



Business Plan 2019-24 Consultation Feedback Analysis

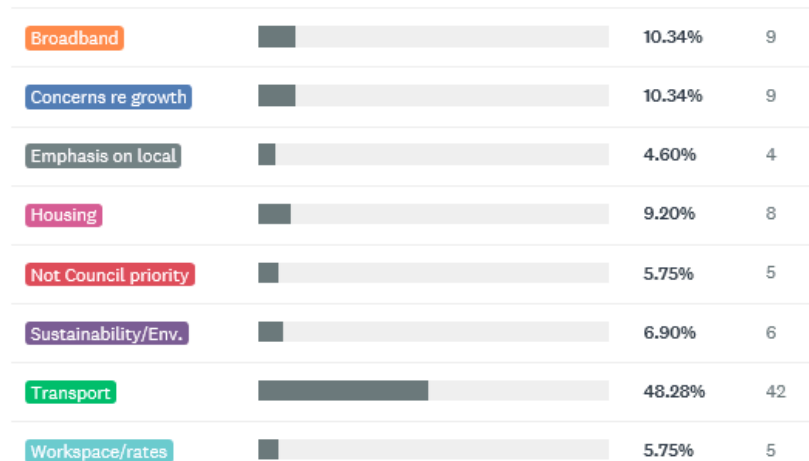
Almost eight out of every ten people who responded agreed that each of the proposed priority areas should be focused on by the Council. The percentage breakdown is below:

- (a) Economic development (79%)
- (b) Homes that are affordable for everyone to live in (79%)
- (c) Climate and environment (78%)
- (d) 21st century council (77%).

Many of the responses to the below consultation questions echoed support for the priorities. The information below provides a summary where respondents have provided a more detailed response in relation to particular actions.

What are your views on the things we plan to focus on as part of the economic development priority?

87 answered with the following response themes identified.



Broadband – High speed broadband and internet coverage identified as important for the Economic Development Priority.

Sample responses include:

“South Cambs priority should be to get super fast broadband coverage 100%! “

“You should do more to encourage small enterprises to establish themselves in the villages. A focus on rural broadband should help.”

Emphasis on local - Response indicated importance of supporting local businesses and communities.

Sample responses include:

“While growth is good, it should be appropriate and not overwhelming. Emphasis on small local enterprise is particularly appropriate to reduce commuting.”



“Too biased towards business. Money matters but so does quality of life, which results from good environment and happy communities. Improve life for existing residents, we don't need to grow.”

Concerns re growth – Responses indicated concerns with growth or certain types of growth.

Sample responses include:

“More housing will be disastrous! So far people cannot afford to live in these new homes and they are mainly for people who work in science & tech.”

“Be careful with the rate of growth that we don't stifle the pleasure of living.”

Not Council Priority – Responses indicated that this should not be a priority for the Council.

Sample responses include:

“You need to concentrate on Council business first.”

“Focus on a few objectives rather than trying to do so much as resources at the Council are stretched.”

Housing – Housing identified as important for Economic Development Priority.

Sample responses include:

“Job growth needs to be balanced with transport links and housing availability.”

“Housing - it is never affordable and is causing chaos on the roads!”

Transport - Transport identified as important for Economic Development Priority.

Sample responses include:

“Rural connectivity is absolutely key, ensuring that resident employees are able to easily access workplaces. Use of low environmental impact, sustainable transport methods should be a priority.”

“Make it easy to get to work by other means than the car.”

“Finding ways to improve transport links so that car use is minimised is vitally important. However, it must not be assumed that everyone will cycle. I am not convinced that people will readily cycle more than 3 to 4 miles to work. Ensuring that broadband speeds throughout South Cambs are improved is vital. With increasing numbers of home workers, faster broadband is essential.”

“Siting of new businesses and the transport links to them as if you cannot get the people to the jobs easily, then there will be major issues.”



Sustainability/Env. - Response indicated importance of sustainability and in places raised concerns around environmental impact of growth.

Sample responses include:

“Sustainability is more important than constant growth.”

“I see nothing about particularly supporting community business initiatives or promoting ethical business. Also nothing about protecting the environment from impact of economic growth (what about rise in traffic? air pollution? for example). It appears to be economic growth at any cost.”

Workspace/rates - Response indicated importance of affordable workspace and rates for small businesses and start ups.

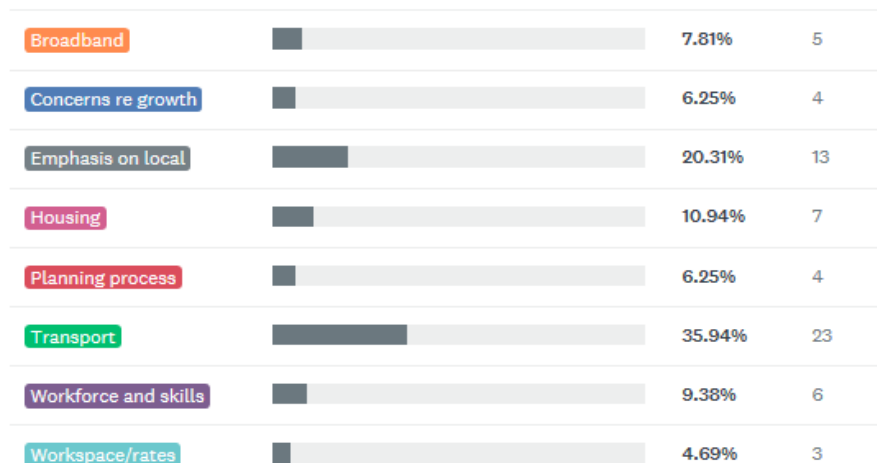
Sample responses include:

“Accessing suitable affordable workspace is difficult - there isn't enough and competition for rent from better off business is tough.”

“Cheaper business rates for start-ups and small units for start-ups.”

Are there any other things you think we should focus as part of our economic development priority?

64 answered with the following response themes identified.



Broadband - High speed broadband and internet coverage identified as important for the Economic Development Priority.

Sample responses include:

“Connectivity in the sense of improving mobile signal and 4G internet which is frequently unavailable in the villages.”

Concerns re growth – Responses indicated concerns with growth or certain types of growth.



Sample responses include:

“Brownfield site development rather than reducing the green belt.”

“Your entire plan is skewed towards improving things for people coming into the area, whereas you should be improving things for people (homes and businesses) already here. Transport is a mess - the roads cannot cope with the existing traffic, yet you are allowing more homes to be built.”

Emphasis on local - Response indicated importance of supporting local businesses and communities.

Sample responses include:

“Jobs for existing residents close to where they live, not in business parks that require transport infrastructure.”

“Your entire plan is skewed towards improving things for people coming into the area, whereas you should be improving things for people (homes and businesses) already here. Transport is a mess - the roads cannot cope with the existing traffic, yet you are allowing more homes to be built.”

“Scope out all employment areas & growth prospects - rural economies may be subsumed by more glamorous new technologies business”

Housing – Housing identified as important for Economic Development Priority.

Sample responses include:

“Affordable housing is key. Without this, employees have to travel further and are under more stress.”

“More council housing and houses for older residents.”

Planning process – Business friendly and efficient planning process identified as important for Economic Development Priority.

Sample responses include:

“Improve the planning process for new businesses.”

“Planning advise help line.”

Transport - Transport identified as important for Economic Development Priority.

Sample responses include:

“Jobs for existing residents close to where they live, not in business parks that require transport infrastructure.”

“Economic development won't be possible unless infrastructure and existing frameworks are improved. You cannot have one without the other.”



Workforce/rates – Response indicated importance of affordable workspace and rates for small businesses and start ups.

Sample responses include:

“Working with businesses so that they have opportunities that can be filled by local young people, helping to encourage them to stay in the area.”

“I don’t see in your stated intentions any reference to dealing with the number of older people, who are an incredible resource given support to stay economically active via some incentive programme and support.”

“Attract more people to live/work South Cambs by making it a better place to live. What of our Council tax provides or supports real community activities for village residents? Hearts of villages are still diminishing as they have done over the last decades. Why would I set up a business in a village, when there's nowhere to go for lunch, no sports or entertainment facilities? Attracting talent into a South Cambs village, as opposed to setting up in Cambridge or other well-connected town is unlikely to be successful without a really ambitious and focussed strategy.”

Workspace and costs – Response indicated importance of affordable workspace and rates for small businesses and start ups.

Sample responses include:

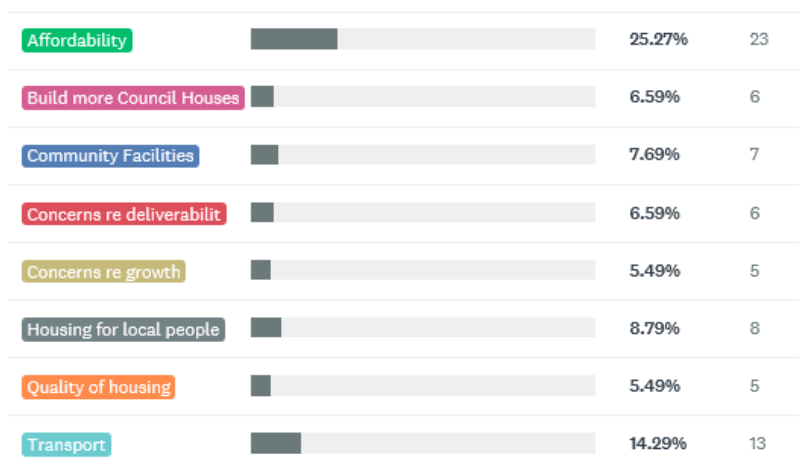
“Need to allocate more land for traditional industrial uses with affordable rents, and not just hi tech (high rent) business parks.”

“Small units for start-ups.”

“Reducing business rates for properties on high streets.”

What are your views on the things we plan to focus on as part of the housing priority?

91 answered with the following response themes identified.





Affordability - Response indicated importance of truly affordable housing provision.

Sample responses include:

“Building more affordable social housing.”

“Making affordable housing for young (first time buyers).”

“The emphasis with new houses should be to encourage smaller properties that young people can afford.”

“Low running cost, i.e. excellent insulation, combined heat and power, solar PV, rainwater harvesting, MVHR.”

“I work extremely hard as a junior doctor but can't afford to buy a house due to the extortionate house prices (several colleagues in the same boat). Therefore, will be leaving the region with the loss of yet another doctor.”

“Do you have the power to stop foreign ownership or stop second home ownership? Because that is what makes the housing unaffordable.”

Build more Council houses – Building more Council houses identified as important for the Housing priority.

Sample responses include:

“Council house building needs to be much more than doubled.”

“Increasing council housing significantly is critical in ensuring that people on low to medium wages are able to live in the area and curtailing disproportionately high house prices and rental rates.”

Community Facilities – Provision of community facilities and amenities identified as important for the Housing priority.

Sample responses include:

“We do not just need houses, we also need amenities as well, parks, shops, GP surgeries and sports.”

“Emphasis on communities is good, but you don't say what it means. For instance, do not permit significant housing developments without considering and probably increasing the capacity of local schools.”

Concerns re deliverability – Responses indicated concerns with deliverability of actions within this priority.

Sample responses include:

“Its all well and good saying housing that is affordable to all, but you don't say how you plan on doing this. The market is owned by the private sector and share holders. Again, focus on things that the Council can actually control and do.”



“You could not afford to build enough council houses to house all the people who can't afford to buy a house in South Cambridgeshire at the moment. A lot of the new houses have little or no garden, and there is nowhere for children to play. Even people with good jobs can't afford to buy a house in South Cambridgeshire, or even to rent a house. Any 'low-cost' housing that you build will just be sold at the market rate in a few years time, so you'd be using our money to line other people's pockets.”

“Too many things to focus on.”

Concerns re growth – Responses indicated concerns with growth or certain types of growth.

Sample responses include:

“Building houses is not compatible with your stated aim of tackling climate change.”

“South Cambs already has too many planned housing developments.”

“Working with developers to speed up delivery of new homes should not be via a cut rate planning process with rushed local consultation.”

Quality of Housing – Quality of Housing identified as important for the Housing priority.

Sample responses include:

“Quality homes should be delivered, with sympathy for the character and capacity of the places they are being put. A lot of the current development seems low quality and opportunistic, with little consideration to service capacity, transport links etc. Cambridgeshire housing market needs to cool, with not more and more houses being built.”

“Housing at both ends of the scale i.e. affordable properties for young people and opportunities for older people to downsize without having to move away. The latter are particularly want quality properties.”

Housing for local people – Housing for local people identified as important for the Housing priority

Sample responses include:

“Helping new homes fit into a village context and helping villages accept more homes for local people.”

“You're forgetting local people”

Transport - Transport identified as important for the Housing priority.

Sample responses include:

“You need to recognise that despite providing walking/cycling/public transport links, people will still use cars, so the infrastructure must support this.”



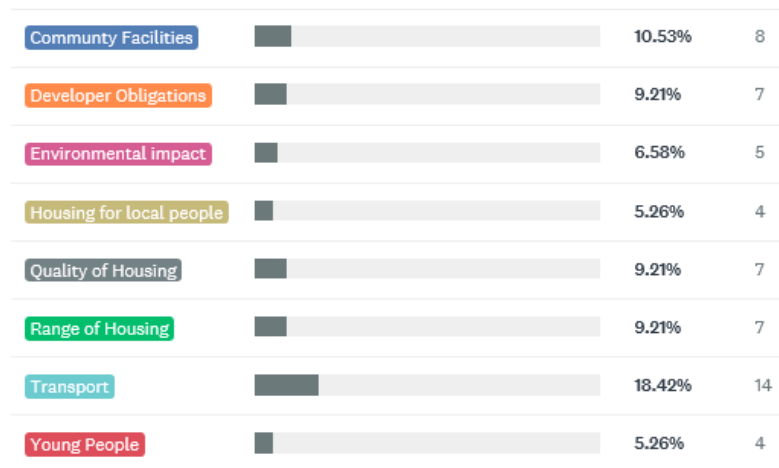
“Increased housing = increased transport need. Public transport needs to be increased and made affordable.”

“Great that there's a focus on sustainable transport when thinking of new developments. Enabling safe cycling / walking is key to a healthy lifestyle and managing congestion.”

“Only allow additional housing if there is a traffic plan in place first.”

Are there any other things you think we should focus on as part of our housing priority?

76 answered with the following response themes identified.



Community Facilities – Provision of community facilities and amenities identified as important for the Housing priority.

Sample responses include:

“Don't keep allowing housing to be built without the provision of GP surgeries, schools, shops, road improvements and parking.”

Developer Obligations – Ensuring that developers meet their obligations identified as important for the Housing priority.

Sample responses include:

“Ensuring that all developers meet their obligations to build the required proportion of social housing in their developments, and that no developer is allowed to wriggle out of this requirement due to claims about the impact on their profits.”

“Do not allow developers to drop the % of affordable houses once works start. This happens everywhere all too often. Ensure ongoing management of street furniture and horticulture.”



Environmental impact – Environmental impact identified as important for the Housing priority.

Sample responses include:

“Maintain green areas and open land for environmental reasons. Consider impact of increased housing on floods.”

“Most importantly find a way to improve environmental credentials of new buildings. Plan for droughts by demanding grey water tanks are constructed.”

Housing for local people – Housing for local people identified as important for the Housing priority.

Sample responses include:

“People who want to stay in their village.”

“Concentrate on improving the living space for existing residents, instead of providing overflow housing for rail commuters.”

Quality of Housing – Quality of Housing identified as important for the Housing priority.

Sample responses include:

“More oversight on rental properties required: high rents, overcrowding, poorly maintained properties, poor and unhealthy living conditions, unscrupulous deposit deductions.”

“Balancing numbers with quality.”

Range of Housing – Range of housing identified as important for the Housing priority

Sample responses include:

“Can we work with developers to create lifetime homes-which allow attics to be converted at low cost, wet rooms on ground floor, stair lift electrics and garages which can be converted to granny accommodation all these options are available in Milton Keynes and houses have the necessary planning permission that residents can have this work completed with less delay. Would mean more settled communities as residents would need to move less.”

“Built prefab smaller affordable bungalow/houses.”

“Housing for older people needs to be built - there’s a lot of housing in villages and an aging population. If those older people had homes that they wanted to down size to in the area that would free up housing for young families.”

Transport - Transport identified as important for the Housing priority

Sample responses include:

“Ensure that there are sufficient parking spaces available for the houses built so roads are not blocked with parked cars.”



“Ensuring adequate infrastructure. This is often a failure where growth happens in small increments.”

“Public transport is so important, I think you should do far more by actually investing in or supporting bus transport so that it's far, far more extensive, and cheaper than currently.”

Young people – Help for young people to find suitable housing identified as important for the Housing priority

Sample responses include:

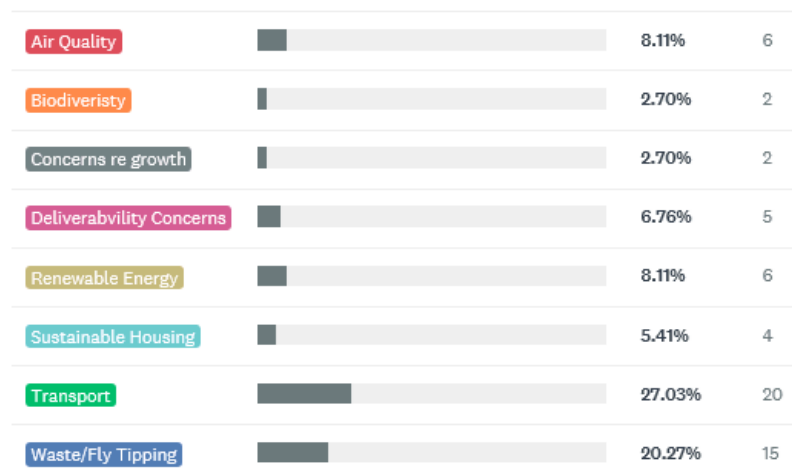
“Shared equity starter homes, lease to buy are two areas I would prioritise to help younger people.”

“Young people need help getting a deposit together in order to get mortgages-help needed with some enterprising thinking in order to achieve that.”

“Affordable housing to doctors in training. Important to attract and retain expertise in the region otherwise impact on medical care for the community will suffer greatly.”

What are your views on the things we plan to focus on as part of the climate and environment priority?

74 answered with the following response themes identified.



Air Quality – Air quality identified as important for the climate and environment priority

Sample responses include:

“How does the maintaining and improving air quality tally with what is happening on the A10 through my village Harston, where traffic is predicted to massively rise in the coming decade with much worse air pollution (it is already terrible).”

“Air quality in villages is not so good now. This should be a priority, but everyone needs to make a difference.”



Biodiversity – Biodiversity and/or protection of habitat and wildlife identified as important for the climate and environment priority

Sample responses include:

“OK but no mention of supporting/promoting biodiversity and different habitats.”

“You should also protect farmland, trees and wildlife.”

Concerns re growth – Responses indicated concerns around impact of growth on climate and environment priority.

Sample responses include:

“Preserving the green belt.”

“More cars = more fumes. More houses = more cars”

Deliverability concerns - Responses indicated concerns around ability to positively impact global problems.

Sample responses include:

“Local councils cannot force the change needed in single use plastic waste. Large multinationals and supermarket chains have to take responsibility for this.”

“The climate will do whatever it wants without your involvement and the environment could be greatly improved by the Council cleaning up open spaces and carrying out street cleaning.”

Renewable energy – Investment in renewable energy identified as important for the climate and environment priority

Sample responses include:

“The Council could lead the way in renewable energy provision on growth sites, especially energy storage and electric vehicle charging.”

“Especially think the focus on green energy is good.”

Sustainable Housing - Sustainable housing and greening measures identified as important for the climate and environment priority

Sample responses include:

“Supporting public to use green energy.”

“Have stated minimum standards for new homes, such as solar panels, water and electric, insulation etc.”



Transport – Transport identified as important for the climate and environment priority.

Sample responses include:

“Reduce the number of cars entering the city by limiting access by car. More park and ride, more complete cycle ways and walking areas.”

“Again, public transport is so key - what does "working with partners" actually mean? I'd like to see you lobby hard AGAINST the proposed Park & Ride extension, in favour of genuine rural buses that usefully go right to where people live, often enough and cheaply enough to be viable and attractive as an option.”

“Very important for the east-west train line to be developed and run well. Current train service with high cost, (lack of) punctuality and the frequent need to go through London means it is cheaper, quicker and less stressful to drive.”

“Create carbon/traffic-free zones in towns; encourage car share operators; e-bike operators into the county.”

“Environmentally-friendly transport for all communities, not just new ones, should be a priority.”

Waste / Fly Tipping – Waste and recycling, and/or fly tipping identified as important for the climate and environment priority

Sample responses include:

“Weekly blue bin collection.”

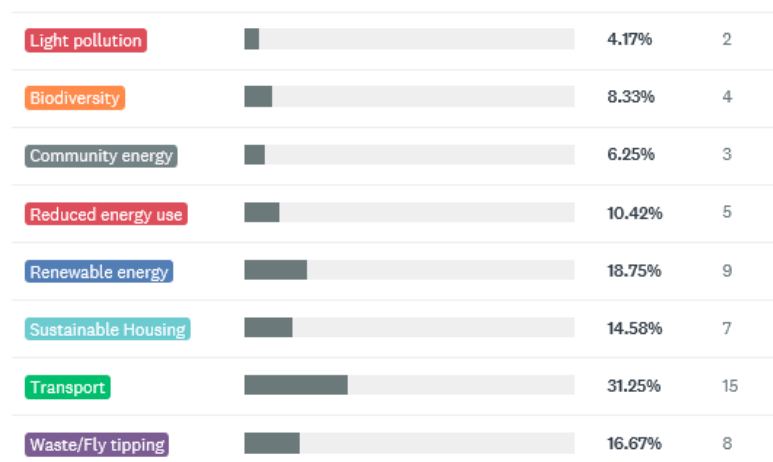
“Make recycling easier for householders.”

“Tougher penalties for fly-tipping.”

“More money to combat fly-tipping”

Are there any other things you think we should focus on as part of our climate and environment priority?

48 answered with the following response themes identified.





Light pollution – Light pollution identified as important for the climate and environment priority.

Sample responses include:

“Cut the use of unnecessary light. When I walk my dogs of an evening in parts of Cambourne I don't need a torch because the wasteful light from the sports pitches can make the surrounding land areas not dark. A Dark Skies policy should be instituted.”

Biodiversity - Biodiversity and/or protection of habitat and wildlife identified as important for the climate and environment priority.

Sample responses include:

“Protecting farmland, trees, rivers/streams, wildlife and other open spaces that contribute to the quality of life in South Cambridgeshire. You don't mention them much in your vision of the future.”

Community energy – Community energy schemes and projects identified as important for the climate and environment priority.

Sample responses include:

“More community wind power schemes.”

“I would be interested in community wide solar panel installation.”

“Support for community energy generation.”

Reduced energy use – Reduced energy usage identified as important for the climate and environment priority.

Sample responses include:

“Grants/low interest for homes to retrofit green energy appliances e.g. grey water recycling, rain water capture, solar, wind etc.”

“Cut the use of unnecessary light.”

Renewable energy – Renewable energy identified as important for the climate and environment priority.

Sample responses include:

“Investing in green energy initiatives, especially things like solar panels on private houses.”

“Supporting green energy companies.”



Sustainable Housing – Sustainable housing and greening measures identified as important for the climate and environment priority.

Sample responses include:

“Mandatory solar panels for all new housing/office blocks, enforced by Planning department.”

“Fast construction using well insulated, portable factory-built models with energy sources from below ground.”

Transport – Transport identified as important for the climate and environment priority.

Sample responses include:

“Reduce car use, have more electric charging points now that electric car use is finally increasing.”

“Public transport and cycle ways”

“Reduction in the amount of road building.”

“Follow Holland’s example in removing cars from the road.”

Waste/Fly tipping – Waste and recycling, and/or fly tipping identified as important for the climate and environment priority.

Sample responses include:

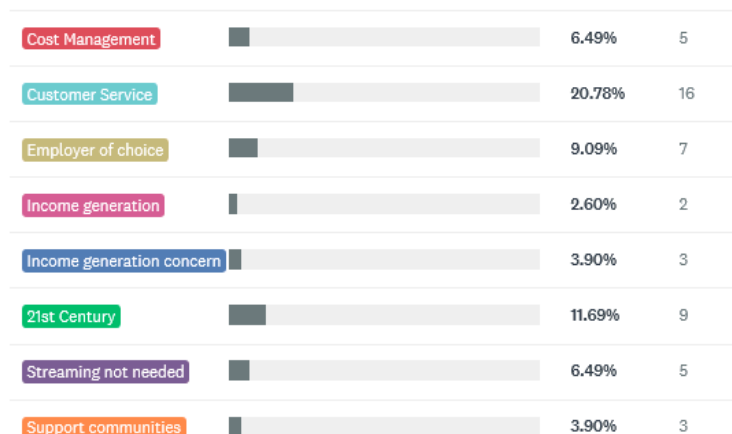
“Better education and enforcement on littering.”

“Our Cllr promised before he was elected that the A428 would be the subject of a litter clean up.”

“I claimed my kitchen caddy but had to take time off work to drive to Cambourne to do it. That’s not convenient or environmentally conscious.”

What are your views on the things we plan to focus on as part of the 21st Century Council priority?

77 answered with the following response themes identified.





Cost Management – Management of costs identified as important for the 21st century Council priority.

Sample responses include:

“I think you should focus on giving a great service while keeping costs low. Some things seem to have disappeared from your service – it’s unfair to keep raising taxes while cutting services.”

“Do not spend time on it unless it reduces money.”

“Dramatically remove costs. Modernise and reduce staff.”

Customer Service – Customer service identified as important for the 21st century Council priority.

Sample responses include:

“Important to be accessible.”

“Make it easier for the public to contact the right person.”

“You are reducing the face-to-face element in a bid for cost-saving and a blind reliance on technology. This can lead to customer frustration and alienation. Sometimes speaking to a person is best.”

“Continue to move towards more digital services, easily accessed and with good feedback.”

“Focus on enabling those residents who are able to access services online and also provide support to residents who can’t access the internet.”

Employer of choice – Becoming an employer of choice and importance of the right level and types of staffing identified as significant in relation to the 21st century Council priority.

Sample responses include:

“Interested in becoming an employer of choice especially for those with disabilities. Is there are Disability Policy for staff?”

“There needs to be enough staff of the right quality.”

“Employ people from all age groups. They have different ideas and amounts of experience – all valuable.”

Income generation – Income generation identified as important for the 21st century Council priority.

Sample responses include:

“Generating income to invest in services.”

Invest in a rival bus company to generate income and improve links within the district.



Income generation concern – Concern raised about how the Council goes about generating an income.

Sample responses include:

“I think ‘generating your own income’ is good in principle but should be handled carefully as it’s the government’s roll to put in place the infrastructure and incentives for local businesses, not to replace them.”

“I understand the need for money, but who would you be investing in? What would you be doing to raise income? Would it involve selling off property for example?”

21st Century – Comments indicated that the 21st Century Council priority could be undertaken as part of a continual effort to strive for improvement, or that the title is unclear.

Sample responses include:

“These are worthy aims, but nothing particularly 21st Century. Just keep driving improvement as every organisation should.”

“It is a continual task for any large organisation to review processes, satisfy customers, partners and employees and be cost efficient.”

Streaming not needed – Comments that questioned whether web-streaming of Council meetings should be included as a priority.

Sample responses include:

“Not sure if live web-streaming is a priority. The County abandoned it because no-one was really interested.”

“Live streaming will merely result in grandstanding and Council members performing for votes.”

“I wish I could believe people want live streaming of council meetings, but I think other things are more important.”

Support communities – Community support identified as important for the 21st century Council priority.

Sample responses include:

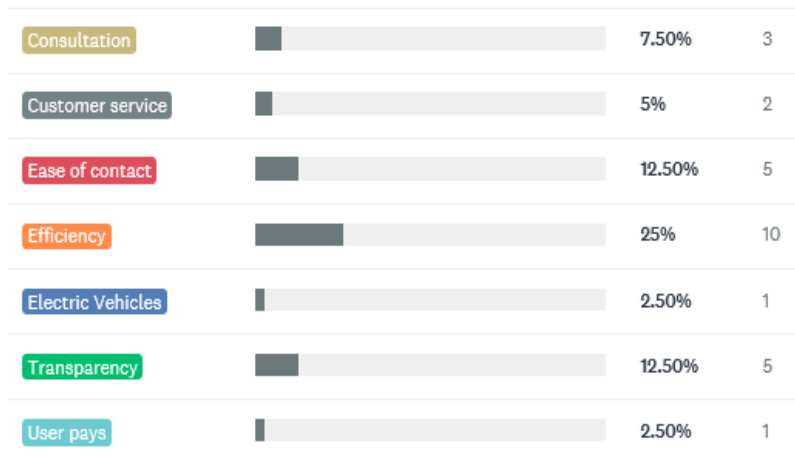
“Some focus on identifying and supporting volunteer and NGO type organisations or individuals and creating viable partnerships is vital.”

“Supporting and celebrating volunteer groups that benefit the community.”



Are there any other things you think we should focus on as part of the 21st Century Council priority?

40 answered with the following response themes identified.



Consultation – Consultation with residents and businesses identified as important for the 21st century Council priority.

Sample responses include:

“Ensuring your Councillors are working with their communities.”

“Carry out surveys to establish how much people locally are prepared to pay for services provided by SCDC. For too many years the aim has been to keep the overall charge to residents and businesses low. There seems to me no reason why local people and businesses should not pay more Council Tax to cover the cost of services provided.”

Customer service – Customer service identified as important for the 21st century Council priority.

Sample responses include:

“Treating people with respect and training your staff to do the same.”

Ease of contact – Ease of contact identified as important for the 21st century Council priority.

Sample responses include:

“You are hard to reach. Consider a drop in clinic in the centre of Cambridge to facilitate direct interaction. Have a front office in town and back office in Cambourne.”

“Drop in sessions in villages.”

Efficiency – Efficiency and working smartly identified as important for the 21st century Council priority.

Sample responses include:



“Speed of decision and implementation.”

“Working smartly with other council’s not duplicating on workloads, sharing staff where possible so you can invest more in tech and staff the community needs.”

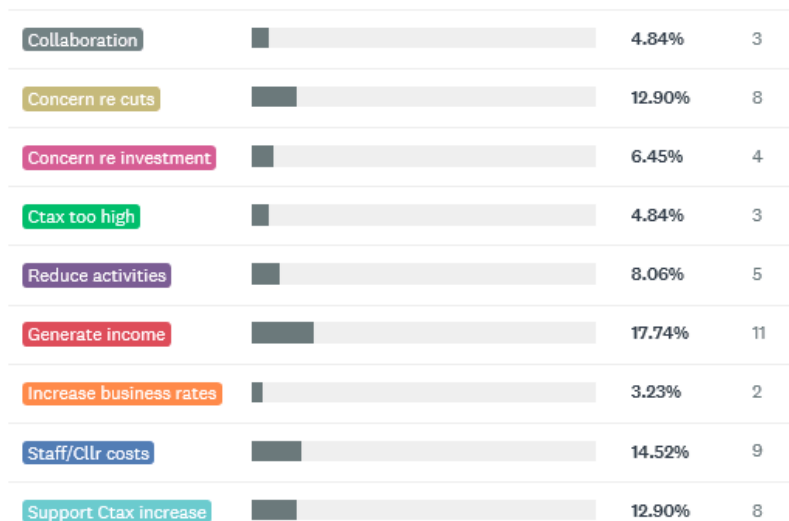
Transparency – Transparency identified as important for the 21st century Council priority.

Sample responses include:

“Communication with the public is key so when an answer is required please give it.”

Do you have any comments on our budget, finances or how we bridge the funding gap?

62 answered with the following response themes identified.



Collaboration – Collaboration identified as important to the way in which the funding gap is addressed.

Sample responses include:

“Try collaborations with other organisations/councils to find savings.”

“Work closer with other businesses, NHS, police etc to bridge the gap. All businesses are struggling financially better collaboration could save money?”

Concern re cuts – Answers indicated concern that cuts would lead to reduced service quality.

Sample responses include:

“Look at options to generate money rather than cutting services which are valued by residents.”

“There is little fat to cut so any savings point to a lowering of service standards.”



Concern re investments - Answers indicated concern with the level of risk involved with certain investment options.

Sample responses include:

“Betting on the housing market seems dangerous.”

“It does not seem sensible to invest in property in an area where prices are at their highest.”

“Be realistic about capacity to deliver innovation. Be mindful of risks associated with commercial options.”

Ctax too high – Answers indicated a concern around levels of Council Tax.

Sample responses include:

“Awareness of the already heavy burden of council tax on families in an expensive part of the country.”

“Council tax is too high, and some residents do not pay any. People focus on the poor, but some people work hard and only just manage to support themselves each month.”

Reduce activities – Answers included either specific or general ideas about how the Council should reduce its activities or services.

Sample responses include:

“You are at serious risk of widening the funding gap by being too ambitious.”

“Black bin collection should be cut down to a monthly collection all year to encourage recycling.”

“Make some tough decisions about what people really need. It’s amazing what we don’t need when we’re asked to actually pay for it. I expect very little of my district council for the council tax I pay. Some of your residents expect the world.”

Generate income – Answers included either specific or general ideas about how the Council should generate income.

Sample responses included:

“Focus on generating income and not on cutting services. The Council should be able to find ways to invest in housing and commercial developments that also generate income.”

“Continue to be ambitious in the programme to bring toward housing and generate income.”

“Run your own services instead of contracting out and sell those services as well?”

Increase Business Rates – Answers indicated that business rates could be raised to help address the funding gap.

Sample responses include:



“There are some very wealthy companies in Cambridge. Could you not increase rates on office space (with deductions for small business)?”

“Small extra taxes on hotels and universities and colleges. They benefit greatly from their location - we just pay higher costs for the same; it's only fair.”

Staff/Cllr costs – Answers indicated that the Council should seek to reduce staff and/or Councillor costs to help address the funding gap.

“Less management and more frontline staff.”

“Reducing managers'/councillors' travel expenses.”

“Lower salaries for top staff, much lower pension costs in line with private sector.”

Support Ctax increase – Answers indicated support for increasing Council Tax to help address the funding gap.

“I strongly support the aim to increase CT by £5 each year.”

“This is an area with large pockets of affluence and so I see no reason not to raise council tax. It's also time that council tax bandings were reviewed against properties to reflect more accurately the affluence of the householder.”

“Generating more income is fine but Council tax can be increased. The amount charged by SCDC is too low.”