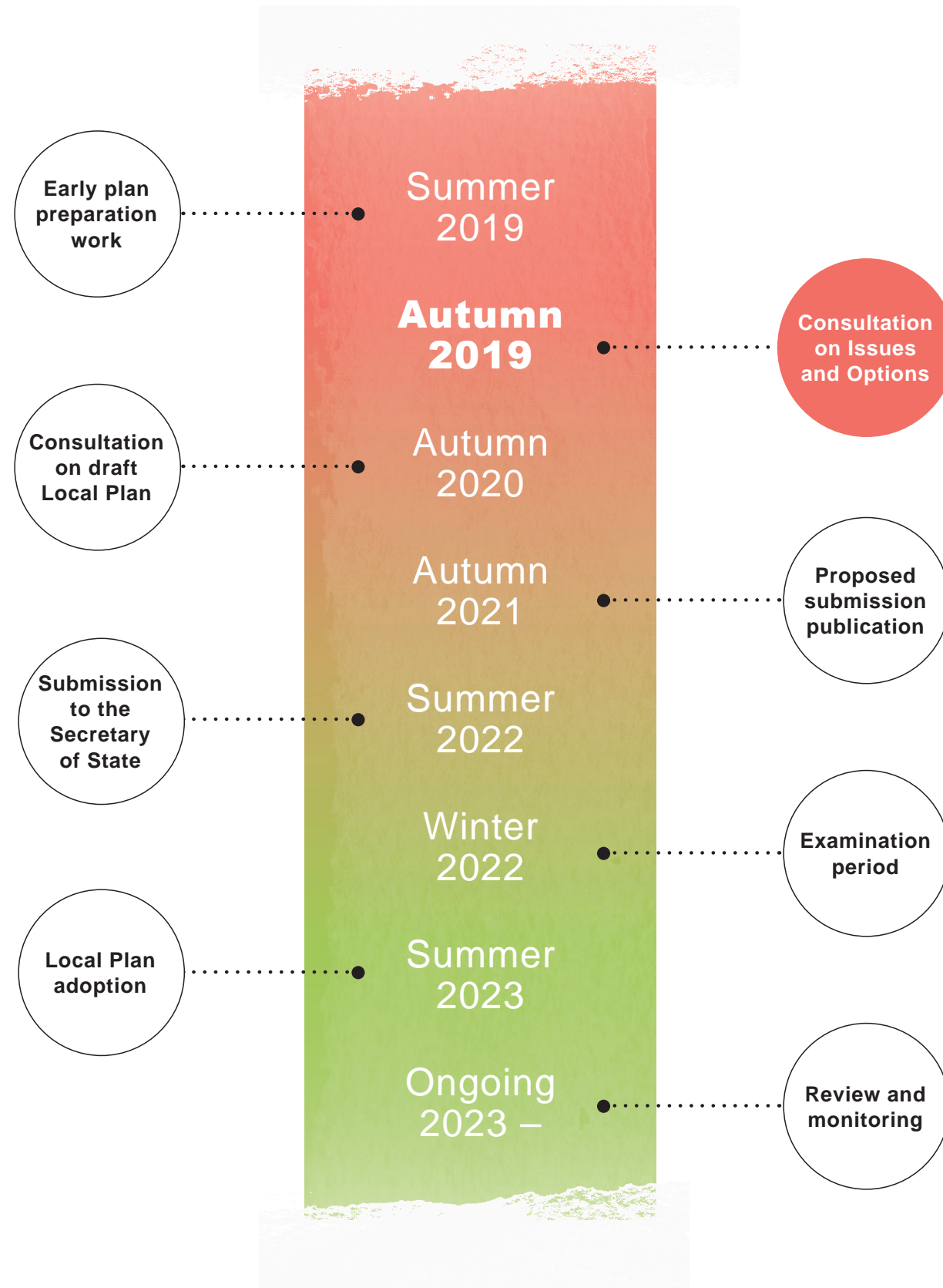




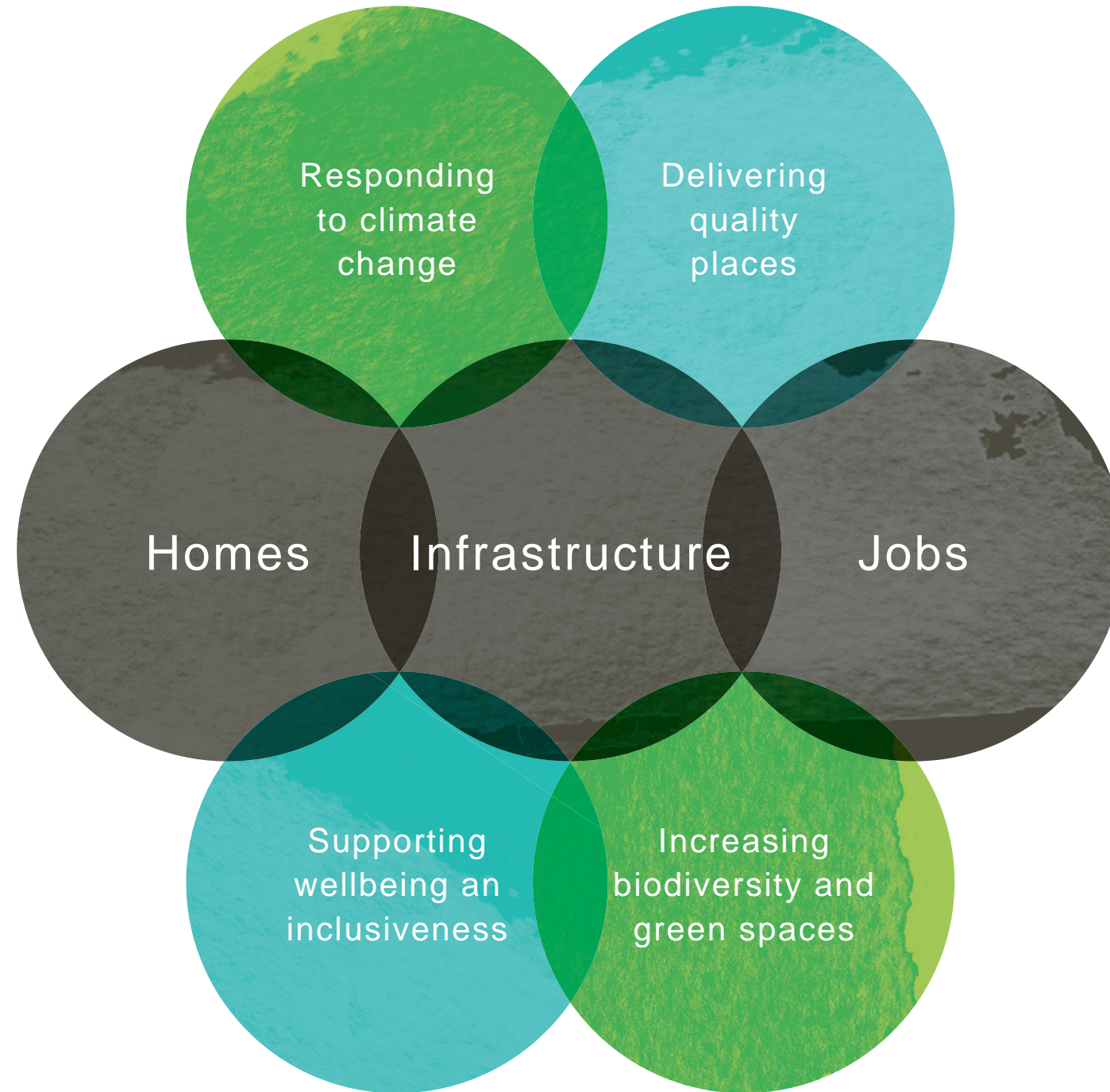














**↓ 2.9%**

UNEMPLOYMENT IN CAMBRIDGESHIRE  
(UK NATIONAL AVERAGE IS 4.1%)

- + 8,000,000 PEOPLE VISITED THE AREA IN 2017
- + 30% OF WHOM VISITED LOCAL FRIENDS AND FAMILY
- + TOURISM ACCOUNTS FOR 22% EMPLOYMENT

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# Greater Cambridge Local Plan The first conversation

(Regulation 18: Issues and Options 2019)

## Unformatted Draft Text Version 1.1

## Foreword

This Issues and Options consultation is the first stage towards preparing a new joint Local Plan for Cambridge and South Cambridgeshire, together to be referred to as the Greater Cambridge Local Plan. This is your first opportunity to comment on this plan making process, which will be undertaken over a period of around 4 years.

The next local plan will be crucial to the future of our area. It has been described as the most important document most people have never read. It has an important role in establishing policies that will influence the way we live, work and play in Greater Cambridge over the next 20 years and beyond, As well as the ongoing need to provide for economic growth and jobs, and the homes needed to support them, it comes at a time when we face great challenges in how we respond to climate change. There is also an opportunity here to take a significant step towards becoming a net zero carbon society, and towards our target of doubling biodiversity.

We want you, our communities, to be central to creating the next Local Plan. This consultation sets out what we think are the issues that the plan needs to consider and some of the big questions we need the plan to answer. We now seek your views on whether these are the full range of issues and potential options to help us solve them. We therefore hope you will all get involved in shaping this important emerging plan for Greater Cambridge.

**Cllr Tumi Hawkins**

Lead Cabinet Member for Planning

South Cambridgeshire District Council

**Cllr Katie Thornburrow**

Executive Councillor, Planning and Open Spaces

Cambridge City Council

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## Glossary

A glossary explaining terms used in this material is included at the end of this document.



# Executive Summary

The new Greater Cambridge Local Plan will shape how our area changes over the period to 2040, and possibly beyond.

The material presented here is the first stage towards preparing the next Local Plan, but it is not the actual plan. It is intended to begin the conversation about the kind of place we want Greater Cambridge to be in the future. There are big issues to be debated, and we will have to prioritise carefully. There are existing projects that will continue to be built out, and requirements from national planning policy and regulations, which we must meet. Alongside this, we know our communities have diverse views about how our area develops, and we want to make sure that we create a Plan that balances these fairly.

The first part of this document explains the context and process for the Local Plan – how we plan to work with you, our communities, and with our neighbouring local authorities, regional partners and other important groups.

After that, we have set out the big themes and spatial options that we must consider with your help. We have tried to reflect the issues that have emerged through our early workshops with a range of groups, but this is just a starting point and we want to hear if we have got this right. We have grouped the key issues under the following big themes:

- Responding to Climate Change
- Increasing Biodiversity and Green Spaces
- Promoting Wellbeing and Equality
- Delivering Quality Places
- Jobs
- Homes
- Infrastructure

Within each of these themes we have explained:

- What we are required to do by national legislation and policy
- What we are doing already, including our existing commitments and growth sites
- What we think the key issues are, and the big questions that we want you to help us answer.

A key issue affecting our response to all these themes will be the number of jobs and homes to plan for. We need to plan for at least the minimum number of homes set by Government, which is 40,917 homes over a plan period 2017-40. As a rough estimate, if recent fast jobs growth was to continue, we might need to plan for up to around 66,700 homes 2017-40. We already have a supply of homes for that period of 36,400 which will contribute to meeting whatever homes figure is eventually

determined. We are exploring potential jobs and housing growth in detail to support future stages of the plan. We want your views on whether to deliver a higher housing number than the minimum required by government, to support the growing economy.

After the themes, we have set out some of the spatial approaches that might be possible. These include:

- City densification
- Edge of Cambridge
- New settlements
- Village growth
- Transport corridors

Alongside this we want to hear your views on Green Belt issues. While the Plan is likely to involve some growth in all these areas, we want to know what you think our priorities should be, and which areas should be the focus. You will also be able to compare your preferred approach, with the balance of development in the adopted and previous Local Plans.

We are committed to an honest and open conversation with you all, and doing this better than we have done in the past. We know that there will be difficult choices to be made, and we will have to find a fair balance between the competing interests and priorities that you talk to us about. This first conversation is the moment we need to hear from as many of you as possible, and particularly those who feel that their voices are not always heard.

We look forward to continuing this debate as the Local Plan develops over the next four years, and creating a Plan that guides us into the future with confidence.

# 1. About

## 1.1 What is the Greater Cambridge Local Plan?

### Figure 1 Illustrative map of Greater Cambridge

For the first time, Cambridge City Council and South Cambridgeshire District Council (referred to as ‘the Councils’ in this consultation) are working together to create a joint Local Plan for the two areas – which we are referring to as Greater Cambridge. This will ensure that there is a consistent approach to planning, and the same planning policies, across both areas.

The material presented here is the first stage towards preparing the next Local Plan, but it is not the actual plan. It is intended to begin the conversation about the kind of place we want Greater Cambridge to be in the future, exploring the big themes and spatial choices we have to make. This does not include any firm proposals for land use or policy as this will be done at the next stage in 2020, when we prepare a draft Local Plan informed by the feedback we receive in this consultation.

A Local Plan is a legal document that the Councils are required to prepare, that sets out the future land use and planning policies for the area over a set time frame. It identifies the need for new homes and jobs, and the services and infrastructure to support them, and guides where this growth should happen. It follows a process set out in national legislation and guidance and is independently tested at a public examination. Local Plans are used to guide decisions on future planning applications in the area, alongside national planning policy and other supplementary guidance.

In legal terms, this material is described as an Issues and Options report for public consultation, in accordance with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

## 1.2 Why do we need a new Local Plan?

The Local Plan will guide how Cambridge and South Cambridgeshire, together referred to as ‘Greater Cambridge’, will change over the next two decades and beyond. It will be a key influence over how the area evolves and responds to the challenges and opportunities the area faces.

In the past Cambridge City Council (CCC) and South Cambridgeshire District Council (SCDC) have produced separate Local Plans, but with a shared development strategy, including a number of development sites straddling the administrative boundary. This time we intend to prepare a single Local Plan for both council areas. We committed to do this when we signed up to the City Deal in 2014, which will bring in up to £500m over a 15 year period from central government towards transport and infrastructure projects managed by the Greater Cambridge Partnership.

Both Councils adopted their current Local Plans in 2018. Both include a commitment to an early review of those plans, in particular to update the assessment of housing needs, review the progress of delivering planned developments including new settlements, and consider the needs of caravan dwellers and government changes to the approach to planning for Gypsies and Travellers.

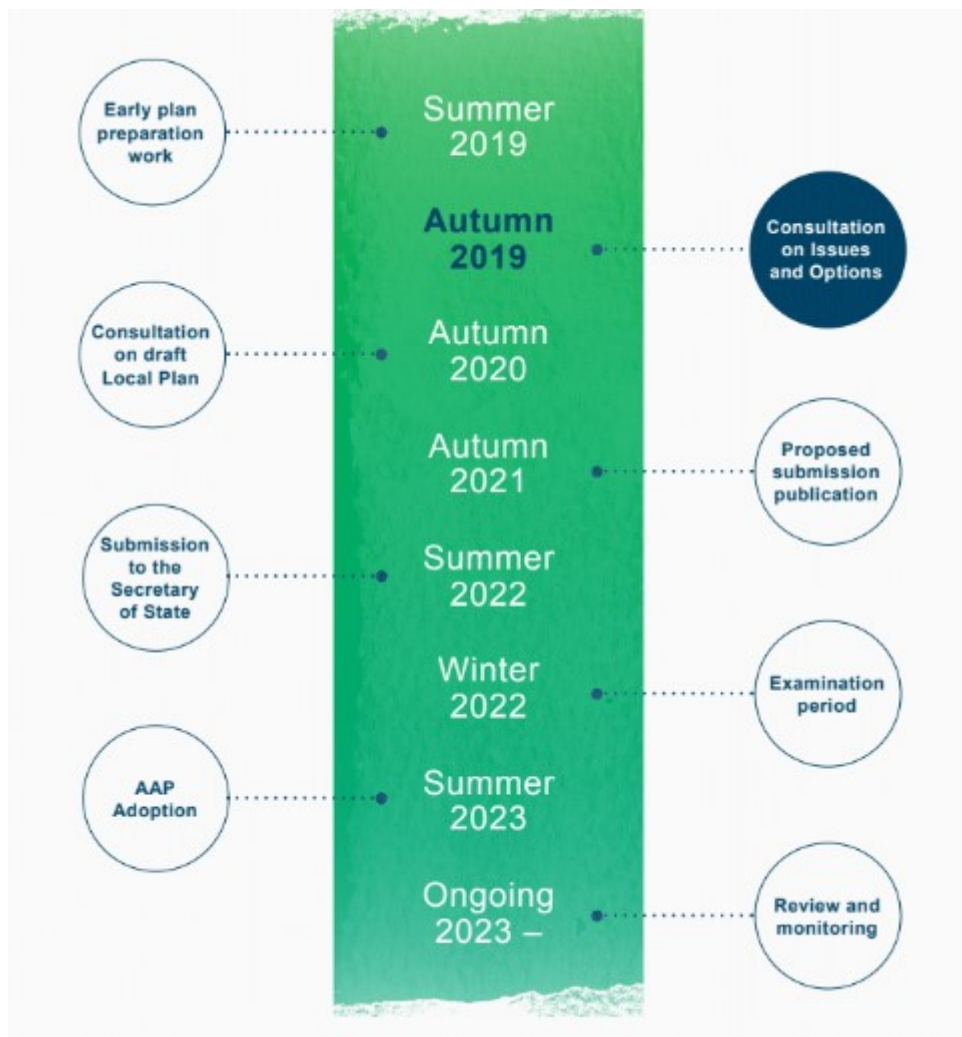
In February 2019 the Government published a revised National Planning Policy Framework (NPPF) which places new requirements on local plan making. This means that our Local Plan review also needs to ensure the next Local Plan will comply with the revised NPPF.

On adoption the Greater Cambridge Local Plan will replace the South Cambridgeshire Local Plan 2018 and the Cambridge Local Plan 2018. The adopted Local Plans remain in force until they are replaced.

### **1.3 How we are developing the plan**

We are currently at an early stage in the development of the new Local Plan, which will be prepared in stages over about four years. The diagram below shows the outline timetable that was included in the adopted Greater Cambridge Local Development Scheme 2018. At each stage we will check that the process is moving forward positively towards a new Local Plan and, if necessary, we will adjust the timetable.

Figure 2 Local Plan Timetable in the Local Development Scheme



### 1.3.1 Evidence Base

We are preparing and commissioning detailed but proportionate evidence to inform the plan, as is required by national policy. This will include further research on:

- Housing and Economic Land Availability
- Housing types & specialist needs
- Employment Land Needs
- Retail & Leisure Need
- Visitor Accommodation
- Responding to climate change and the transition to Net Zero Carbon
- Green Infrastructure and Biodiversity Net Gain
- Green Belt
- Landscape
- Transport
- Infrastructure & Phasing of development
- Viability

- Strategic Flood Risk Assessment
- Habitats Regulations Assessment

We will publish this evidence as it is produced and as the Local Plan develops, so you will be able to read and comment on it.

### **1.3.2 Sustainability Appraisal**

Each stage of plan making will be accompanied by a Sustainability Appraisal. The aim of this process is to test the options and policies being considered by identifying potential positive and negative social, economic and environmental impacts, and highlighting opportunities to improve the plan.

At this stage we are consulting on a Scoping Report, which sets out our approach to the appraisal of the plan, and an initial Sustainability Appraisal of the Issues and Options identified in this consultation. You will be able to find these on our websites alongside the issues and options report. Comments on these documents are welcomed.

### **1.3.3 What Happens Next**

The views expressed by individuals, communities, businesses, academic institutions, and stakeholders during this consultation will help us develop and refine the preferred approach to the themes and spatial options, and draft the plan itself.

All the comments received during the consultation will be analysed and a summary report produced and published on our websites. Further details of the next steps will be published on our websites.

A draft Plan will be published for further public consultation, which is currently scheduled for Autumn 2020.

## **1.4 The Greater Cambridge Councils**

### **Figure 3 Map of the Greater Cambridge Area**

The two Councils (Cambridge City Council and South Cambridgeshire District Council) cover an area of over 360 square miles in the southern part of Cambridgeshire. The Cambridge City Council area is entirely surrounded by South Cambridgeshire and the two Councils have a long track record of joint working on our development strategy. The area includes the City of Cambridge and over 100 nearby villages, as well as a number of new towns and villages which are being

developed. The area is bordered by a number of market towns, like Huntingdon, Royston and Haverhill, which fall outside the area.

The vision for Cambridge has long recognised its qualities as a compact, dynamic city, located within the high quality landscape setting of the Cambridge Green Belt. The city has an iconic historic core, heritage assets, river and structural green corridors, with generous, accessible and biodiverse open spaces and well-designed architecture. South Cambridgeshire's villages vary greatly in size, with each having a unique character.

Greater Cambridge has a reputation for design excellence, and has focused on new development that is innovative and promotes the use of sustainable modes of transport. This has already helped to support the transition to a more environmentally sustainable and successful low carbon economy but the next Local Plan will need to do more.

Greater Cambridge is a centre of excellence and world leader in the fields of higher education and research, and has fostered the dynamic and successful knowledge-based economy, while aiming to retain the high quality of life in the City and surrounding villages that underpins that economic success. Cambridge is also an important sub-regional centre for a wide range of services.

Provision of homes to meet the needs of all the community and support the continued success of the economy has been a particular challenge for the area for some years. Access to a mix of sizes and types of homes, including a high proportion of affordable housing, is a key issue. Both Councils have sought through their adopted Local Plans 2018 to guide and facilitate growth in a positive way, supported by necessary infrastructure, so that Greater Cambridge grows in a sensitive and sustainable manner.

Both Councils have published visions and Council-wide plans setting out how they want their areas to evolve. These provide an important context for the preparation of the next Local Plan for Greater Cambridge. These are available in full on each Council's own website.

#### [Cambridge City Council Vision](#)

To lead a united city, 'One Cambridge - Fair for All', in which economic dynamism and prosperity are combined with social justice and equality:

- 'One Cambridge – Fair for All'
- Cambridge - a great place to live, learn and work
- Cambridge - caring for the planet

#### [South Cambridgeshire District Council Vision](#)

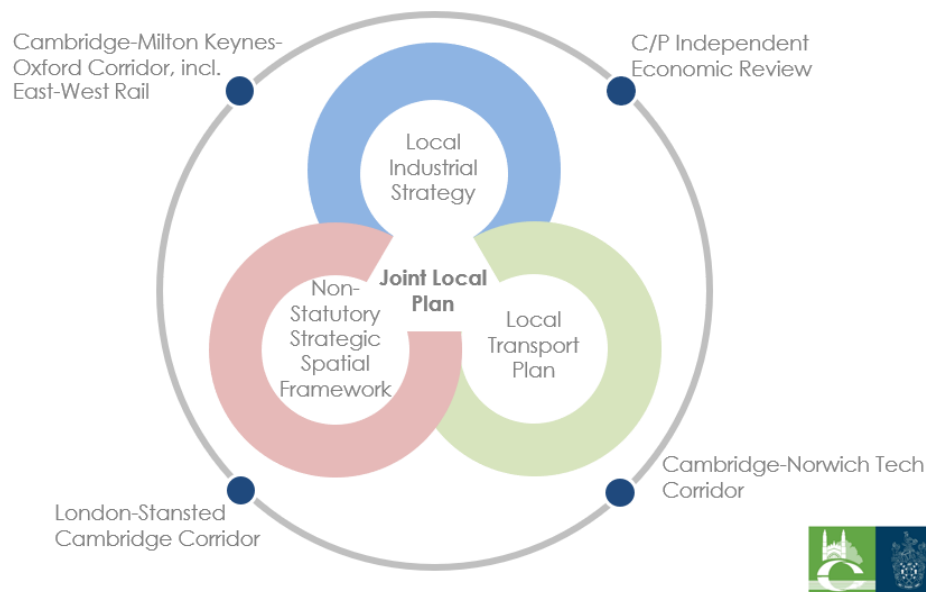
Putting the heart into Cambridgeshire by:

- Helping businesses to grow
- Building homes that are truly affordable to live in

- Being green to our core
- Putting our customers at the centre of everything we do

## 1.5 The Wider Region

Figure 4: Illustration of Strategies influencing the Local Plan



We cannot plan for Greater Cambridge in isolation. We have a legal duty to cooperate with key stakeholders and surrounding areas on cross boundary issues, and Greater Cambridge also sits at the heart of many other cross-boundary structures and initiatives. These include:

- The key economic corridors – the Oxford-Cambridge Arc, the London-Stansted-Cambridge corridor and the Cambridge-Norwich tech corridor
- The Combined Authority and its strategies – the Local Transport Plan, the Non-Statutory Spatial Framework and the Cambridge and Peterborough Independent Economic Review
- Greater Cambridge Partnership
- Cambridgeshire County Council strategies
- Our neighbouring Local Authorities and their plans

### 1.5.1 Key Economic Corridors



## Figure 5 Map illustrating Oxford Cambridge Arc, London Stansted Cambridge corridor, Cambridge-Norwich Tech corridor

Greater Cambridge falls at the crossroads of a number of economic corridors. The two most important are the Oxford-Cambridge Arc, and London-Stansted-Cambridge.

### **Oxford-Cambridge Arc**

A report by the National Infrastructure Commission produced a report called [Partnering for Prosperity: a new deal for the Cambridge-Milton Keynes-Oxford Arc](#) setting out actions required to continue its success. The Government designated the Oxford-Cambridge Arc a key economic priority, with an ambition for up to one million high-quality new homes by 2050, committed to completing East West Rail and an Expressway, and committed to achieving growth in the Arc while improving the environment for future generations.

### **London-Stansted-Cambridge**

The [UK Innovation Corridor](#), supported by the London-Stansted-Cambridge Consortium, recognises the significant economic linkages in this area creating a world class hub of science and innovation. They offer significant opportunities through developing closer economic connections.

### **Cambridge – Norwich tech corridor**

The [Cambridge Norwich Tech Corridor](#) is are seeking to forge closer links between the two cities, and opportunities to support cluster of innovative businesses.

## **1.5.2 Working with the Combined Authority**

### Figure 6 Map illustrating Combined Authority Area

The [Combined Authority](#), founded in March 2017, is made up of representatives from the seven councils in the area (including Cambridge City Council and South Cambridgeshire District Council) and a Business Board.

The Combined Authority is led by an elected Mayor; the Leaders of Cambridge City Council and South Cambridgeshire District Council sit on the Combined Authority Board. As the Local Transport Authority, the Combined Authority is producing the Local Transport Plan for the area. The Combined Authority commissioned the [Cambridgeshire and Peterborough Independent Economic Review \(CPIER\)](#), to explore what was needed to create a coherent economic growth strategy for the whole sub-regional economy. This has informed the Local Industrial Strategy, which 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 Combined Authority is also preparing a Non Statutory Spatial Framework for Cambridgeshire and Peterborough. [Phase 1](#) of this, reflecting the growth in our adopted Local Plans and how the Combined Authority will support implementation, was published in 2018. Phase 2, providing a long-term strategy towards 2050 is being prepared, and an issues document is planned to be subject to public consultation at the end of 2019, potentially overlapping with this consultation. Although the Framework will be non-statutory, whereas the Local Plan is a statutory planning document, the aim is that they provide a complementary vision for the area, and draw the big picture of change across the wider area.

### **1.5.3 Working with the Greater Cambridge Partnership**

The [Greater Cambridge Partnership](#) is the local delivery body for the [City Deal](#). The partners are Cambridge City Council, South Cambridgeshire District Council, Cambridgeshire County Council and the University of Cambridge. The Greater Cambridge Partnership aims to boost growth and accelerate the delivery of new homes by investing in local infrastructure, housing and skills. This includes the delivery of transport schemes supporting growth sites identified in the adopted Local Plans, and improving the transport network for Greater Cambridge to make it easy to get into, out of, and around Cambridge by public transport, by bike and on foot.

### **1.5.4 Working with Cambridgeshire County Council**

We also need to work closely with [Cambridgeshire County Council](#) on issues relating to its roles. For example, they are responsible for managing the local highway network, they are the lead local flood management authority, and the Local Education Authority responsible for schools planning.

### **1.5.5 Working with our Neighbouring Local Authorities**

Figure 7 Map of areas surrounding Greater Cambridge including the Combined Authority area

Whenever we prepare a new Local Plan, we collaborate with our neighbours on strategic cross-boundary issues. For the next Local Plan we consider that the main strategic cross-boundary issues include:

- Assessing housing need, including Gypsy & Traveller accommodation needs
- Wildlife habitats and green infrastructure
- Carbon offsetting and renewable energy generation
- Transport
- Water, including supply, quality, waste water and flood risk

We will also need to consider the impact of planned growth on the edges of Greater Cambridge, such as the proposal for a North Uttlesford Garden Community in the draft Uttlesford Local Plan currently undergoing examination.

## Question

### 1. Do you agree with the strategic-cross boundary issues we have identified as being particularly important?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Please add any comments and ideas. Are there other issues we should be considering?

## 1.6 How Long are We Planning For?

Our adopted Local Plans cover the period from 2011 to 2031, although a number of large-scale developments, like the new settlements of Northstowe, the new town north of Waterbeach and new village at Bourn Airfield will take longer to be completed.

While development and change is an ongoing process, we need to identify a start and end date for the Local Plan, because we must be able to monitor our progress in meeting the targets we set. We hope to adopt the new Local Plan in 2023, but its start date will be 2017, because this is the most recent year for which data is available to provide a baseline for us to monitor against.

National Planning Policy states that plans should look ahead at least 15 years from the point of adoption, which suggests a plan end date of 2040 would be sensible. This is to anticipate and respond to long-term requirements and opportunities, for example major improvements in infrastructure.

Some of the strategic planning that is going on for the Greater Cambridge area is taking a longer view by looking to 2050 (for example the Combined Authority's Non Statutory Spatial Framework). A longer outlook would provide opportunities to plan strategically for how the area will develop in the long term. A balance needs to be achieved between planning far enough ahead to make informed decisions about growth and reliability of long term future predictions. Planning over a longer plan period would also mean that we would need to plan for even greater numbers of new homes, employment and infrastructure, although there is inevitably increasing uncertainty the further ahead we look.

On balance we think the best approach is to plan to 2040, in the knowledge that some of the strategic sites that we have already planned, plus any new large scale strategic sites that we might identify, will continue to deliver homes and employment land after this date.

### Question

**2. Do you agree that planning to 2040 is an appropriate date in the future to plan for? If not, what would be a more appropriate date?**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Please add any comments and ideas

## 1.7 Learning from the adopted Local Plans

The two adopted Local Plans contain a large number of detailed strategic and development management policies. In bringing these two plans together into one, we will have to decide which policies to keep, which policies to amend, which policies to delete and what new policies to create.

Our overall aim is to create a succinct Local Plan that does not unnecessarily repeat national policy but provides the right policies for making decisions on planning applications in Greater Cambridge. We want to make sure we have well-worded, useful policies that help everyone make clear and consistent decisions across the area. We want to know which of our existing policies you think are effective, and which are not so effective, so we can learn from this for the next Local Plan.

### Question

**3. Do you have any views on specific policies in the two adopted plans? If so, what are they?**

Please add any comments and ideas

## 2. Getting Involved

### 2.1 Involving our communities

The next Local Plan will directly affect the lives of everyone in the area, and we want to make sure we have an active and honest public conversation about how it should take shape. This means involving all parts of our community - individuals, groups, businesses, academic institutions, and stakeholders of all kinds. We are committed to genuinely listening and learning from you all, and ensuring that we explain the plan-making process clearly to you, so you understand how and why decisions are made.

We particularly want to involve groups who usually don't get heard in the planning process – young people, people from diverse backgrounds, people from less prosperous parts of the area, and those who usually find it difficult to get involved for different reasons.

Therefore we are making this material easily available online and in print, but also taking the conversation to you in a number of different ways:

- Taking a pop-up stand to places around the area such as shopping centres, schools, community centres and other places where it is easy for people to spend a few minutes finding out more and sharing their views.
- Holding workshops with different groups in the area
- Using social media and video to encourage young people in particular, to get involved.
- Spreading the word via local TV, radio and newspapers
- Working with leaders from our diverse communities to encourage greater participation.

The plan making process involves several stages, and the input we gain from you will be balanced with other evidence that we gather. You can read more about what's already been done and what is planned in our Statement of Consultation [link to be added], which will be updated at each stage of the Plan process. This has been drawn up in accordance with our [Statement of Community Involvement 2019](#).

#### Question

#### 4. How do you think we should involve our communities and stakeholders in developing the Plan?

Please add any comments and ideas

### 2.2 Relationship with Neighbourhood Planning

Neighbourhood planning is a way for local communities to take a proactive approach to deciding the future of the places where they live and work. It is a right, not a legal requirement, which communities can use to shape how their neighbourhood

develops, including influencing the location and design of homes, shops, offices, industry and infrastructure.

Neighbourhood Plans need to generally conform to the strategic policies of the Local Plan to be valid. When made (formally adopted) they have equal weight in the planning system to the Local Plan.

In Cambridge, community groups interested in preparing a Neighbourhood Plan will need to be formally established as “neighbourhood forums” for a specified part of the city. No draft neighbourhood plans have yet been submitted to us for any part of Cambridge, although one Neighbourhood Area has been designated at Newnham. You can find more information on the [Cambridge Neighbourhood Plans](#) web pages.

In South Cambridgeshire, Neighbourhood Plans are normally prepared by Parish Councils. Currently one Neighbourhood Plan has been made (adopted) by South Cambridgeshire District Council. A further 17 villages are preparing plans, and are at various stages of the neighbourhood plan making process. You can find more information on the South Cambridgeshire [Neighbourhood Plans](#) web pages.

## **2.3 How can I respond?**

This consultation and all supporting documentation can be found on the Councils’ websites. Hard copies of the First Conversation consultation document are available for inspection at the Councils’ offices and at selected public libraries. A response form containing all the questions posed can also be obtained at the above locations and can be downloaded from the Councils’ websites.

During this extended ten-week consultation to allow for the holiday period, a series of events are planned. The times and locations of the drop-in events are set out in the public notice and on the Councils’ websites. These events will be informal and offer the opportunity for the public to come in and discuss the issues and options with officers.

For more information, including the accompanying documents, go to the Councils’ websites:

- XXXXXX

### **2.3.1 How you can make your comments**

Comments on the consultation can be made in a number of different ways:

- On the dedicated Local Plan website for quick comments and views
- if you want to make a longer and more detailed comment, you can do so in the following ways:
  - Through the Councils’ [consultation portal](#)

- By filling in the response form (available on the website) and sending it back to us either by email to: [planning.policy@cambridge.gov.uk](mailto:planning.policy@cambridge.gov.uk) or [planning.policy@scambs.gov.uk](mailto:planning.policy@scambs.gov.uk)
- Alternatively, you can post the form back to either:

**Cambridge City Council:**

Planning Policy Team  
 Planning Services  
 Cambridge City Council  
 PO Box 700  
 Cambridge  
 CB1 0JH  
 Tel: 01223 457384

**South Cambridgeshire District Council:**

Planning Policy Team  
 South Cambridgeshire Hall  
 Cambourne Business Park  
 Cambourne  
 Cambridge  
 CB23 6EA  
 Tel: 01954 713183

The closing date for receipt of comments is **xxxxxx 2020 at 5pm.**

Representations, including names, will be available to view on the Councils' websites. Full representations including addresses will also be available to view on request. Our privacy notice for planning policy consultations and notifications sets out how your personal data will be used and by whom. You can view both [South Cambridgeshire](#) privacy statement and [Cambridge](#) privacy statement.

**2.3.2 Tell us about employment and housing site options**

The Councils have previously carried out a 'Call for Sites' in Spring 2019, providing the opportunity for landowners, developers and communities to let us know about potential sites or broad locations for development that they wish the Council to consider as it progresses with this local plan. If you wish to put any further sites to us through this Issues and Options Consultation, a site form can be found on our website, setting out the information that we need. There is no need to resubmit sites already provided to the Councils as part of the Call for Sites 2019.

**Question**

- 5. Please submit any sites for employment and housing you wish to suggest for allocation in the Local Plan**

**2.3.3 Tell us about wildlife habitats and green space opportunities**

We will also be commissioning evidence identifying opportunities for large scale new green space in Greater Cambridge. To support this work you can submit sites for open space, wildlife habitats or other green infrastructure uses to us through this

Issues and Options Consultation. A site form can be found on our website, setting out the information that we need.

**Question**

- 6. Please submit any sites for wildlife habitats and green space you wish to suggest for consideration through the Local Plan**



### 3. The Big Themes

Our Local Plan must provide a positive vision for the future of Greater Cambridge. The aim is simple: **to ensure sustainable development**. This means meeting the needs of the present population without compromising the ability of future generations to meet their own needs.

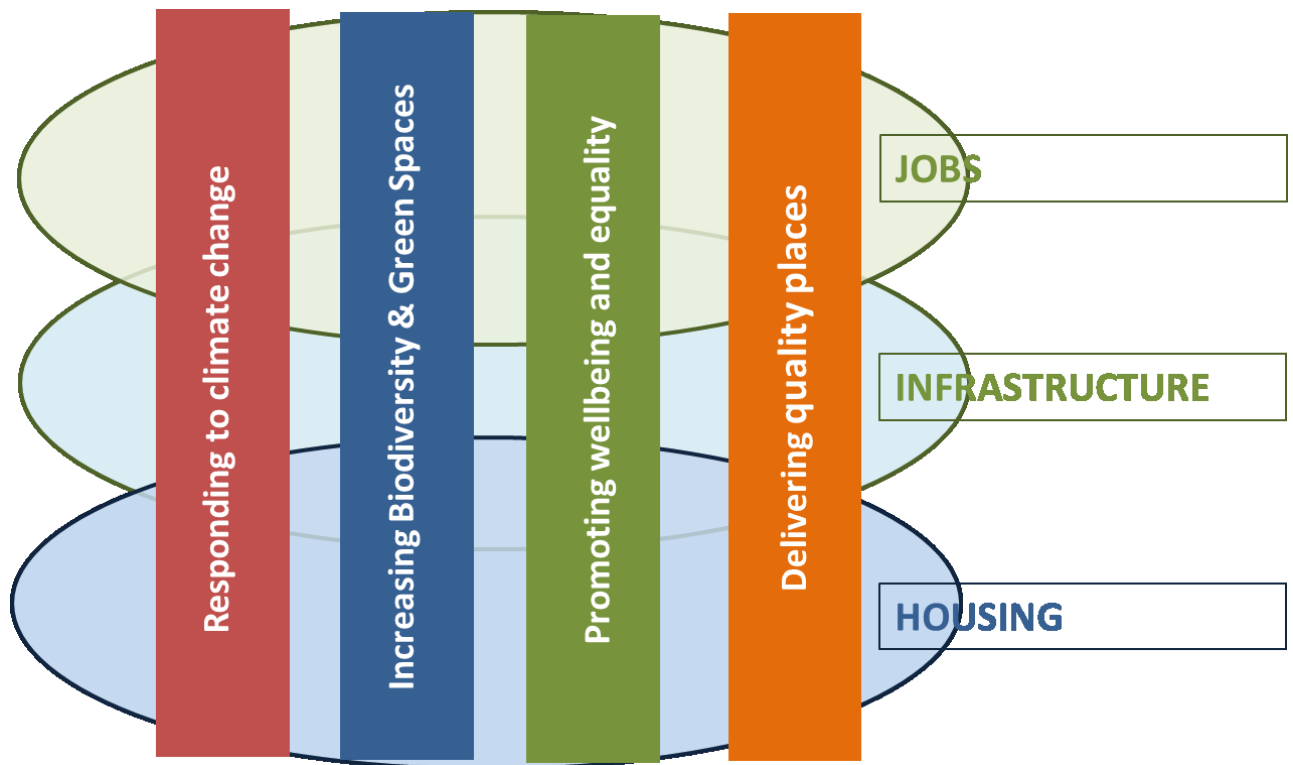
Sustainable development has social, economic and environmental dimensions. It is about delivering the right homes, jobs and other facilities to meet our needs, in appropriate locations, as well as protecting and enhancing the environment.

Both Cambridge City and South Cambridgeshire District Council's corporate plans set out a vision for the future. Our Local Plan needs to build on the vision for the future in those plans and will need to make difficult choices about future policies and spatial choices involved. Achieving this is complex and will need us to balance a range of competing priorities and issues. The aim of this consultation with our communities is to understand what you think about these issues, and how they should be balanced.

From the analysis of the big issues facing this area and feedback we have received from Councillors and communities in the run up to preparing this document, we have tried to present these complex choices through discussions around "big themes." These suggested themes cross the social, economic and environmental dimensions of sustainability.

The themes are our initial suggestions – but we want to hear your views on whether these are the right themes for the next plan, and what you think they should encompass.

Figure 8 The potential big themes for the Local Plan



### Question

#### 7. Do you agree with the potential big themes for the Local Plan?

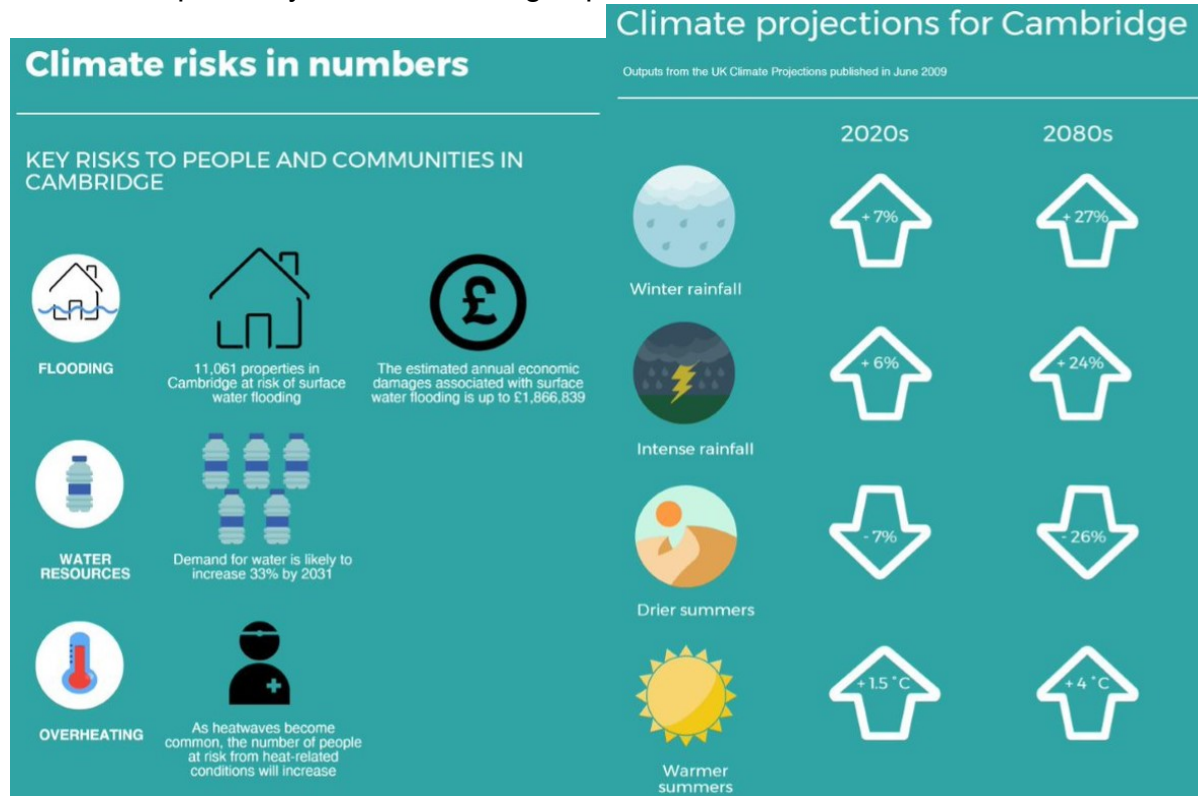
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Please add any comments and ideas. Are there other themes or issues we should be considering that could inform our new vision for Greater Cambridge?

### 3.1 Responding to Climate Change

Figure 9 Infographic – Climate Change Issues

Note: Examples only, these are being improved.



Add:

- Flood Risk % of land in Greater Cambridge in high risk zone for river flood risk 9.6%
- Average household in Greater Cambridge uses 140 litres per person per day.
- Based upon 2018 Climate Projections, UK Weather will change by 2070:
- Winter rainfall: +35%
- Warmer Winters: +4.2C
- Summer rainfall: -47%
- Warmer Summers: +5.4C

Climate change is a defining issue of today and will have serious impacts for future generations. The County Council, City Council and South Cambridgeshire District Council have committed to achieve net zero carbon by 2050. The Local Plan will play a key part in helping this part of Cambridgeshire to realise that challenging objective.

This will mean doing things very differently and may impact on how we can achieve other priorities that are important to the area. It will influence where we plan for development, and how it is designed. We want to hear from you about how we should best meet the climate challenge and balance this with other issues for the Local Plan.

## Question

### 8. How important do you think climate change is, as a priority for the next Local Plan?

- Top priority
- High priority
- Medium priority
- Low priority
- Not a priority

Please add any comments and ideas

### 3.1.1 What do we have to do?

National Planning Policy requires local planning policies to be “in line with the objectives and provisions of the Climate Change Act 2008”. In August 2019, the Climate Change Act was amended to set a target for carbon emissions in the UK to become net zero by 2050.

Net zero carbon means that, on balance, the UK will not create more CO<sub>2</sub> than it stores up or offsets. This means that any carbon emissions we create through burning fossil fuels, must be balanced out by using renewable energy and schemes to absorb it back out of the atmosphere – such as planting trees or using technology such as carbon capture and storage.

### 3.1.2 What are we already doing?

Our adopted Local Plans include policies which seek to respond to climate change. Large scale developments currently planned are required to be exemplars in sustainability standards, for example by increasing the amount of renewable energy generation on site or using new construction methods to minimise construction waste and maximise energy efficiency through offsite construction and modular build techniques. Once adopted in 2020, our new Sustainable Design and Construction Supplementary Planning Document will support adopted planning policies. However, there needs to be a big step up in order to meet the net zero target by 2050 and we need to start addressing it now.

Both Cambridge City Council and South Cambridgeshire District Council have pledged to support net zero<sup>1</sup>. This will require action across all the ways we live, but

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<sup>1</sup> <https://www.cambridge.gov.uk/news/2019/02/22/cambridge-city-council-declares-climate-emergency> and <https://www.scambs.gov.uk/climate-emergency-as-council-aims-to-make-south-cambridgeshire-zero-carbon/>

the planning system and the development of the next Greater Cambridge Local Plan will be an important part of addressing this.

We have commissioned new research that will inform the Local Plan, which will include understanding the level of carbon emissions within the Greater Cambridge area today, known as carbon footprinting. This is currently being carried out in collaboration with Cambridge University's Science Policy Exchange and Department of Land Economy, and the outputs of Carbon Neutral Cambridge's Zero Carbon Symposium, held in Cambridge in May 2019<sup>2</sup>. Further work will also be commissioned to test options for higher standards of carbon reduction to help us understand potential to achieve net zero carbon new development.

### **3.1.3 What are the key issues?**

#### **Figure 10 Illustration of Designing to Respond to Climate Change**

We want to know what you think we should focus on, and how we should use the next Local Plan to meet the key challenges of reducing our climate impacts, and preparing us for the changing climate in the future.

#### **Mitigating our climate impacts**

Climate change mitigation means reducing our impact on the climate as far as possible. This involves:

- Designing new communities, infrastructure and buildings to be energy and resource efficient, both in the way they are built and the way they are used over their lifespan.
- Using renewable and low carbon energy generation
- Promoting patterns of development that enable travel by low-carbon modes such as walking, cycling and public transport
- Discouraging our communities from using private cars where possible, and other lifestyle choices that affect the climate
- Retrofitting existing buildings to be more energy efficient
- Thinking about the materials used in the construction process.
- Considering how carbon offsetting can be supported through tree planting and other measures

#### **Question**

#### **9. How do you think we should be reducing our impact on the climate? Have we missed any key actions?**

Please add any comments and ideas

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<sup>2</sup> <https://carbonneutralcambridge.org/wp-content/uploads/2019/08/Zero-Carbon-Futures.pdf>

## **Adapting to climate change**

Climate change adaptation means ensuring that our communities can evolve as our climate changes. This includes:

- Ensuring that we are safe from flood risk and extreme weather events
- Designing buildings and places so that they are easy to keep cool in a warming climate without using increasing amounts of energy for air conditioning, and without increasing the 'heat island' effect
- Being efficient in our use of water, and ensuring that we have enough water resources to meet our needs.
- Ensuring food security and the adaptation of agriculture and food growing to our changing climate

## **Question**

**10. Are there any other things we should be doing to adapt to climate change? We want to hear your ideas!**

Please add any comments and ideas

## 3.2 Increasing Biodiversity and Green Spaces

### Figure 11 Infographic – Biodiversity & Greenspace

Types of figures to include in infographic:

- Number of protected sites (SAC, SSSI, Local wildlife sites) - SSSI = 42, LNR = 16, CWS = 129, CWS = 51 (SCDC and Cambridge Adopted Local Plan)
- Country parks (Milton, Wandlebury, Trumpington Meadows, Coton Countryside Reserve)
- Number of ancient woodland sites: 43 (SCDC and Cambridge Adopted Local Plan at Sept & Oct 2018)
- Number of Cambridge Parks & commons: Parks and Gardens = 55, Semi Natural Green Space = 43, Amenity Green Space = 100 (Cambridge Adopted Local Plan)
- Number of priority species = 320 (CPERC Species Data 2018)
- Number of protected spaces, LGS, PVAA = Protected Open Spaces = 332, LGS = 83, PVAA = 193 (SCDC Adopted Local Plan Sept 2018)
- Tree cover in Greater Cambridge = 11.11% (not available for UK whole)
- Percentage of Green Belt coverage in Greater Cambridge 25.67%

Biodiversity is the term used to describe the richness of the living environment around us. A healthy and biodiverse environment is important to ensure Greater Cambridge's future prosperity and the wellbeing of all who live, work and study here.

Biodiversity is supported by green infrastructure - a term for the network of natural and semi-natural areas, and other environmental features across the area. Green infrastructure includes parks and recreation spaces to more wild spaces like woodland, scrubland and grassland areas, as well as rivers and other water bodies.

Greater Cambridge on the face of it seems very green. The River Cam is a designated county wildlife site in recognition of the river's importance in linking semi-natural habitats, including ecologically-designated sites in Cambridge such as Stourbridge Common Local Nature Reserve (LNR) and Sheep's Green and Coe Fen LNRs. In South Cambridgeshire there is a network of wildlife habitats, including ancient woodlands, orchards, rivers and wildlife corridors. These include sites like Eversden and Wimpole Woods, of international importance.

However, the rural area is dominated by agricultural land which is often not biodiverse, and in urban areas, loss of gardens and increase in urban uses reduce biodiversity. In recent decades due to the changes in the way we use land, biodiversity in the area has been decreasing. Chalk Streams which feed the river Cam, and get their water from the aquifer that provides much of our drinking water, have run very low in recent years, again impacting on the wildlife that lives there.

Both Councils have recognised the pressure on the natural environment, and want to explore how the next Local Plan can do more to improve the Green Infrastructure

network. This will form a key part of the overall development strategy for the area, as and part of the response to climate change.

## Question

### 11. How important do you think biodiversity and green spaces are, as a priority for the next Local Plan?

- Top priority
- High priority
- Medium priority
- Low priority
- Not a priority

Please add any comments and ideas

### 3.2.1 What do we have to do?

National planning policy requires us to protect and enhance valued wildlife habitats and sites of biodiversity importance. Whilst we have previously been required to protect and enhance biodiversity through development, national policy now requires development to achieve a net gain for biodiversity. Biodiversity net gain requires developers to ensure habitats for wildlife are enhanced and left in a measurably better state than they were pre-development.

Local Plans also need to take a strategic approach to promoting the restoration and enhancement of the green infrastructure network, taking into account its varied benefits including supporting biodiversity, providing opportunities for recreation, mitigating and adapting to climate change and enhancing landscape character. This means having a clear understanding of what is present in the area, and exploring how planning can help protect and improve it.

### 3.2.2 What are we already doing?

Our adopted Local Plans seek to protect and enhance biodiversity and open space, but the next local plan provides an opportunity to explore how we can do more.

Cambridge City Council and South Cambridgeshire District Council have declared biodiversity emergencies<sup>3</sup>. As members of the Natural Cambridgeshire Local Nature

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<sup>3</sup> Cambridge: <https://www.cambridge.gov.uk/biodiversity-emergency> South Cambridgeshire: <https://scambs.moderngov.co.uk/mgAi.aspx?ID=78136>



Partnership<sup>4</sup>, the Councils support the Partnership's vision to double the area of rich wildlife habitats and natural greenspace within Cambridgeshire and Peterborough<sup>5</sup>.

The Partnership has prepared a Developing with Nature Toolkit<sup>6</sup> to help developers and infrastructure providers to demonstrate their commitment to achieving a net biodiversity gain to the public, local authorities or shareholders.

We are also working as part of the Oxford-Cambridge Arc exploring investment across this wider area in natural environment.

To support the next Local Plan we are commissioning an evidence base study to inform how our Local Plan can support delivery of an enhanced and expanded Green Infrastructure network. This will include consideration of where development is planned, and how it can help deliver new or improved wildlife areas and green spaces.

### **3.3.3 What are the key issues?**

#### **Improving the green infrastructure network**

Greater Cambridge has an extensive network of green spaces that make an important contribution to its character, biodiversity and health and wellbeing of residents. However, in some places it is of poor quality, and not well linked up to form a functional network. We need to consider how attractive, accessible and well-designed open space is created and protected. Key issues include:

- How we can enhance and grow the network of green spaces
- How our green infrastructure can support wellbeing through places to relax and socialise, and healthy lifestyles through places for play and sport.
- How to balance public access to nature, which is known to have health and well-being benefits, with the need for some natural habitats to be undisturbed and wild.
- Making green infrastructure multi-functional – absorbing and storing stormwater, improving biodiversity, and absorbing carbon emissions.
- How rural green infrastructure is balanced with other demands on the countryside, such as agriculture
- How new development can directly unlock or contribute to the enhancement of green infrastructure.

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<sup>4</sup> <https://naturalcambridgeshire.org.uk/>

<sup>5</sup> <https://naturalcambridgeshire.org.uk/wp-content/uploads/2019/07/Doubling-Nature-LR.pdf>

<sup>6</sup> <https://naturalcambridgeshire.org.uk/wp-content/uploads/2018/10/nc-developing-with-nature-toolkit.pdf>

We would like your views on sites that could be suitable for new green infrastructure. If you have ideas, please respond to question 6.

### **Achieving biodiversity net gains on future developments**

For individual developments the Local Plan will need to require biodiversity net gains. We will need to consider how we guide developers to achieve this. For example:

- How the design of buildings themselves can support biodiversity, through the materials and features they include, such as green roofs
- How landscape design can encourage biodiversity while meeting other functional requirements, and being easy to maintain in the future
- How development supports wildlife in the face of climate change, through creating resilient new habitats
- How developments are phased and monitored to ensure that biodiversity net gain is achieved in practice and not just in theory.

### **Tree cover**

Tree cover improves the character of urban areas and helps to mitigate the rate of climate change through absorbing CO2 and decreasing the urban heat island effect. Cambridgeshire has a very low proportion of woodland, compared to the rest of England. The new Local Plan will need to consider how we can increase tree cover as part of new developments, and support the implementation of the [Cambridge Tree Strategy](#).

### **Question**

#### **12. What do you think the Local Plan should do to improve and protect our biodiversity and green spaces?**

Please add any comments and ideas

### 3.3. Promoting Wellbeing and Equality

#### Figure 12 Infographic – Promoting Wellbeing and Equality

Types of figures to include in infographic:

- 16-19 year olds who are not in education, employment or training, high in parts of Cambridge, creates a barrier to local people accessing jobs in the knowledge-intensive activities
- Average life expectancy in Greater Cambridge is near national average, within Cambridge 82.4, in South Cambridgeshire 83.7 and the UK being 82.9 years, however this hides inequalities between the wards and parishes, with the more deprived areas having a lower figure (88.8 in Newnham, 80 in East Chesterton).
- Population of Greater Cambridge: 290,000 people
- Population of Greater Cambridge is expected to increase by around 26% between 2011 and 2031
- Aging population - proportion of those aged over 65 significantly increasing, especially within South Cambridgeshire.
- People aged 24 and under, including students, make up around 37% of the City's population
- Quality of life index: comparison with region and uk
- Index of multiple deprivation: South Cambs 13th, Cambridge 100th out of 327 English Local Authorities. Some deprived wards in Cambridge (1 ward include areas amongst 20% most deprived in UK)
- 9.5% of households experience fuel poverty in Greater Cambridge
- Two Air Quality Management Areas (A14 and Cambridge City Centre)

Greater Cambridge overall is a prosperous area, but it includes communities which do not experience the benefits of the wealth relative to the wider area, for a variety of reasons. Cambridge includes areas that are among the most deprived in the UK<sup>7</sup>, and within South Cambridgeshire there are specific issues facing some of those living in rural communities particularly those with limited access to services and transport.

The Local Plan can be a powerful tool to improve wellbeing and equality. It can help direct where, and what kind, of jobs are created, the availability of suitable and affordable housing, access to cultural facilities, green spaces, learning opportunities and employment, as well as individuals' health and lifestyle. Therefore promoting

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<sup>7</sup> As defined by the Index of Multiple Deprivation, a measure of income, employment, education, health, crime, housing, and environment.

wellbeing and equality will be affected by our response to all the other themes in this consultation.

## Question

### 13. How important do you think promoting wellbeing and equality is, as a priority for the next Local Plan?

- Top priority
- High priority
- Medium priority
- Low priority
- Not a priority

Please add any comments and ideas

### 3.3.1 What do we have to do?

Responding to national policy for climate change, green spaces, quality places, housing, jobs and infrastructure set out in the other themes will promote wellbeing and equality.

For health and wellbeing specifically, national planning policy requires that Local Plans should aim to achieve healthy, inclusive and safe places. This includes creating places that promote social interaction between people who might not otherwise come into contact with each other; making sure places are safe and accessible so that fear of crime does not undermine quality of life; and supporting healthy lifestyles by provision of greenspaces and sports facilities, and opportunities to walk and cycle, and meeting the variety of needs in our community.

Plans need to ensure development is right for its location, and consider impacts of the development itself, including for issues like air quality and noise. Plans should also consider how they can contribute to the achievement of wider objectives, such as in Air Quality Management Plans.

### 3.3.2 What are we already doing?

Our adopted Local Plans include policies seeking to create strong, sustainable, cohesive and inclusive mixed-use communities.

Cambridge City Council has an [Anti Poverty Strategy](#) which includes an action plan. This identified that while the Cambridge economy continues to thrive, there are high levels of income inequality in the city, with Cambridge identified as the most unequal city in the UK by the Centre for Cities. There are also lower levels of social mobility for young people from poorer backgrounds.

South Cambridgeshire District Council undertakes a range of activities aimed at tackling rural issues. South Cambridgeshire District Council employs an extensive grants program to support statutory services within the district, by funding organisations to deliver vital services including; rural car schemes, general and specialist advice, independent living, support for local parishes and communities, homelessness prevention and support for families in crisis or under extreme stress.

As part of the Greater Cambridge Partnership we are working with partners across education, training and business to deliver apprenticeship opportunities, and encouraging uptake of training opportunities. The Cambridgeshire and Peterborough Combined Authority is also supporting the development of skills.

Recently the new town of Northstowe became part of the NHS Healthy Towns Initiative. This considers how health, and the delivery of healthy communities, can be a key driver in the planning and design process for a new community. It has provided an opportunity to explore innovation and best practice. The principles it has explored include promoting inclusive communities, good access to health services, walkable neighbourhoods, high quality public transport and cycling links, and opportunities for physical activity.

We are commissioning evidence on jobs, green spaces, transport, cultural facilities and other topics that will support the plan's response to promoting wellbeing and equality.

Cambridge City Council [Air Quality Action Plan 2018 – 2023](#) sets out Cambridge City Council's priority actions for improving areas of poor air quality in the city and maintaining a good level of air quality in a growing city. South Cambridgeshire District Council also has an Air Quality Action Plan and publishes [annual status reports](#).

### **3.3.3 What are the key issues?**

#### **Involving communities in planning for their future**

Making places inclusive happens more successfully if we involve our diverse communities in planning them in the first place. This makes developments more functional, accessible and safe, as well as increasing the sense of ownership that local people feel. Involving community members and stakeholders needs to happen from an early stage, and throughout the process. This will allow social value to be generated from all parts of the planning and development process, from the big ideas, such as the kind of public spaces that should come with development, to the detail, such as the use of local suppliers and job creation through the construction process.

The Local Plan can help to encourage more community involvement in the development process through considering:

- How masterplans for new communities and major developments are prepared

- How communities can be involved in key decisions about developments in their local area, for example the location and type of public open space or new facilities.
- How design proposals should respond to local community views about the character of their built environment.

## **Creating safe and inclusive communities**

The Local Plan needs to be socially inclusive, and to help people access local services and a broad range of amenities including sports, social and education facilities. We need to consider how planning policy can:

- Ensure that the needs of diverse groups are considered in the siting, design and layout of new development, and that conflicting requirements are fairly balanced.
- Create well-used and active public places which help to foster a sense of community and reduce crime.
- Secure investment in services and infrastructure to go with new housing and jobs, as well as protecting existing facilities that are important to local people such as pubs, community buildings, sports and leisure facilities. There is also a role for the Local Plan in supporting arts and culture.

## **Supporting healthy lifestyles**

The importance of supporting healthy lifestyles is growing, supporting people to live healthy and long lives in their homes, and reduce pressure on health services, whilst ensuring that support, services and infrastructure are available at the right time for the community. The next Local Plan will provide an opportunity to consider how we can further promote healthy lifestyles through planning. For example, we can think about:

- How planning and development encourage walking and cycling and exercise
- How loneliness and mental health issues are tackled through creating places that offer natural sociability, interaction and access to nature
- Ensuring a range of shops and services, and facilities like allotments, that ensure communities can access healthy and affordable food.

## **Promoting Equality**

Promoting equality is not just a matter for the Local Plan, but planning is a powerful tool which can help in a number of ways. These include:

- Creating new homes for all of the community – including a range of affordable housing choices and different types of housing to suit specialist housing needs, and ensuring that new homes are cost efficient to maintain – for example through energy efficiency measures.
- Encouraging the development of a range of jobs, which provide different options for work to suit the varied circumstances of our residents This is covered further in our ‘Jobs’ theme.

- Supporting delivery and access to new and affordable low-carbon transport infrastructure.
- . For larger new developments funding can be sought from developers to carry out community development work
- We will also consider how developers can support employment, skills development, apprenticeships, and other education and training opportunities in both during construction and on completion of a development, to make a direct contribution to the local community.

## **Improving Places**

Our next plan will need to respond to constraints and opportunities that exist in the area. Parts of Greater Cambridge suffer from poor air quality. The Local Plan has a role to play in implementing air quality action plans, by considering where growth should be located, opportunity to travel by walking, cycling and public transport, and availability of infrastructure to support electric vehicles.

### **Question**

#### **14. How can the next Local Plan help support the creation of inclusive communities?**

Please add any comments and ideas

### **Question**

#### **15. How can the Local Plan create places that are healthy, and support the wellbeing of our communities?**

Please add any comments and ideas

### 3.4 Delivering Quality Places

#### Figure 13 Infographic – Delivering Quality Places

Types of figures to include in infographic:

- Number of listed buildings and conservation areas: Greater Cambridge Listed Buildings = 2578, Conservation Areas = 89 (LB – EH Jan 2019) (Conservation Areas, SCDC and Cambridge Adopted Local Plan at Sept & Oct 2018 Layer)
- Award winning developments (Accordia, Marmalade Lane, Eddington & Great Kneighton): number of RIBA Awards
- Greater Cambridge Shared Planning Service Design Review Panels have carried out 241 design reviews since April 2014.

Cambridge is an iconic historic centre of national significance. It is surrounded by a rural area with a unique landscape character, from the Greensand Ridge to the Fens. It contains over 100 villages which are treasured for their architectural heritage and distinctive qualities, making them very desirable places to live and to visit.

There has been considerable growth in Greater Cambridge over recent years. The aim has always been to achieve high quality developments, and there have been several award winning schemes. The overall quality of design has been high, but there is always room for improvement. In planning for future new development, we need to consider how the next plan will protect and respond to the landscapes and townscapes that make our area special, and continue the fantastic track record of Cambridge as a place where contemporary design and the historic environment co-exist in harmony.

#### Question

**16. How important do you think protecting heritage and demanding high quality design is, as a priority for the next Local Plan?**

- Top priority
- High priority
- Medium priority
- Low priority
- Not a priority

Please add any comments and ideas

#### 3.4.1 What do we have to do?

National planning policy states that good design is a key aspect of sustainable development, creates better places in which to live and work and helps make development acceptable to communities. Plans should set out a clear design vision,



and expectations of developers. Plans should also support making effective use of land, taking opportunities to regenerate brownfield land, and delivering densities that make efficient use of land.

Local Plans should contribute to and enhance the natural and local environment. This includes seeking to protect and enhance landscape and townscape, and the historic environment such as listed buildings and conservation areas.

### **3.4.2 What are we already doing?**

The adopted Local Plans include policies seeking to secure good design through new developments, and these are supplemented by detailed design guidance, including joint guidance regarding sustainable design and construction, and an ongoing programme of conservation area appraisals.

The [Cambridgeshire Quality Charter for Growth](#), developed by Cambridgeshire local authorities and partners, sets out key principles to improve the quality of new developments under the four broad themes of community, connectivity, climate and character. This has been reviewed by the Combined Authority in July 2019, with an additional fifth topic of cohesion, addressing measures to help create socially inclusive communities.

Cambridge City Council is also developing a [Making Space for People supplementary planning document](#) for central Cambridge. This will be used to prioritise the delivery of improvements to key public spaces. South Cambridgeshire District Council is working with communities to develop individual [Village Design Statements](#).

### **3.4.3 What are the key issues?**

#### **Protecting the best of what already exists**

In planning for the future it will be important to protect what is best about the landscape and townscape of Greater Cambridge, including the many important historic buildings, conservation areas, and historic landscapes. We will need to consider:

- How to balance heritage protection with the demands of growth
- How to ensure that our historic buildings are have viable uses, so they can be maintained and safeguarded
- How to balance public access to heritage with protecting sensitive sites from harm
- How to sustain our historic landscapes while increasing biodiversity and adapting to climate change.
- Ensuring local distinctiveness

## Question

### **17. How important is protecting our built and natural heritage to you?**

- Top priority
- High priority
- Medium priority
- Low priority
- Not a priority

Please add any comments and ideas

## Creating beautiful new buildings and places

We must not just protect the best places created by past generations – we should be creating outstanding new buildings and landscapes that will become the treasured heritage of future generations. ‘Place-making’ – creating and sustaining a positive and distinctive character in an area – is also important to our economic success, and this was identified by the CPIER. Some of the key issues we need to consider include:

- How successful our existing design policies have been in ‘place-making’ and ensuring quality
- Continuing to benefit from the clear approach to design principles provided by the Cambridgeshire Quality Charter
- How both the ‘special’ landmark buildings, and more everyday structures such as homes, shops, business units and infrastructure, can contribute to a positive sense of place and local identity through their design.
- How designing for climate change mitigation and adaptation can be an opportunity to create distinctive and characterful developments.

## Question

### **18. How important is the quality of design of new developments to you?**

- Top priority
- High priority
- Medium priority
- Low priority
- Not a priority

Please add any comments and ideas

## 3.5 Jobs

### Figure 14 Infographic – Jobs

Types of figures to include in infographic:

- A globally significant hi-tech economy that provides around 19% of employment in Cambridge. 1,500 technology-based firms in the area, which have combined annual revenue of over £13 billion (GCP website)
- Number of patents per 100,000 people in Cambridge, 341, the highest in the UK (CPIER)
- 14,000 active businesses in Greater Cambridge (Cambridge Insight)
- Overall employment rate (aged 16-64): Low unemployment 2.9% in Cambridge, 2.2 % in South Cambs (compared to 4.1% nationally) (Nomis)
- Income and employment: disparities between wards in the north and east of the city and rest of Greater Cambridge (Kings Hedges 4.8% unemployed in 2011) (Cambridge Insight)
- Population aged 19-59/64 qualified to at least level 2 or higher (83.2% Cambridge, 84.8% South Cambs, compared to 74.9% nationally): well qualified population (Nomis). However, parts of three wards Cambridge amongst 20% most educationally deprived in England (Cambridge Insight).
- Cambridge Tourism Economy: £835m accounting for 22% of employment in Cambridge; in 2017, 8m people visited Cambridge (30% visiting friends and family locally), only 12% explore beyond Cambridge.

The success of the Greater Cambridge economy is of national importance. Greater Cambridge has grown as a centre for high technology employment since the 1970s, and is seen as a world leader in innovation, much of it as a result of ideas coming out of Cambridge University and new companies starting up and expanding.

However, our local economy is not just about technology. Greater Cambridge is also a thriving education, retail, leisure and tourist destination, while industry and agriculture also play an important role and ensure a variety of jobs for local people. It is important that the city centre continues to provide a wide range of uses including shopping, leisure, entertainment, museums, university faculty buildings and colleges, offices and housing. There are also district and local centres in the city, and village centres at a range of scales, which meet more local needs, as well as providing valuable and varied employment. New town centres are also being developed at Northstowe, and soon at the new town north of Waterbeach.

The Councils have committed to a goal of doubling the total economic output of the Cambridgeshire and Peterborough area over 25 years (measured as Gross Value Added – GVA – which here is about the measure of the value of goods and services produced in the area). This target formed part of the devolution deal with government that created the Cambridgeshire and Peterborough Combined Authority. It has implications for future jobs and homes growth in our area.

How important do you think continuing economic growth is, as a priority for the next Local Plan?

### Question

#### 19. How important do you think continuing economic growth is, as a priority for the next Local Plan?

- Top priority
- High priority
- Medium priority
- Low priority
- Not a priority

Please add any comments and ideas

### 3.5.1 What do we have to do?

National planning policy places significant weight on the need to support economic growth and productivity, taking into account both local business needs and opportunities for development that arise from outside the area. Our Local Plan needs to provide a clear economic vision and strategy which positively and proactively encourages sustainable economic growth. This includes identifying sites to meet economic growth needs.

Plans should also support the continued vitality and viability of town centres, as well as supporting a prosperous rural economy.

### 3.5.2 What are we already doing?

The 2018 [Cambridgeshire and Peterborough Independent Economic Review](#) (CPIER) provided an important baseline of evidence about our local economy.

Building on the CPIER, the Government and the Cambridgeshire and Peterborough Combined Authority recently published the [Cambridgeshire and Peterborough Local Industrial Strategy](#). It aims to improve the long-term capacity for growth in Greater Cambridge by supporting the foundations of productivity, increasing sustainability, broadening the base of local economic growth including in the north of Cambridgeshire, and building on the clusters and networks that have enabled Cambridge to become a global leader in innovative growth.

Cambridge City Council and South Cambridgeshire District Council, together with the Greater Cambridge Partnership and Combined Authority are preparing an Economic Development Action Plan to deliver the priorities set out in the Local Industrial Strategy, as well the Councils' own more local economic ambitions.

The adopted Local Plans have sought to support the continued success of the economy of the Greater Cambridge area. Through the allocation of sites and granting of planning permission there is a large supply (135 hectares) of employment land that continues to be developed. This includes developments in the centre of Cambridge around the Station, and on the edges of Cambridge at the Cambridge Biomedical Campus and West Cambridge. There is also further capacity at a range of sites outside Cambridge, including Babraham Research Campus and Granta Park. New settlements like Northstowe will also include opportunities for employment growth.

Through the North East Cambridge Area Action Plan we are exploring the potential for further development at Cambridge Science Park and the area around the new Cambridge North Station to create an Innovation District, which will include homes, jobs, services and facilities. We consulted on options for this area in early 2019 and will be consulting on a draft plan in early 2020.

Beyond the identified growth sites, our adopted Local Plans support continued employment growth in appropriate locations. They also seek to protect important employment spaces from competing uses, including industrial land in Cambridge, and employment sites in villages.

The Councils have commissioned their own research into jobs growth to inform the draft Local Plan, drawing on evidence highlighted by the CPIER of recent fast employment growth. The study will also explore the supply and demand for employment land of different types.

### **3.5.3 What are the key issues?**

#### **Forecasted jobs growth**

The 2018 [Cambridgeshire and Peterborough Independent Economic Review](#) (CPIER) identified that our recent employment growth has been faster than anticipated. It considered future scenarios regarding continuation of that growth, including those that achieve the target to double GVA over 25 years.

The next Local Plan needs to identify the number of jobs that should be planned for, so that appropriate sites can be identified, and so that they are accompanied by the homes and infrastructure to support them. This will be informed by the new research that we have commissioned, but it is expected that the level of forecast economic growth will be greater than the level that would be supported by the Government's standard method of calculating new homes. For more detail on what this may mean for housing growth, see the Homes Theme.

#### **Space for businesses to grow**

The Local Plan needs to ensure that there is sufficient land for business uses, in the right places and to suit different business types and specific business clusters. Greater Cambridge firms come in a range of sizes, from start-ups with a few

individuals to major firms with hundreds of employees, and the area needs to have the right range of premises to support this. Alongside this, more and more people are working flexibly, and do not need to travel to a specific place of work on a daily basis. We need to consider:

- Demand for 'start-up', incubator and grow-on space as a feature of Greater Cambridge's economy is a high rate of 'business 'churn', with large numbers of firms starting up each year.
- The increasing popularity of flexible workspace and co-working hubs, providing shared facilities.
- How new business space can adapt to fast changing working practices which will continue to evolve over time
- Demand for specialist space, such as for laboratories

### **Protecting existing employment land**

The protection of existing business space is also a concern of local residents. Industry, such as manufacturing, is an important part of the local economy but there is pressure from competing higher value land uses, particularly in Cambridge. We will need to consider:

- The future need for employment space, including for industry
- How effective our current policies have been, in protecting employment land, in particular industrial land in Cambridge, and employment land in villages from being redeveloped for other uses where not allocated for other uses in the plan
- Which key existing sites should be specifically safeguarded.

### **Creating a range of jobs**

Whilst we are proud of the success of Cambridge's high technology businesses, there are parts of Greater Cambridge where people do not perceive the opportunities as being for them. This includes areas adjoining some of our most successful business parks. Supporting different kinds of business, which create a range of different jobs, is important so that everyone can benefit from economic growth. Through the preparation of the next Local Plan we will explore how we can:

- Support a range of businesses to be successful in this area, providing a range of job types and at a range of different skills levels
- Ensure that there is sufficient appropriate business space for the supply chain of other firms which support the high technology sector

### **Where jobs are created**

A feature of the Greater Cambridge economy is the range of businesses located at South Cambridgeshire villages, in both small premises and business parks or industrial estates. These complement the businesses based in or on the edge of

Cambridge, or the large business parks in South Cambridgeshire. We will need to consider:

- Where new business space should be sited, in relation to public transport and residential areas, given we have a highly mobile workforce who tend to move jobs much more frequently than they move house.
- Whether and how we should plan for new business space, or flexible co-working space, in neighbourhoods or villages, thereby reducing the need to travel, and supporting our net zero carbon aspirations.

### **Question**

#### **20. How should we balance supporting our knowledge-intensive sectors, with creating a wide range of different jobs?**

Please add any comments and ideas

### **Question**

#### **21. In providing for a range of employment space, are there particular types and locations we should be focusing on?**

Please add any comments and ideas

### **How our city, town and village centres evolve and adapt**

Cambridge city centre, as well as district, local and village centres, provide important services and a large amount of retail space.

Retail is changing with the growth of internet shopping, and centres need to adapt if they are to remain vibrant destinations. The Local Plan will need to consider:

- How our town centres adapt to the change in retail and the growth of online shopping
- What other uses, such as leisure, culture, workspace or homes, should be encouraged in our centres
- If and where shops should continue to be protected from competing uses unless it is shown to be no longer viable.
- How to improve the public realm in centres to allow a variety of local activities.
- Ensuring well located, suitable community facilities available to meet the day-to-day needs of residents and visitors. These already make an important contribution to the vibrant and diverse character of Cambridge and its charm as a place to inhabit and visit. It is therefore essential that these facilities be given careful consideration with regard to any related development proposals that may affect their provision. Similarly, it is important that residents of new

urban extensions/towns and other rural villages/centres also have access to local services and facilities to meet their day-to-day needs.

### Question

**22. How flexible should we be about the types of uses we allow in our city, town and district centres?**

- Very flexible
- Flexible
- Neither flexible nor inflexible
- Inflexible
- Very inflexible

Please add any comments and ideas

### Managing the visitor economy

Cambridge is a major tourism location, which brings both opportunities and challenges. In recent years, several new hotels have been built in the area with more proposed in Cambridge's city centre. These developments will support the continued vitality of the city centre, encourage place making investment and local job creation. However, it is important that Greater Cambridge is able to secure and spread the economic benefits of the tourist sector in a sustainable manner.

The Local Plan will need to consider:

- Where new visitor accommodation should be allowed, not just in the city centre but in urban and rural locations, including residential areas.
- How we support business diversification while also recognising potential impacts on residents and other businesses as well as the historic environment.

### Question

**23. What approach should the next plan take to supporting or managing tourist accommodation in Cambridge and rural area?**

Please add any comments and ideas



## 3.6 Homes

### Figure 15 Infographic – Homes

Types of figures to include in infographic:

- Number of Homes in Greater Cambridge: 117,000
- Average house prices (£541,514 Cambridge, £441,539 South Cambs).
- Lower quartile price to income ratio 14.3 (for Cambridge City) 10.8 (for South Cambridgeshire)
- Median monthly cost to rent a 2 bed house £1190 Cambridge, £893 South Cambs

Housing is one of the most important issues in planning. The next Local Plan will need to identify the number of new homes we should be planning for over the plan timeframe, and where they should be built.

Updates to national planning policy have introduced a new way of calculating the minimum number of homes needed, referred to as the standard method. The method takes account of population growth and affordability issues. We need to plan for at least this minimum figure in the Local Plan.

The standard method of calculating housing requirements set out in National guidance does not attempt to predict changing economic circumstances or other factors, and says that there will be circumstances where it is appropriate to consider higher figures. Our early estimates are that we would need more homes than the standard method minimum, in order to support Greater Cambridge's forecast continued economic growth, and help achieve the goal of doubling the total economic output of the Cambridgeshire and Peterborough area that formed part of the devolution deal (see Jobs Theme).

### Question

#### **24. How important to you is creating new homes, as a priority for the Local Plan?**

- Top priority
- High priority
- Medium priority
- Low priority
- Not a priority

Please add any comments and ideas

### Question

**25. Do you agree that we should deliver a higher housing number than the minimum required by government, to support the growing economy?**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Please add any comments and ideas

### **3.6.1 What do we have to do?**

The next Local Plan will need to identify the number of new homes we should be planning for, and where they should be built. It will also need to identify the size, type and tenure of housing needed for different groups in the community, and plan for how those needs can be met. Our adopted Local Plans include a commitment to an early review of those plans to update the assessment of housing needs, consider progress of delivering planned developments including new settlements, and consider the needs of caravan dwellers and government changes to the approach to planning for Gypsies and Travellers.

Updates to national planning policy have introduced a new way of calculating the minimum number of homes needed, referred to as the standard method. The method takes account of population growth and affordability issues. We will need to consider how we apply this when developing targets in our next Local Plan. National guidance acknowledges that the minimum does not account for changing economic circumstances or other factors, and says that higher figures can be considered.

To promote the development of a good mix of sites and to help speed up delivery, national planning policy requires the Local Plan to accommodate at least 10% of the new homes required, on small sites no larger than one hectare. We will need to identify land to meet this requirement.

Another recent change is that national planning policy requires that Local Plans should also set out a housing requirement for designated neighbourhood areas to plan for, when they are preparing their Neighbourhood Plans. This figure would need to reflect the overall strategy for the pattern and scale of development in the next Local Plan.

### **3.6.2 What are we already doing?**

The adopted Local Plans identify land to meet the target of 33,500 homes between 2011 and 2031 (1,675 per year).

Our current forecasts estimate that 36,400 homes will be built between 2017 and 2040 on sites that already have permission or are allocated in the adopted Local Plans. A further 9,660 homes on these sites may be built after 2040 but there are no policy constraints on them being built earlier if developers wish to do so.

There is therefore a significant amount of development already identified which will contribute to meeting future housing need for the next Local Plan. Many of these homes are on major sites on the edge of Cambridge like Darwin Green and North West Cambridge, and at new settlements like Northstowe, and the new town north of Waterbeach.

The Councils have also adopted a joint Housing Strategy ([Homes for our future Greater Cambridge Housing Strategy 2019 – 2023](#)). This sets the context as to how both Councils aim to meet the housing challenges facing the area, setting out key priorities for action.

### **3.6.3 What are the key issues?**

#### **The need for new homes**

The next Local Plan will need to establish the number of homes required in the area. Our current calculations using the Government's 'standard method' indicate a minimum need for 1,779 homes per year, or 40,917 homes for the 23-year period of 2017-2040 for Greater Cambridge – but these numbers will be updated as further data becomes available. If we fail to meet the targets set by the 'standard method', planning applications may have to be approved on sites that are not allocated for housing in the Local Plan.

However, the Councils signed up to the Cambridgeshire and Peterborough devolution deal when the Combined Authority was created, which includes the goal of doubling the total economic output of the area over 25 years (measured as Gross Value Added – GVA – which is the measure of the value of goods and services produced in an area, industry or sector of an economy). This target has implications for future jobs and homes growth in our area.

As set out in the Jobs theme, the CPIER showed that recent jobs growth in the Greater Cambridge economy has been faster than anticipated, and that growth is likely to continue. Demand for new housing in this area has been exceptionally high, and housebuilding has not kept up. Looking at Cambridgeshire and Peterborough as a whole, the CPIER concluded that roughly speaking, 6,000 – 8,000 homes per year over the next 20 years may be needed. This compares with the current figure of 4,670 homes per year set out in existing Local Plans.

Whilst there is considerably more work to do on this, a rough indicative calculation based on CPIER, and using the current proportions of development in each district across Cambridgeshire and Peterborough, indicates that Greater Cambridge would need to build in the order of 2,900 homes a year over the suggested plan period of 2017-2040 – an indicative total of 66,700 homes. This compares with the current

annual figure in the adopted plans of 1,675 homes per year and 1,779 homes per year using the Government's standard method. We are commissioning more research into the amount of homes and jobs we should be planning for in Greater Cambridge, but the indications are therefore that to support continued economic growth, a level of housing provision above that under the standard method, would be required.

Our current forecasts estimate that 36,400 homes will be built between 2017 and 2040 on sites that already have permission or are allocated in the adopted Local Plans. Against the rough indicative calculation above, this would indicate that we could need to identify sites for around an additional 30,000 homes, subject to the further research referred to above and a decision on the jobs growth to be planned for. Our current forecasts do not include North East Cambridge, or Cambridge Airport which is safeguarded land for development in the adopted Local Plans, and both of these have the potential to deliver a significant number of new homes.

## Figure 16 Housing Needs - a Summary

### **Affordable homes**

Greater Cambridge is an expensive place to buy or rent a home. High prices are fuelled by high demand, which itself is fuelled by the strength of the local economy which attracts highly skilled workers. Whilst the Councils can and do build new council homes, most new affordable homes will come from private developments. The Local Plan must:

- Continue to ensure that new developments do include appropriate levels of affordable housing.
- Plan for a balance of tenure types - affordable rented, shared ownership and community-led housing,

### **Diverse housing for diverse communities**

We need to provide market and affordable homes that meet the varied needs of our communities, from students to the elderly, and ensure that those who need specialist housing, or are vulnerable, can find a home that is right for them.

- With people living longer, we need more homes that are flexible in terms of their accessibility and adaptability as we age, as well as specialist housing for older people. Providing suitable homes in the right locations for those looking to downsize will also enable family homes to be freed up, making best use of the housing that exists already.
- We must plan for the needs of people with disabilities as well as specialist housing, through setting the right standards of provision. This will need to be considered within the context of broader social care and health priorities.
- We will need to consider whether growth over the period covered by the next local plan of the universities and other higher education institutions in

Cambridge could create a need for additional student accommodation, so that students do not increase the demand for local housing.

- Cambridge's Housing in Multiple Occupation (HMOs) play an important role, providing a range of shared accommodation. However, it is acknowledged that HMOs can reduce the number of family homes available, and can have a negative impact on the character of an area and contribute to local parking problems if there is an overconcentration. We will need to consider how the Local Plan can address the need for shared accommodation, through planning for of specifically designed HMOs as part of inclusive communities.
- Custom and self-build housing is housing built or commissioned by individuals (or groups of individuals) for their own use. This can help local residents develop their own lower cost market housing, support the local economy by providing work for local builders and tradesmen, increase the diversity of housing supply and facilitate innovative housing design.
- We will need to consider how the local plan can help deliver sites for self-build. Not everyone wants to own their own home. We need to consider how 'Build to Rent' homes should form part of our housing mix. Homes in such developments are typically 100% rented, and are professionally managed by a single management company. They will usually offer longer tenancy agreements of three years or more, so they can offer a better quality and more stable alternative to other privately rented housing.
- South Cambridgeshire is also exploring whether businesses should be helped to provide homes for their workers and whether there are specific requirements to provide essential local worker accommodation as part of the overall mix of housing.

### **The needs of Gypsies and Travellers and caravan dwellers**

Greater Cambridge has a large Gypsy and Traveller community. Under the Housing & Planning Act 2016, local authorities have a duty to assess the housing needs of both those residing in caravans and on inland waterways where houseboats can be moored.

A key priority for South Cambridgeshire District Council is to identify new sites to accommodate those that wish to live in a caravan. Although a recent assessment did not identify any need for Gypsy & Traveller sites for those meeting the planning definition (in essence those who have a nomadic habit of life), it did show a need to provide sites for those residing in caravans who no longer travel, as well as pitches to accommodate Travelling Showpeople.

In terms of houseboat dwellers, there is currently space for around seventy residential boats plus some additional space for visitors, on the river Cam. The adopted Local Plans identify a site to the north of the City that has been allocated for off-river residential moorings.

### **Housing quality**

We need to create high quality homes which are safe, secure and long-lasting. In the adopted Local Plans the Councils applied the National Space Standards, which set minimum room sizes to ensure homes are fit for purpose. For the new Local Plan we need to consider:

- Whether the minimum space standards in national regulations remain appropriate
- Whether we should have specific standards for energy efficiency, accessibility and adaptability, to reflect our local needs and how this might affect affordability
- How housing design impacts on health and wellbeing – this is covered further in the Promoting Wellbeing and Equality theme
- How housing design responds to the increasing trend for working from home, and other changing lifestyle demands
- How new homes should contribute to lowering our energy use, and adapt to our changing climate. This is covered in more detail in the Climate Change theme.

## Question

**26. Do you agree that we have identified the relevant issues relating to meeting the housing needs of all parts of the community?**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Please add any comments and ideas

## Supporting villages

Creating homes in well-connected and vibrant areas is important for both young and old. It reduces reliance on cars and increases access to facilities that enhances an active lifestyle. Our villages are wonderful places to live, and providing homes here can support the continued vitality of our rural communities.

The population of many of the villages in South Cambridgeshire is aging. Many villages also struggle to support the range of services and facilities that residents would wish to see.

Early Local Plan community workshops in summer and autumn 2019 suggested that an important issue is to decide how flexible the plan should be in supporting growth of jobs, homes and services in villages, as part of supporting their economic and social sustainability.

The adopted South Cambridgeshire Local Plan categorises our villages into different types, sets a framework (boundary) for each village, and sets the size of housing development that would be permitted in each type of village. This limits how many homes can be built on a single development within the village boundary, for example on a brownfield site that becomes available. The plan does allow for rural exception sites, adjacent to village frameworks, where there is evidence of local need for affordable housing, as an exception to normal policy

In 'Rural Centres' like Sawston there is no limit on how many homes can be built on a single site, whereas in an 'Infill Only' village like Knapwell, the adopted Local Plan allows only two new houses per site, if it has an existing frontage (or slightly more for a brownfield site). These restrictions are intended to restrict growth in the smallest villages, where transport alternatives to the car often limited, and where there is a need to travel for basic services like schools. Outside the village framework (boundary), development is heavily restricted – this is intended to protect the countryside from gradual encroachment, and guard against incremental growth in less sustainable locations.

The next Local Plan could re-examine the approach to village growth, being more flexible to the scale of development within the village framework, and/or allowing a more flexible approach to development on the edge of villages. It could also continue to restrict growth of the more remote villages, in order to focus growth in the most sustainable locations.

### Question

**27. How flexible should the Local Plan be, towards development of both jobs and homes on the edge of villages?**

- Highly flexible
- Somewhat flexible
- Keep the current approach
- Restrict further

Please add any comments and ideas

### Question

**28. Do you think the Local Plan should be more flexible about the size of developments allowed within village boundaries (frameworks), allowing more homes on sites that become available?**

- Highly flexible
- Somewhat flexible
- Keep the current approach

- Restrict further

Please add any comments and ideas



### 3.7 Infrastructure

#### Figure 17 Infographic – Infrastructure

Types of figures to include in infographic:

- Around 206,000 vehicles travel in and out of Cambridge every day, with 50,000 workers travelling in alone (Cambridge Clean Air Zone feasibility study).
- Around 50% of vehicle trips in the City are within Cambridge and only 10% are through trips.
- On the average day recorded an ANPR survey in 2017, 35% of vehicles in Cambridge were petrol, 47% diesel and <1% electric/hybrid.
- 32% of Journeys to work in Cambridge made by Bike (LTP). South Cambridgeshire has more journeys to work are undertaken by cycle than in any other rural district in the country (7.6%) census)
- Of people who work in Cambridge, 40% live in Cambridge, 28% live in South Cambs (census)
- In South Cambridgeshire only 22% of residents are within 30 minutes of walking or public transport access of a town centre (Draft LTP)
- Greater Cambridge Partnership has committed to achieving a 24% reduction in traffic by 2031 in Cambridge
- Number of new schools delivered in Greater Cambridge in last 10 years, and the number of new schools currently planned TBC

New growth needs new infrastructure, and the next Local Plan needs to show how planned housing and jobs will be accompanied by the services and facilities to support them sustainably. This includes schools and health facilities, but also utilities networks like water and power, and increasingly important telecommunications such as broadband.

Infrastructure timing is important. Our early workshops have told us that having infrastructure available when it is needed to serve new developments is a key community concern. We also need to consider opportunities for growth to improve existing areas, and provide access to new services and facilities for existing residents.

Growth creates both challenges and opportunities for transport. We need to reduce the number of cars on the road and support more sustainable transport if we are to achieve the net zero carbon challenge. There are already significant new transport improvements being brought forward by the Cambridgeshire and Peterborough Combined Authority and the Greater Cambridge Partnership, alongside nationally-led schemes like East West Rail. We will need to consider the opportunities these provide as we are preparing the next Local Plan.

## Question

### **29. How important to you is infrastructure provision, for example transport services, schools and health, as a priority for the Local Plan?**

- Top priority
- High Priority
- Medium Priority
- Low Priority
- Not a priority

Please add any comments and ideas

## Question

### **30. How important do you think potential for public transport, walking and cycling access should be when locating and designing new development?**

- Top priority
- High Priority
- Medium Priority
- Low Priority
- Not a priority

Please add any comments and ideas

## **3.7.1 What do we have to do?**

Growth and development in the area places demands on services and infrastructure. National planning policy requires that Local Plans make sufficient provision for infrastructure within developments, particularly on large sites, or funding for provision off-site, including contributions from developers. This includes the infrastructure required for transport, and measures to support sustainable forms of travel like cycling, walking and public transport, as well as other services such as schools and health care facilities and utilities essential to support growth, including electricity, water supply and sewerage. Critically, national policy requires Local Plans to show that they are deliverable, which for infrastructure means identifying what infrastructure is needed, when it is needed by, how much it will cost, and how that cost will be met.

## **3.7.2 What are we already doing?**

Transport was a big influence on the adopted Local Plans. The shared development strategy focused growth in areas where transport by sustainable modes such as walking, cycling and public transport was available or could be improved.

The Greater Cambridge Partnership are developing a number of transport schemes designed to improve active travel in the area, including links between Cambridge and the new settlements at Cambourne, Bourn Airfield and north of Waterbeach. Funding of up to £500million has been secured through the City Deal, which will be combined with other sources of funding, including from developers.

As the Local Transport Authority, the Cambridgeshire and Peterborough Combined Authority have just finished consulting on a [draft Local Transport Plan](#). The plan has objectives to achieve a ‘world-class transport network’ which meets the needs of residents, businesses, and visitors and deliver sustainable growth.

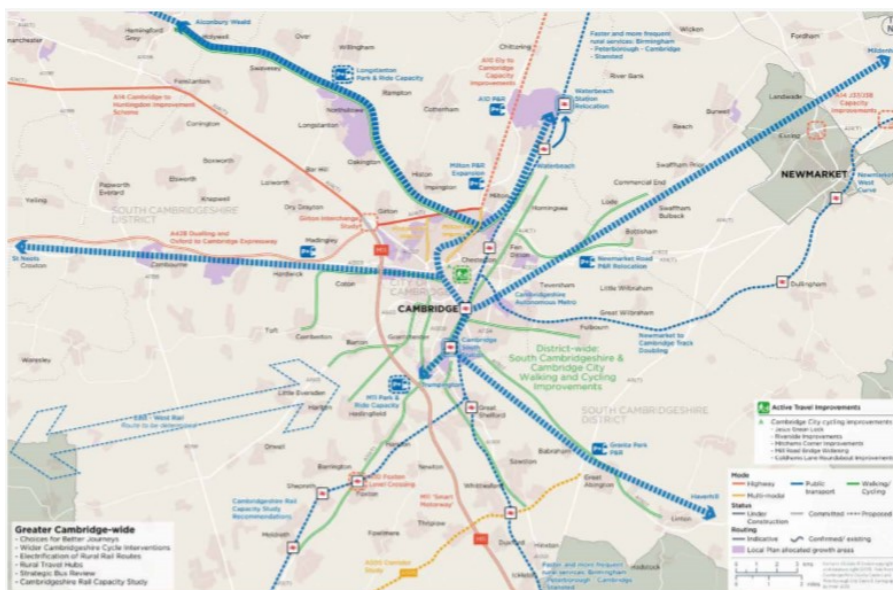
The Combined Authority is developing plans for a Cambridgeshire Autonomous Metro (CAM). This would build on the work of the Greater Cambridge Partnership by linking destinations in Cambridge, such as the Cambridge Biomedical Campus, City Centre and North East Cambridge, to each other and key corridors out from the city, including to St Ives, Cambourne, Waterbeach, Trumpington, Haverhill and Mildenhall.

Major improvements are also planned to the rail network, including a new station in the south of Cambridge near to Addenbrookes. Government-led plans for a new rail line linking Oxford to Cambridge<sup>8</sup> include a station at either Bassingbourn or Cambourne. The choice of route, expected soon, could significantly influence future growth patterns in Greater Cambridge; the rail line itself will have major environmental implications for South Cambridgeshire’s communities; in particular the Council is lobbying the East West Rail Company for the project to achieve biodiversity and wider environmental net gain. The Councils are also involved in a project to improve rail services between Cambridge and the east.

Figure 18 Map of Planned Major Transport Projects in Greater Cambridge (source: Draft Local Transport Plan 2019)

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<sup>8</sup> <https://eastwestrail.co.uk/the-project>



### 3.7.3 What are the key issues?

#### Securing new infrastructure to accompany growth

The next Local Plan will be supported by an infrastructure plan which will need to consider issues including:

- What upgrades are needed to our electricity infrastructure - Work carried out to assess electricity grid capacity for Greater Cambridge has highlighted the need to treble capacity to support the current growth agenda and electrification of transport. Further reinforcement will also be required to achieve the net zero carbon challenge. We need to consider ways in which the planning system can help support both traditional grid reinforcement as well as the development of smart energy grids
- How our water and waste water infrastructure is developed to meet the needs of new development, and to increase efficiency to ensure we are resilient to our changing climate.
- Service needs, such as whether any new schools are needed.
- How our digital infrastructure will develop to meet demand. The [Connecting Cambridgeshire](#) programme is improving the county's digital infrastructure: superfast broadband rollout has already reached over 97% of homes and businesses, and is aiming for over 99% coverage countywide in the next two years. Programmes are now being extended to include full fibre networks and improve mobile coverage. Our Local Plan will need to consider how new development can benefit from this infrastructure.

Identifying land for minerals and waste, including recycling centres, is identified in a separate Minerals & Waste Plan produced by Cambridgeshire County Council. Linked to this, the Councils are partners to the RECAP Waste Management Design

Guide<sup>9</sup> which sets out how new development should be designed to support effective waste management.

### **Reducing the need to travel and increasing access to sustainable transport options**

The Local Plan will need to consider how new development encourages a shift towards decreasing car use and increased use of sustainable transport. The way we move around is likely to significantly change over the plan period and our communities will need to be able to adapt to this.

This will involve:

- Considering opportunities provided by existing or planned transport improvements (such as public transport stops) when determining where future growth should take place.
- Assessing how potential development sites could provide new opportunities for transport infrastructure improvements.
- Designing new development so that active ways of getting around like walking and cycling are supported, and there are real public transport alternatives to using the car.
- How we can make the delivery of packages and goods more sustainable, such as by supporting the development of local delivery hubs.
- Making the most of the opportunities provided by new technology. The Greater Cambridge Partnership and the Cambridgeshire and Peterborough Combined Authority are investing in a '[Smart Cambridge](#)' programme. This is exploring how data, emerging technology and digital connectivity can be used to transform the way people live, work and travel in the Greater Cambridge area and beyond.

### **Question**

#### **31. What do you think the priorities are for new infrastructure?**

Please add any comments and ideas

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<sup>9</sup> <https://www.cambridgeshire.gov.uk/business/planning-and-development/planning-policy/recap-waste-management-design-guide/>

## 4. Where should we Plan for Growth?

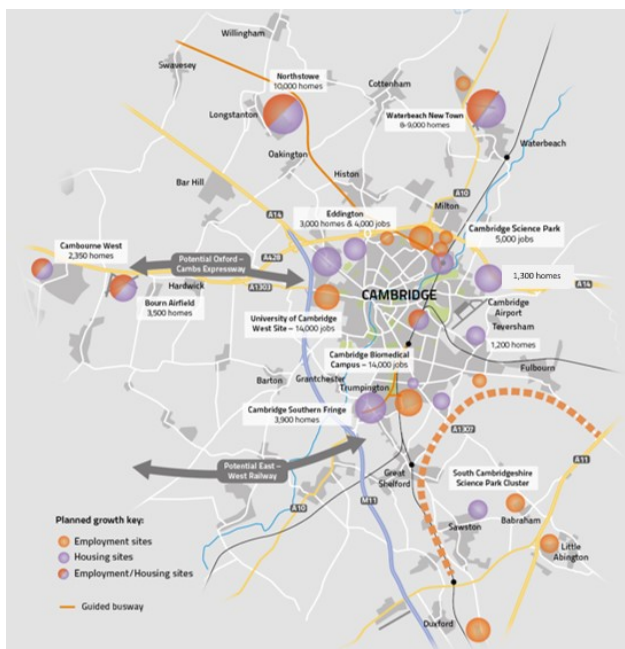
As well as planning for the right amount of growth, it is important to make sure the Local Plan provides the right strategy for where this growth should happen that will bring environmental, economic and social benefits.

### 4.1 Our Current Spatial Approach

Previous plans for the Greater Cambridge area have adopted a development sequence which prioritised development firstly within Cambridge, then on the edge of Cambridge (subject to consideration of the Green Belt), at new settlements close to Cambridge, and at better served villages.

Sites in the adopted Local Plans provide for a significant amount of the future housing and employment needs in Greater Cambridge, both during the current plan period of 2031, but also beyond, as new settlements in particular will continue to be built out over a much longer period. In planning for future growth, we will be adding to the current development strategy.

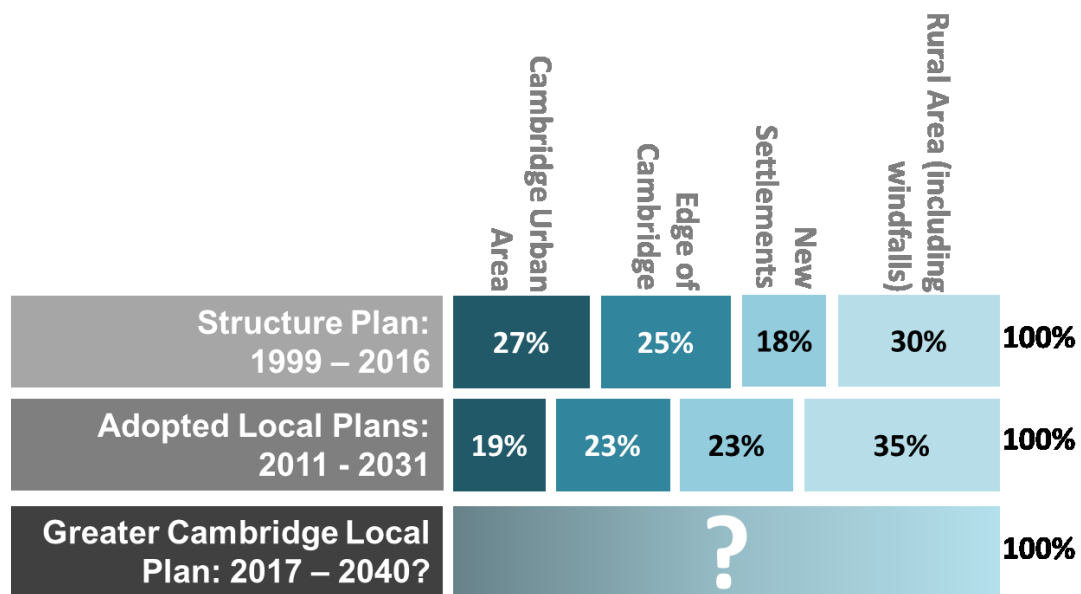
Figure 19 Existing planned growth in the adopted Local Plans



The diagram below shows the proportions of housing growth in different types of location that were chosen in previous strategies. It is likely that the most suitable spatial strategy for the next Local Plan will again involve a balance of elements to provide the most sustainable and achievable strategy. At this early stage in plan making, we would like to hear your views on what the balance should be.



Figure 20 Impact of Previous and Current Development Strategies



## 4.2 Significant influences on the spatial choices

There are a number of existing known factors that are likely to be important as we consider future development options.

### 4.2.1 Key sites already identified

A key site that will feed into the new development strategy is North East Cambridge, where an Area Action Plan is in preparation and will identify potential for significant levels of jobs and homes. While this site is allocated in the current adopted local plans, neither plan includes any numbers from this site so it will all be additional supply for the next Local Plan.

Also significant is Cambridge Airport. Previous plans had allocated the Airport and other land to the north and south for a major new urban quarter for Cambridge of 10-12,000 new homes and a strategic scale of jobs. Marshall advised during preparation of the adopted Local Plans that it had not secured an alternative site and the land would not be available until at least 2031. The adopted Local Plans therefore safeguard the land for development in the event that it becomes available, recognising that it is in a very sustainable location on the edge of Cambridge and has already been identified as suitable for development and is no longer in the Green Belt. In May 2019, Marshall announced that it intends to relocate and has identified three possible options, one of which is in Greater Cambridge at the IWM site at Duxford. The deliverability of the site will be a factor in considering whether to allocate it in the draft Local Plan.

## **4.2.2 New Transport Infrastructure**

Committed infrastructure proposals being progressed by Greater Cambridge Partnership will provide significant transport capacity to support the delivery of committed development.

The Combined Authority's Cambridgeshire Autonomous Metro (CAM) scheme described above, could enable efficient and low impact travel into and around Cambridge, easing congestion issues in the area and also enabling further growth close to stations. This project is at a relatively early stage of its development and will be progressing as the next Local Plan is prepared. How it should be taken into account in the Plan will depend on the progress it makes during the period of Plan preparation.

The East West Rail project between Oxford and Cambridge described above also has implications for significant growth wherever a station was located within South Cambridgeshire. As with the CAM scheme there is currently uncertainty as to the timing of this project, and progress during the period of Plan preparation will affect how it should be taken into account.

## **4.2.3 Small Sites**

National planning policy requires the Local Plan to promote a good mix of sizes of sites for housing. It requires us to identify small sites, no larger than one hectare, to accommodate at least 10% of the housing requirement.

## **4.3 Where growth might go**

There are many different places that we could choose to focus growth:

- Densification of Cambridge
- Edge of Cambridge
- Dispersal: New Settlements
- Dispersal: Villages
- Along transport corridors

There is more detail in this section about these different options, and their advantages and disadvantages.

These deliberately conceptual options have been identified drawing on the previous development strategy options, alongside considering the spatial options set out in the CPIER and other approaches nationally. They cover a broad range of spatial choices, although the chosen strategy for the Local Plan may involve growth in a number of these locations.

Choices in the proportions of growth in different locations will be influenced by the prioritisation of the big themes in this consultation, such as:



- Responding to climate change – our net zero carbon target suggests that we should site development in places which can reduce the need to travel by private car.
- Increasing biodiversity and green spaces – this could be through large scale new development that could provide opportunities to support the creation of accompanying large scale green space or contributions from smaller sites towards provision of new areas of green space.
- Promoting Wellbeing and Equality – opportunities to locate new development where it can bring wider benefits to existing communities in terms of access to services, facilities and green space. Development could also support access to a range of employment opportunities to both existing and new communities.
- Delivering quality places – supporting development where it provides opportunities to protect, enhance and improve places and deliver high quality design.
- Jobs – The success of the high-tech jobs cluster in and around Cambridge is based in part upon businesses in key sectors being allowed to locate where there is good access to each other and to Cambridge so that businesses can work together. Equally, allowing some jobs growth in villages can help sustain local services and sustain vibrant communities.
- Homes – the distance and journey time between homes and jobs, and encouraging residents to use sustainable transport to get to work.
- Infrastructure – access to existing and planned public transport, walking and cycling, would enable people to get to live their lives in a way that reduces greenhouse gas emissions.

The Councils are required to consider the implications of the choices open to us and how they impact sustainability for the area. The [LINK] Sustainability Appraisal considers each of these options in further detail.

## Question

### **32. Where should we focus future growth? Rank the options below 1-5 (1 – Most Preferred 5 – Least Preferred)**

- Densification
- Edge of Cambridge
- Dispersal: New Settlements
- Dispersal: Villages
- Transport Corridors

Please add any comments and ideas



### **4.3.1 Densification**

Illustration of Spatial Choice



This approach would focus new homes and jobs within Cambridge, because it is the main urban area and centre for services and facilities, and could also look to increase provision in planned new settlements. This would be done by encouraging intensive use of brownfield land, building taller buildings, building on existing residential back gardens or in-between existing buildings, or redeveloping underused sites at higher densities.

Advantages

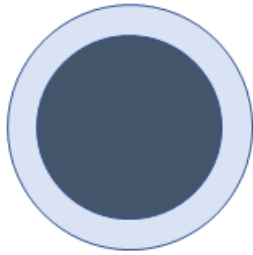
- Reduces the need to use greenfield land to accommodate growth.
- Living in central, well-connected and vibrant areas is important for many young professionals
- Delivers growth near to existing centres, which can continue to support their vitality and viability.

Challenges

- Needs to respond to the character of Cambridge, and protect its historic environment and green spaces, and therefore not suitable in all areas.
- Land assembly can be challenging with multiple landowners often involved.

### **4.3.2 Edge of Cambridge**

Illustration of Spatial Choice



This approach would create new homes and jobs in extensions on the edge of Cambridge.

#### Advantages

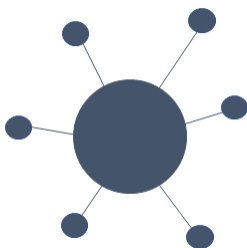
- benefits from the services and infrastructure at the existing centre, maximising the potential for sustainable transport.
- large scale urban extensions present the opportunity for new on-site infrastructure, such as schools, local centres and green spaces that can bring benefits to the existing and new community

#### Challenges

Requires the use of greenfield land on the edge of urban areas, which around Cambridge would require the release of Green Belt land, which would be subject to national policy requirement that alternatives have been fully explored.

### 4.3.3 Dispersal: new settlements

#### Illustration of Spatial Choice



New settlements would provide a whole new community in a new location, and would need to be supported by strategic transport infrastructure connecting to Cambridge.

#### Advantages

- Provides an opportunity for significant new infrastructure to be delivered
- Provides an opportunity for substantial growth in a new location connected to the transport network

## Challenges

- Potential major impact on the landscape and loss of agricultural land
- Potential to avoid removing land from the Green Belt as part of responding to national policy requirement that alternatives have been fully explored before Green Belt release considered.
- Can take longer to deliver housing due to starting from scratch.

### 4.3.4 Dispersal: Villages

#### Illustration of Spatial Choice



This approach would spread new homes and jobs out to the villages.

#### Advantages

- Can help with the continued viability of existing facilities and infrastructure in the village
- Can help provide for a diversity of population in the village

#### Challenges

- Can result in increased commuting by car particularly if the village is away from main transport corridors
- Small sites are unlikely to generate infrastructure needs alone, so are unlikely to significantly contribute to improvements to infrastructure
- Potential impact on village character needs to be considered

### 4.3.5 Public Transport Corridors

#### Illustration of Spatial Choice



This approach would focus homes and jobs along key public transport corridors and around transport hubs, extending out from Cambridge. This could be by expanding or intensifying existing settlements, or with more new settlements.

#### Advantages

- Concentrates development on transport corridors where there are opportunities for high quality public transport.
- Supports expansion of economic benefits outwards from Cambridge

#### Challenges

Requires the use of land along transport corridors, including locations within the Green Belt. This approach has implications for fundamentally changing the nature of the Cambridge Green Belt

### **4.3.6 Green Belt**

Decisions about the Green Belt impact on all spatial choices. The Green Belt covers around 25% of South Cambridgeshire. It adjoins the built edge of Cambridge and surrounds villages sitting within the Green Belt, including several of the largest villages. The Green Belt plays an important role in maintaining the special qualities of Cambridge and the surrounding area. However, it also restricts growth in closest proximity to Cambridge.

Previous plans released land from the Green Belt where it was possible to develop whilst avoiding significant harm to the purpose of the Green Belt, such as at Darwin Green, and on the southern edges of Cambridge. The evidence supporting the adopted Local Plans identified that further Green Belt releases would result in significant harm to the purposes of the Cambridge Green Belt.

National Planning Policy requires plans to consider the impact on sustainable development of channelling growth outside the Green Belt, but recent changes also set strict requirements if land is to be removed from the Green Belt, including that alternatives have been fully explored.

Figure 21 Map of the Cambridge Green Belt

## Question

**33. Should we look to remove land from the Green Belt if evidence shows it provides a more sustainable development option by reducing travel distances, helping us respond to climate change?**

- Yes
- No

Please add any comments and ideas

## 4.4 How will we develop the spatial plan

The choices set out at this stage explore the high-level principles. In the coming months we will gather further evidence to inform the full consideration of choices, and take account of the feedback you offer us at this stage, to help us develop a preferred strategy which we will share with you for more feedback, at the draft plan stage. This will include:

1. Confirming how many homes and jobs we need to plan for
2. Assessing the sites available to deliver the spatial choices: we will produce a Housing & Economic Land Availability Assessment to explore the options for development in Greater Cambridge, including drawing on the results of the Call for Sites in Spring 2019.
3. Creating more detailed spatial options that reflect different approaches to balancing growth across the different areas described above.
4. Testing the transport and other impacts of those spatial options.

## Appendix 1 Full list of consultation questions

34. Do you agree with the strategic-cross boundary issues we have identified as being particularly important?
35. Do you agree that planning to 2040 is an appropriate date in the future to plan for? If not, what would be a more appropriate date?
36. Do you have any views on specific policies in the two adopted plans? If so, what are they?
37. How do you think we should involve our communities and stakeholders in developing the Plan?
38. Please submit any sites for employment and housing you wish to suggest for allocation in the Local Plan
39. Please submit any sites for wildlife habitats and green space you wish to suggest for consideration through the Local Plan
40. Do you agree with the potential big themes for the Local Plan?
41. How important do you think climate change is, as a priority for the next Local Plan?
42. How do you think we should be reducing our impact on the climate? Have we missed any key actions?
43. Are there any other things we should be doing to adapt to climate change? We want to hear your ideas!
44. How important do you think biodiversity and green spaces are, as a priority for the next Local Plan?
45. What do you think the Local Plan should do to improve and protect our biodiversity and green spaces?
46. How important do you think promoting wellbeing and equality is, as a priority for the next Local Plan?
47. How can the next Local Plan help support the creation of inclusive communities?
48. How can the Local Plan create places that are healthy, and support the wellbeing of our communities?
49. How important do you think protecting heritage and demanding high quality design is, as a priority for the next Local Plan?
50. How important is protecting our built and natural heritage to you?
51. How important is the quality of design of new developments to you?
52. How important do you think continuing economic growth is, as a priority for the next Local Plan?

53. How should we balance supporting our knowledge-intensive sectors, with creating a wide range of different jobs?
54. In providing for a range of employment space, are there particular types and locations we should be focusing on?
55. How flexible should we be about the types of uses we allow in our city, town and district centres?
56. What approach should the next plan take to supporting or managing tourist accommodation in Cambridge and rural area?
57. How important to you is creating new homes, as a priority for the Local Plan?
58. Do you agree that we should deliver a higher housing number than the minimum required by government, to support the growing economy?
59. Do you agree that we have identified the relevant issues relating to meeting the housing needs of all parts of the community?
60. How flexible should the Local Plan be, towards development of both jobs and homes on the edge of villages?
61. Do you think the Local Plan should be more flexible about the size of developments allowed within village boundaries (frameworks), allowing more homes on sites that become available?
62. How important to you is infrastructure provision, for example transport services, schools and health, as a priority for the Local Plan?
63. How important do you think potential for public transport, walking and cycling access should be when locating and designing new development?
64. What do you think the priorities are for new infrastructure?
65. Where should we focus future growth?
66. Should we look to remove land from the Green Belt if evidence shows it provides a more sustainable development option by reducing travel distances, helping us respond to climate change?



# Appendix 2 List of supporting Evidence Documents and Plan Making Documents

## Evidence Documents

### Document (Author) Year

Cambridgeshire and Peterborough Independent Economic Review (Cambridgeshire and Peterborough Independent Economic Commission) 2018

Homes for our future Greater Cambridge Housing Strategy 2019 – 2023 (Cambridge City Council and South Cambridgeshire District Council) 2019

Draft Cambridgeshire and Peterborough Local Transport Plan (Cambridgeshire and Peterborough Combined Authority) 2019

## Plan Making Documents

### Document (Author) Year

Sustainability Appraisal Scoping Report (Land Use Consultants Ltd (LUC) for Cambridge City Council and South Cambridgeshire District Council) 2019

Sustainability Appraisal of the Issues and Options Report (LUC for Cambridge City Council and South Cambridgeshire District Council) 2019

Greater Cambridge Local Plan Consultation Statement (Cambridge City Council and South Cambridgeshire District Council) 2019

## **Appendix 3 Glossary**

### **Adopted Local Plans**

Sets out the council's vision and strategy for the area over a length of time and provides the basis for decisions on planning applications. Plans can be adopted after they have been through a plan making process involving consultation and examination. The current Local Plans in Cambridge and South Cambridgeshire were adopted in 2018.

### **Affordable housing**

Housing for sale or rent for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is essential for local workers). Eligibility is determined using local incomes and local house prices.

### **Biodiversity**

The variety of life in all its forms. This includes the plant and animal species that make up our wildlife and the habitats in which they live.

### **Business churn**

Levels of businesses starting up and businesses ending. A high level of business churn means a lot of businesses start, and a lot of businesses end each year.

### **Carbon footprinting**

This is an exercise that measures the impact of our activities on the environment and climate change. It relates to the amount of greenhouse gases produced in our day-to-day lives through burning fossil fuels for electricity, heating, transportation etc.

### **Climate change adaptation**

Adjustments made to natural or human systems in response to actual or anticipated impacts of climate change, to mitigate harmful or exploit beneficial opportunities. (Source: NPPF, 2018)

### **Climate change mitigation**

Action to reduce the impact on human activity on the climate system, primarily through reducing greenhouse gas emissions. (Source, NPPF, 2018)

### **Combined Authority**

A legal body made up of two or more councils that work together to decide and carry out region-wide decisions.

## **Community Land Trusts**

Not-for-profit organisations that own and rent out low cost housing and land for community use.

## **Greater Cambridge**

Both areas of Cambridge and South Cambridgeshire together.

## **Greater Cambridge Partnership**

A partnership between Cambridge City Council, Cambridgeshire County Council, South Cambridgeshire District and the University of Cambridge to support continued growth of the Greater Cambridge area.

## **Green Infrastructure**

Green Infrastructure is a multi-functional network of public green spaces and routes, landscapes, biodiversity and heritage. It includes a wide range of elements such as country parks, wildlife habitats, rights of way, commons and greens, nature reserves, waterways and bodies of water, and historic landscapes and monuments.

## **Grow on space**

Premises suitable for small growing businesses.

## **GVA / Gross Value Added**

A measure of the value of goods and services produced in an area.

## **Local Plan**

Sets out policies to guide the future development of Greater Cambridge. It also sets out where future development will take place, and identifies land for new housing, community facilities, shops and employment. It is the key document used to determine planning applications for new development in the Greater Cambridge region.

## **Natural Capital**

The stock of natural assets which include geology, soil, air, water and all living things.

## **Nature Recovery Network**

As set out in the Government's 25 Year Environment Plan, the Nature Recovery Network is an expanding and increasingly-connected network of wildlife-rich habitat. It comprises a core network of designated sites of importance for biodiversity and adjoining areas that function as stepping stones or wildlife corridors and areas identified for new habitat creation

## **Neighbourhood Plan**

A plan prepared by a Parish Council or neighbourhood forum for a particular neighbourhood area. They must be consistent with the strategic policies in the current suite of Local Plan documents.

## **Net zero carbon**

Net zero carbon means that carbon emissions cannot exceed zero. In practice, a net zero carbon target means that in addition to phasing out fossil fuels and the role of renewable energy and energy reduction measures, there is also a role for balancing a certain measured amount of carbon released with an amount of carbon offsets, through, for example, tree planting or carbon capture and storage.

## **Oxford-Cambridge Arc**

An area covering Oxford, Milton Keynes and Cambridge, identified by the Government as a unique opportunity to become an economic asset of international standing.

## **Productivity**

Being able to produce or provide goods and services.

## **Shared ownership**

Homes in which the occupier owns a share of the property and pays rent on the remainder, typically to a housing association or local authority.

## **Standard method**

A government formula that helps councils to work out how many homes are needed in a given local area.

## **Start-up**

The early stage of a new business.

## **Sustainable development**

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

# Advice from Joint Local Planning Advisory Group, 1st October 2019, regarding Greater Cambridge Local Plan Issues & Options

## Background

The first Joint Local Planning Advisory Group met on 1<sup>st</sup> October. The focus of the meeting was to discuss the proposed Greater Cambridge Local Plan Issues & Options draft text and proposed consultation activities. Recommendations from JLPAG are to be communicated to each council's separate democratic processes for discussion and formal agreement of the consultation documents.

Recommendations to JLPAG members included:

1. Note the Lessons Learned and Good Practice review (Appendix A)
2. Note the Statement of Consultation (Appendix B); and
3. Recommend to the respective council's decision-making processes that they should agree to consult on the Local Plan Issues & Options report text (at Appendix E) and supporting documents (at Appendices A, B, F, G and H).

## Advice from Joint Local Planning Advisory Group

Having considered the papers, the recommendations from the JLPAG to the respective council's decision-making processes are as follows:

- Further work is required on the text of the Issues and Options document and on the questions included within it
- A further iteration of the document should be subject to additional appropriate scrutiny, ahead of the public consultation
- Consultation on the Local Plan Issues & Options stage should begin in the new year, January 2020.

These three points are expanded upon below.

## Discussion informing JLPAG advice

Detailed points raised in the JLPAG discussion resulting in the above advice included the following:

### Further work is required on the text of the document

- Structure of the document – this needs reviewing, taking into consideration its web and print forms, in order to attract and maintain the attention of readers
- Big themes – potential conflicts between these themes needs spelling out more clearly

- Growth – there should be explicit explanation of why no growth is not an option, given existing council commitments and government policy requirements.
- Spatial choices – these should be explained more fully
- Language – this should be reviewed to ensure it is more engaging and less technical

### **Further work is required on the questions included within the document**

- Questions - should be framed consistently, allowing open responses on each issue
- Quantitative prioritising questions - for all themes these should be brought together as prioritisation of themes (top priority/high priority/low priority) is a relative issue
- Question 19 regarding spatial choices should be reviewed to allow those responding to provide answers involving a blend of options or percentage preference

### **A further iteration of the document should be subject to further appropriate scrutiny, ahead of consultation**

- Given the scale of changes required it was considered that there was not sufficient time ahead of the publication of papers for the programmed Cambridge Planning & Transport Scrutiny Committee on 14 October for any changes to be made arising from JLPAG's discussion. Therefore, this meeting should be postponed to allow the Cambridge scrutiny committee to consider an evolved version of the document. The timing of the meeting would be in early November, therefore coinciding with the South Cambridgeshire Cabinet on 6 November.
- In addition to this, if further changes are required to the documents after these respective meetings, these could be discussed with the JLPAG with any changes confirmed through out of cycle Executive Decisions.

### **Consultation on the Issues & Options should begin in the new year**

- The Christmas period should not be part of the consultation period as it would disrupt consultation communications.
- The consultation should start early in January 2020
- The consultation period should include a reasonable amount of time within the university term, as many members of the Cambridge community work to this calendar.

## **Background papers**

Joint Local Planning Advisory Group papers, 1<sup>st</sup> October 2019

<https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=492&MId=3762&Ver=4>

## Scrutiny and Overview Committee Work Programme 2019/20

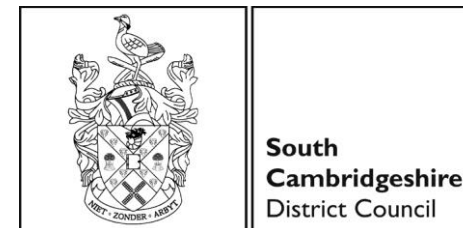
| Meeting date         | Potential Agenda item (subject to prioritisation by Chairman and Vice Chairman)   |
|----------------------|---|
| <b>Every meeting</b> | Selected Key Decision items prior to Cabinet<br>Selected Non-Key Decision items prior to Cabinet<br>Work programme<br>Feedback from task and finish groups  |
| <b>November 2019</b> | Items scheduled for December Cabinet Decision: <ul style="list-style-type: none"> <li>• Greater Cambridge Economic Action Plan (Key)</li> <li>• Report on the Draft Budget</li> <li>• Fees and Charges (Key)</li> <li>• Service Transformation Savings Proposals (Key)</li> <li>• Investment Partnerships Members agreements (Key)</li> <li>• Q2 Performance Report (Non-Key)</li> <li>• Revenue Budget Monitoring (Q2) (Key)</li> <li>• Health and Wellbeing Strategy (Non-Key)</li> </ul> |
| <b>December 2019</b> | Items scheduled for January Cabinet Decision: <ul style="list-style-type: none"> <li>• Update on Planning delivery</li> <li>• Community Lifelines (Non-Key)</li> <li>• Council Tax Arrangements 2020/2021: Proposed Council Tax Reduction Scheme (Key)</li> <li>• Collection Fund – Estimated Council Tax Surplus (Key)</li> <li>• Capital Strategy (Key)</li> <li>• North East Cambridge Area Action Plan – Draft Plan for Consultation (Non-Key)</li> <li>•</li> </ul>                    |
| <b>January 2020</b>  | Items scheduled for February Cabinet Decision: <ul style="list-style-type: none"> <li>• General Fund Budget 2020/21 (Key)</li> <li>• HRA Budget 2020/2021 (Key)</li> <li>• Treasury Management Arrangements (Key)</li> </ul>  |

|                      |   |
|----------------------|---|
|                      | <ul style="list-style-type: none"><li>• Asset Management Plan (Key)</li><li>• Reserves and Provisions</li></ul>   |
| <b>February 2020</b> | Items scheduled for March Cabinet Decision: <ul style="list-style-type: none"><li>• Revenue Budget Trends (Key)</li><li>• Q3 Performance Report (Non-Key)</li><li>• Resident Involvement Strategy (Key)</li></ul> |
| <b>March 2020</b>    | Items scheduled for April Cabinet Decision: <ul style="list-style-type: none"><li>• Consultation on draft Biodiversity Supplementary Planning Document (SPD) (Non-Key)</li></ul>                                  |



## NOTICE OF KEY AND NON KEY DECISIONS

To be taken under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 from 03 October 2019



Notice is hereby given of:

- Key decisions that will be taken by Cabinet, individual Lead Cabinet Members or Officers
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part)

A Key Decision is a decision, which is likely:

(1) (a) to result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards

(2) On determining the meaning of 'significant' for the purposes of the above, the Council must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance).

A notice / agenda, together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restriction on their disclosure, copies may be requested from Democratic Services, South Cambridgeshire District Council, South Cambridgeshire Hall, Cambourne Business Park, Cambourne, Cambridge, CB23 6EA. Agenda and documents may be accessed electronically at [www.scambs.gov.uk](http://www.scambs.gov.uk)

Formal notice is hereby given under the above Regulations that, where indicated (in column 4), part of the meetings listed in this notice may be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See overleaf for the relevant paragraphs.

*If you have any queries relating to this Notice, please contact  
Victoria Wallace on 01954 713026 or by e-mailing [Victoria.Wallace@scambs.gov.uk](mailto:Victoria.Wallace@scambs.gov.uk)*

**Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended)  
(Reason for a report to be considered in private)**

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes:
  - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - (b) to make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

**The Decision Makers referred to in this document are as follows:**

**Cabinet**

Councillor Bridget Smith  
Councillor Aidan Van der Weyer  
Councillor Neil Gough  
Councillor Bill Handley  
Councillor Tumi Hawkins  
Councillor Hazel Smith  
Councillor John Williams

Leader of the Council  
Deputy Leader (Statutory)  
Deputy Leader (Non-Statutory)  
Environmental Services and Licensing  
Planning  
Housing  
Finance

**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made                                | Description of Decision  | Decision Maker                           | Date of Meeting   | Reason for Report to be considered in Private   | Portfolio Holder and Contact Officer   | Documents submitted to the decision maker      |
|--|--|--|---|---|--|--|
| Potential Property Investment Decision<br><br>Key  | Potential decision on potential Investment Strategy acquisition. | Cabinet<br>Cabinet<br>Cabinet<br>Cabinet | 06 November 2019<br>04 December 2019<br>08 January 2020<br>05 February 2020 | Part of all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 | Leader of Council<br><br>Trevor Roff, Interim Director of Finance                          |  |
| Potential property acquisition decision<br><br>Key | Provisional decision item relating to acquisition of property.   | Cabinet<br>Cabinet<br>Cabinet<br>Cabinet | 06 November 2019<br>04 December 2019<br>08 January 2020<br>05 February 2020 | Part of all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 | Lead Cabinet member for Housing<br><br>Kirstin Donaldson, Head of New Build                |  |
| Investment Strategy<br><br>Key                     | To consider amendments to the Investment Strategy.               | Council                                  | 28 November 2019  |   | Lead Cabinet member for Finance<br><br>David Ousby, Delivery & Innovations Manager, Trevor | Report (publication expected 20 November 2019) |

**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made   | Description of Decision  | Decision Maker   | Date of Meeting   | Reason for Report to be considered in Private   | Portfolio Holder and Contact Officer  | Documents submitted to the decision maker   |
|---|--|--|---|---|---|---|
|   |  |  |   |   | Roff, Interim Director of Finance   |   |
| Hackney Carriage/Private Hire Licensing Policy<br><br>Non-Key<br><br>Page 348                     | To approve a new Hackney Carriage and Private Hire Licensing Policy.   | Lead Cabinet member for Environmental Services and Licensing<br><br>Licensing Committee<br><br>Council | November 2019<br><br>11 November 2019<br><br>28 November 2019 |   | Lead Cabinet member for Environmental Services and Licensing<br><br>Mike Hill, Director of Housing and Environmental Services | Report (publication expected 1 November 2019)<br><br>Report (publication expected 20 November 2019) |
| Communal Room Review - Future use of The Limes/Limes Close Sheltered Communal Room<br><br>Non-Key | Part of a review of communal rooms. Consultation has taken place with sheltered residents of The Limes/Limes Close, Bassingbourn, who no longer wish to use the building as their communal room. The Parish Council is keen to | Cabinet  | 06 November 2019  | Part of all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 | Lead Cabinet member for Housing<br><br>Kate Swan, Leasehold Services Co-ordinator   | Report (publication expected 29 October 2019)   |

**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made  | Description of Decision  | Decision Maker | Date of Meeting  | Reason for Report to be considered in Private | Portfolio Holder and Contact Officer   | Documents submitted to the decision maker     |
|--|--|----------------|------------------|---|--|---|
|  | take on the long lease on the building and to invest in the interior to make it a useable village hall.  |                |                  |   |  |   |
| Revenue Budget Monitoring<br><br>Key                       | To consider the latest trends in respect of the 2019/20 revenue budget (Q2) and emerging budget issues.  | Cabinet        | 06 November 2019 |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance                            | Report (publication expected 29 October 2019) |
| Greater Cambridge Local Plan Issues and Options<br><br>Key | To agree to consult on the Greater Cambridge Local Plan Issues & Options consultation report, including its content and issue for public consultation. The consultation will mark the first formal stage in developing the Local Plan. | Cabinet        | 06 November 2019 |   | Lead Cabinet member for Planning<br><br>Stephen Kelly, Joint Director of Planning and Economic Development | Report (publication expected 29 October 2019) |
| Capital Programme Update and New Bids                      | To consider the performance of the Council's Capital   | Cabinet        | 06 November 2019 |   | Lead Cabinet member for Finance  | Report (publication expected 29 October 2019) |

**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made                               | Description of Decision  | Decision Maker         | Date of Meeting                          | Reason for Report to be considered in Private | Portfolio Holder and Contact Officer   | Documents submitted to the decision maker  |
|---|--|------------------------|--|---|--|--|
| Key   | Programme during 2018/19 and to consider new capital scheme bids for public consultation.            |                        |  |   | Trevor Roff, Interim Director of Finance   |  |
| Medium Term Financial Strategy<br><br>Key         | To consider the Council's Medium Term Financial Strategy.  | Cabinet<br><br>Cabinet | 06 November 2019<br><br>05 February 2020 |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance                  | Report (publication expected 29 October 2019)<br><br>Report (publication expected 28 January 2020) |
| Health and Wellbeing Strategy<br><br>Non-Key      | To approve a district wide Health and Wellbeing Strategy for public consultation.                    | Cabinet                | 04 December 2019                         |   | Lead Cabinet member for Housing<br><br>Lesley McFarlane, Development Officer - Health Specialist | Report (publication expected 26 November 2019)   |
| Greater Cambridge Economic Action Plan<br><br>Key | To approve the Greater Cambridge Economic Action Plan which is being prepared jointly by South Cambs | Cabinet                | 04 December 2019                         |   | Leader of Council<br><br>Stephen Kelly, Joint Director of Planning and Economic Development,     | Report (publication expected 26 November 2019)   |

**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made                                     | Description of Decision   | Decision Maker | Date of Meeting  | Reason for Report to be considered in Private | Portfolio Holder and Contact Officer                                 | Documents submitted to the decision maker      |
|---|---|----------------|------------------|---|--|--|
| Page 351  | District Council, Cambridge City Council and the Greater Cambridge Partnership. It will capture the economic development plans for all 3 organisations, drawn together under the Government's 5 foundations of productivity: Place, People, Ideas, Business Environment & Infrastructure. |                |                  |   | Johanna Davies, Economic Development Officer                         |  |
| Investment Partnerships - Members agreements<br><br>Key | To consider membership agreements with framework suppliers.   | Cabinet        | 04 December 2019 |   | Leader of Council<br><br>David Ousby, Delivery & Innovations Manager | Report (publication expected 26 November 2019) |
| Shared Payroll Service Performance                      | To provide an update on the performance of the shared Cambridge   | Cabinet        | 04 December 2019 |   | Lead Cabinet member for Finance<br><br>Susan Gardner                 | Report (publication expected 26 November 2019) |

**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made                                 | Description of Decision   | Decision Maker | Date of Meeting  | Reason for Report to be considered in Private | Portfolio Holder and Contact Officer   | Documents submitted to the decision maker      |
|---|---|----------------|------------------|---|--|--|
| Non-Key   | City Council and South Cambridgeshire District Council payroll service.                                 |                |                  |   | Craig, Interim Director of Corporate Services  |  |
| Fees and Charges<br>Key                             | To consider the Council's non-regulatory fees and charges from January to April 2020.                   | Cabinet        | 04 December 2019 |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance                    | Report (publication expected 26 November 2019) |
| Quarterly Performance Report (Quarter 2)<br>Non-Key |   | Cabinet        | 04 December 2019 |   | Lead Cabinet member for Customer Service and Business Improvement, Lead Cabinet member for Finance | Report (publication expected 26 November 2019) |
| Revenue Budget Monitoring (Quarter 2)<br>Key        | To consider the latest trends in respect of the 2019/20 revenue budget (Q2) and emerging budget issues. | Cabinet        | 04 December 2019 |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance                    | Report (publication expected 26 November 2019) |
|   |   |                |                  |   |  |  |



**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made                              | Description of Decision   | Decision Maker | Date of Meeting  | Reason for Report to be considered in Private   | Portfolio Holder and Contact Officer  | Documents submitted to the decision maker      |
|--|---|----------------|------------------|---|---|--|
| Service Transformation: Savings proposals<br>Key | To consider savings proposals for the next four year period for consultation.   | Cabinet        | 04 December 2019 |   | Lead Cabinet member for Finance<br>Trevor Roff, Interim Director of Finance         | Report (publication expected 26 November 2019) |
| Community Lifelines<br>Non-Key<br>Page 353       | To seek approval to proceed with a joint model for the community lifeline service. Work is underway with County and City Councils to establish whether it would be beneficial to combine the South Cambs and City Lifeline services with the County Council's, to enable a single point of access for these services. | Cabinet        | 08 January 2020  | Part of all of the report may be exempt by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 | Lead Cabinet member for Housing<br>Susan Carter, Housing Advice and Options Manager | Report (publication expected 23 December 2019) |
| North East Cambridge Area Action Plan<br>Key     | To approve the draft Plan report for public consultation. This is a joint AAP with Cambridge City Council for North   | Cabinet        | 08 January 2020  |   | Deputy Leader of the Council<br>Julian Sykes, Urban Extensions Project Manager      | Report (publication expected 23 December 2019) |

**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made  | Description of Decision   | Decision Maker                            | Date of Meeting                  | Reason for Report to be considered in Private | Portfolio Holder and Contact Officer   | Documents submitted to the decision maker |
|--|---|---|----------------------------------|---|--|---|
|  | East Cambridge. The issues and options consultation took place in Spring 2019. The draft plan report will outline the Councils' proposed planning policy framework for the development of the area. |   |                                  |   |  |   |
| Council Tax Arrangements 2020/2021: Schedule of Precept Dates<br><br>Key | To determine precept dates for all precepting bodies.   | Chief Finance Officer, Executive Director | Officer decision in January 2020 |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance, Peter Maddock, Deputy Head of Finance |   |
| Council Tax Arrangements 2020/2021: Proposed Council Tax base<br><br>Key | To set out the proposed Tax base for the financial year 2020/2021 in accordance with the requirements of the Local Government Finance Act 1992.   | Chief Finance Officer, Executive Director | Officer decision in January 2020 |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance  |   |
| Council Tax  | To consider   | Cabinet                                   | 08 January 2020                  |   | Lead Cabinet   | Report (publication)                      |

**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made  | Description of Decision   | Decision Maker | Date of Meeting  | Reason for Report to be considered in Private | Portfolio Holder and Contact Officer  | Documents submitted to the decision maker      |
|--|---|----------------|------------------|---|---|--|
| Arrangements 2020/2021: Proposed Council Tax Reduction Scheme<br><br>Key | revisions to the Council Tax Reduction Scheme.  |                |                  |   | member for Finance<br><br>Trevor Roff, Interim Director of Finance              | expected 23 December 2019)                     |
| Collection Fund - Estimated Council Tax Surplus<br><br>Key               | To determine the estimated Collection Fund surplus as at 31 March 2020.   | Cabinet        | 08 January 2020  |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance | Report (publication expected 23 December 2019) |
| Capital Strategy<br><br>Key  | To undertake the annual review of the Council's Capital Strategy.   | Cabinet        | 08 January 2020  |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance | Report (publication expected 23 December 2019) |
| Capital Investment Programme<br><br>Key                                  | To determine, for recommendation to Council, the Council's Capital Programme for 2020/2021, 2021/2022 and 2022/2023 together with the Council's | Cabinet        | 05 February 2020 |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance | Report (publication expected 28 January 2020)  |

**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made   | Description of Decision  | Decision Maker | Date of Meeting  | Reason for Report to be considered in Private | Portfolio Holder and Contact Officer  | Documents submitted to the decision maker     |
|---|--|----------------|------------------|---|---|---|
|   | proposed Prudential Indicators.  |                |                  |   |   |   |
| General Fund Budget 2020/2021<br><br>Key                      | To consider the General Fund Budget for 2020/2021 and to recommend the Budget to Council.                                      | Cabinet        | 05 February 2020 |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance | Report (publication expected 28 January 2020) |
| Housing Revenue Account (HRA) Budget 2020/2021<br><br>Key     | To consider the Housing Revenue Account Budget for 2020/2021 and to recommend the Budget to Council.                           | Cabinet        | 05 February 2020 |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance | Report (publication expected 28 January 2020) |
| Treasury Management Arrangements and Annual Report<br><br>Key | To review Treasury Management operations, strategy and practices and to receive the 2018/19 Treasury Management Annual Report. | Cabinet        | 05 February 2020 |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance | Report (publication expected 28 January 2020) |
| Reserves and Provisions<br><br>Key                            | To review the level of Reserves and Provisions.  | Cabinet        | 05 February 2020 |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance | Report (publication expected 28 January 2020) |

**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made                                     | Description of Decision  | Decision Maker | Date of Meeting | Reason for Report to be considered in Private | Portfolio Holder and Contact Officer  | Documents submitted to the decision maker      |
|---|--|----------------|-----------------|---|---|--|
| Shared Services: Update<br><br>Key                      | To consider an extension of the original Shared Services Agreement for Legal, Building Control and ICT services beyond the expiry date of 30 September 2020. | Cabinet        | 04 March 2020   |   | Lead Cabinet member for Customer Service and Business Improvement<br><br>Trevor Roff, Interim Director of Finance                               | Report (publication expected 25 February 2020) |
| Revenue Budget Monitoring<br><br>Key                    | To consider the latest trends in respect of the 2019/2020 revenue budget (Q3) and emerging budget issues.  | Cabinet        | 04 March 2020   |   | Lead Cabinet member for Finance<br><br>Trevor Roff, Interim Director of Finance   | Report (publication expected 25 February 2020) |
| Quarterly Performance Report (Quarter 3)<br><br>Non-Key |  | Cabinet        | 04 March 2020   |   | Lead Cabinet member for Customer Service and Business Improvement, Lead Cabinet member for Finance<br><br>Peter Maddock, Deputy Head of Finance | Report (publication expected 25 February 2020) |

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**Key and non-key decisions expected to be made from 3 October 2019**

| Decision to be made   | Description of Decision  | Decision Maker                  | Date of Meeting | Reason for Report to be considered in Private | Portfolio Holder and Contact Officer   | Documents submitted to the decision maker      |
|---|--|---------------------------------|-----------------|---|--|--|
| Resident Involvement Strategy<br><br>Key  | To approve the final Resident Involvement Strategy.  | Lead Cabinet member for Housing | 04 March 2020   |   | Lead Cabinet member for Housing<br><br>Jennifer Perry, Residents Involvement Team Leader | Report (publication expected 25 February 2020) |
| Review of barriers to procurement from SMEs<br><br>Non-Key                        | To review the outcomes of the work undertaken as a result of Cabinet's approval of recommendations from the Scrutiny task and finish group which reviewed the barriers to procurement from SMEs. | Cabinet                         | 04 March 2020   |   | Johanna Davies, Economic Development Officer   | Report (publication expected 25 February 2020) |
| Consultation on draft Biodiversity Supplementary Planning Document<br><br>Non-Key |  | Cabinet                         | 01 April 2020   |   | Deputy Leader of the Council<br><br>Caroline Hunt, Planning Policy Manager               | Report (publication expected 24 March 2019)    |

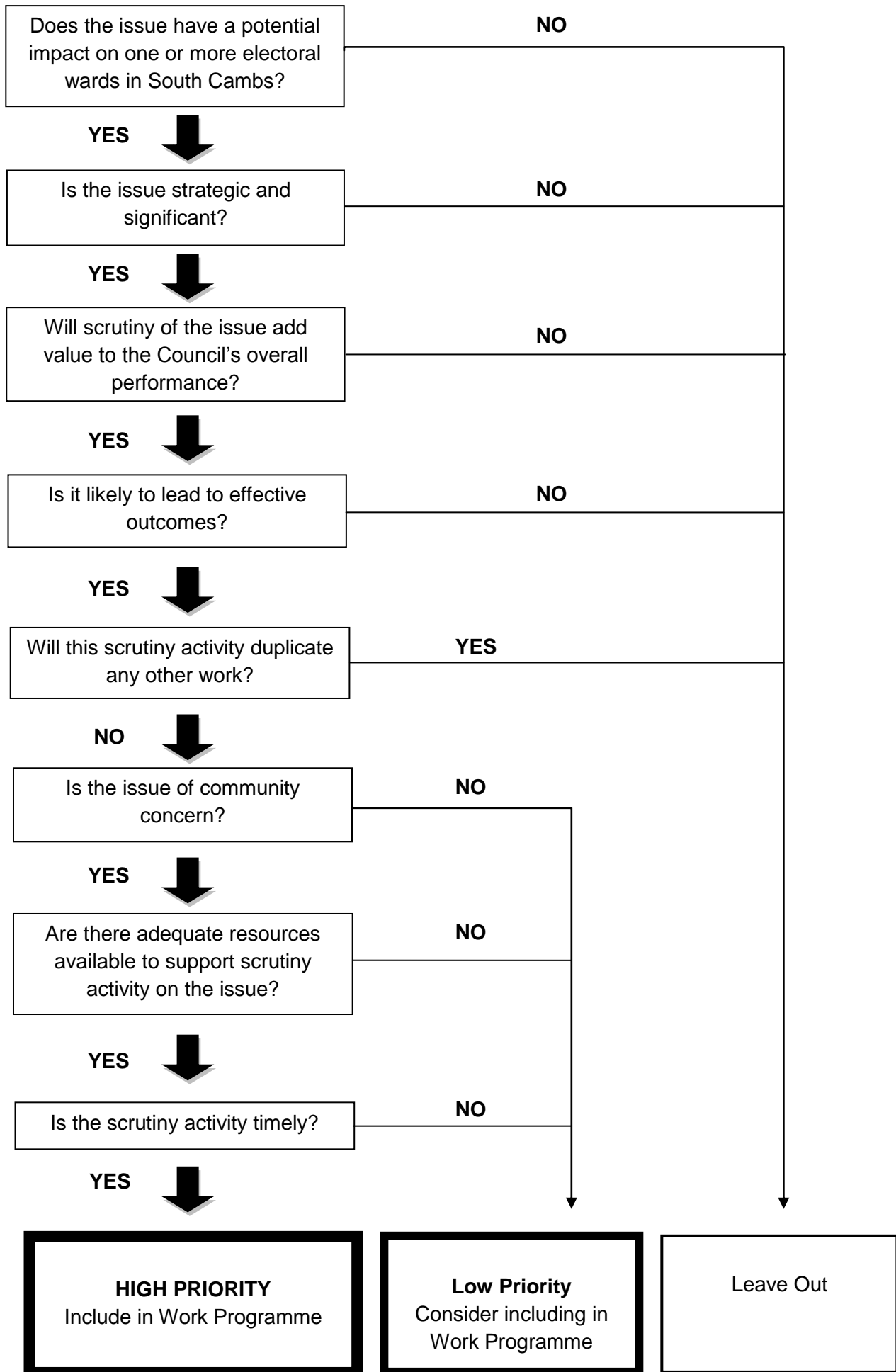
**Key and non-key decisions expected to be made from 3 October 2019**

| <b>Decision to be made</b>              | <b>Description of Decision</b>             | <b>Decision Maker</b> | <b>Date of Meeting</b> | <b>Reason for Report to be considered in Private</b> | <b>Portfolio Holder and Contact Officer</b> | <b>Documents submitted to the decision maker</b> |
|---|--|-----------------------|------------------------|--|---|--|
| Refreshed New Build Strategy<br><br>Key | To approve a refreshed New Build Strategy. | Cabinet               | August 2020            |  | Kirstin Donaldson,<br>Head of New Build     | Report (publication date tbc)                    |

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## Scrutiny Work Programme Prioritisation Tool



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