



South Cambridgeshire District Council

New Communities Service

Service Plan 2009-10 to 2011-12



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INTRODUCTION

This document sets out the plan for the delivery and improvement of the New Communities Service over the 2009/10 financial year.

SERVICE PLAN OVERVIEW

1. Key Functions and Responsibilities

The New Communities Service was established in 2008 to lead the delivery of the Council's growth agenda. The service brings together teams from across the council to work co-operatively with our partners to create new communities that are vibrant and sustainable. The service also plays an important role in supporting our existing new communities at Cambourne and Orchard Park, and has district-wide roles including arts, sports and economic development.

The New Communities Service has three main areas of responsibility:

- ❑ Major Developments including planning officers, project managers, the joint urban design team and a planning lawyer
- ❑ Community development including consultation and engagement, capacity building and planning of community facilities
- ❑ Economic development and tourism, environmental sustainability, arts and sports development.

The service makes use of powers provided to the Council under the various Planning Acts, and the powers of well being provided under the Local Government Acts 1972, 2000, Local Government and Public Involvement in Health Act 2007.

2. Context

a) External Drivers

The following external factors will influence the service:

- ❑ The current economic climate is affecting the viability and delivery of the major growth sites
- ❑ For many aspects of 'growth', the Council relies on its partners to achieve progress. For example, the Highway Agency's planned improvements to the A14 are critical for the development of Northstowe.
- ❑ The Homes and Communities Agency, created in December 2008, is a major new player bringing together the responsibilities of the Housing Corporation and English Partnerships.
- ❑ Partnerships with and inter-reliance on Cambridgeshire Horizons and other local authorities particularly the County Council, Cambridge City Council and Parish Councils
- ❑ Statutory requirements for planning functions
- ❑ National Indicators (particularly NI 8, 11, 171, 172, 185, 186, 188 and NI's in the planning service plan)

- ❑ Boundary review of South Cambridgeshire and Cambridge City Council
- ❑ Stronger regional and sub-regional arrangements for economic development and other areas, such as benefitting from the Olympic Games in 2012.

b) Internal Drivers

A number of corporate initiatives will have a substantial bearing on the service, including:

- ❑ Savings and Efficiencies Targets
- ❑ Service First customer service initiatives
- ❑ The Comprehensive Equalities Policy
- ❑ Investors in People and associated programmes such as the Competency Framework and management development programmes
- ❑ The Community Engagement Strategy
- ❑ The Communication Strategy
- ❑ Gypsies and Travellers Strategy.

c) Key Partners

The service is heavily focussed on partnership working. We are committed to working with and through Cambridgeshire Horizons, our joint planning authorities at the County and Cambridge City, Parish Councils, and other key agencies including NHS Cambridgeshire, housing associations, faith and community groups. Listed below are some of our key partners:

- Cambridgeshire Partnerships Ltd (CPL)
- ❑ Homes and Communities Agency
- ❑ Developers including Gallaghers, Countryside, Grosvenor Estates and the Cambourne Consortium
- ❑ The 9 Village Colleges in South Cambridgeshire
- ❑ Renewables East
- ❑ Sport England
- ❑ Arts Council East
- ❑ Greater Cambridgeshire Partnership
- ❑ Business Link

d) Strengths and Weaknesses

Strengths	Weaknesses
<ul style="list-style-type: none"> • Robust partnership arrangements with Horizons and other key partners • Joint planning arrangements • Highly skilled, motivated staff • Strong experience of enabling and supporting communities through local partnership working • Good and developing community engagement practice • New posts to strengthen the team's skill base including 	<ul style="list-style-type: none"> • Complicated planning and corporate working group structures for Northstowe and other growth sites • Scrutiny Committee Task and Finish Group highlighted substantial weaknesses arising from their report on Orchard Park • New Communities Service still structured around the previous team and departmental composition • Challenge to develop SMART

<p>Joint urban design team Community Technical/ Manager, legal adviser and S106 and Economic Development Officers</p> <ul style="list-style-type: none"> • Good practice in arts, sports and community development 	<p>objectives when the timetables for the major sites have slipped so much and are still unclear</p> <ul style="list-style-type: none"> • Structure to provide information to and engage with District, County and Parish Councillors in the District's growth agenda can be improved
<p>Opportunities</p> <ul style="list-style-type: none"> • The skills and knowledge brought together in the New Communities Service lay a great foundation for delivering successful and creative outcomes • Current negotiations between HCA and Gallaghers offer potential for new approaches at Northstowe • Slowdown in growth provides time to review our structures and working methods to prepare for the upturn • Planned DPD's on community facilities and Gypsies and Travellers will strengthen the policy framework and support delivery of SCDC objectives • New posts for development and monitoring of S106 agreements will provide to benefits • New corporate project team structure for the major growth sites will improve communication and co-ordination between departments • Promoting carbon reduction in existing and new settlements • Taking advantage of the sporting and cultural benefits of the Olympics in the lead up to 2012 • Re-focussed arts service based on the recent review • Economic Baseline Study to inform the new Economic Development Strategy 	<p>Threats</p> <ul style="list-style-type: none"> • Economic climate and the resulting slow-down in the level of house building. • Efficiency and other savings requirements • Resource levels could impact on attainment of growth targets, if momentum increases • Developing realistic and deliverable procurement and management mechanisms for all public facilities within growth areas. • Relocation of Cambridge Airport

3. Service Objectives

Council's Aims

1. We are committed to being a listening council providing first class services accessible to all
2. We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
3. We are committed to making South Cambridgeshire a place in which residents can feel proud to live
4. We are committed to assisting provision of local jobs for you and your family
5. We are committed to providing a voice for rural life.

New Communities Service Objectives and links to Corporate Aims

1. The New Communities Service is responsible for the planning and delivery of six major growth sites in the district, which has one of the largest growth agendas in the country. The sites comprise:
 - **Orchard Park** – an extension to Cambridge comprising 900 homes, community facilities and mixed uses. Over 400 homes are occupied, together with a primary school, and play facilities. The service is currently working closely with partners to explore new solutions to 'kickstart' further development. A new Community Council was created on 1 April 2009, and the service is working with partners to seek to ensure that progress is achieved to tackle local issues and develop a strong community. There is also continuing management of projects regarding environmental sustainability, community art and community development.
 - **Cambourne** – a new village of 3,300 homes, business park, retail and communities facilities. Development started in 1994 and there are now over 2600 homes occupied with a range of facilities including schools, shops, play and recreation. There is a very active community. The service is currently considering an application for a further 950 homes and associated facilities, and with partners is looking to progress further facilities including a sports centre, fire station, additional schools and seeking grant funding for a youth facility.
 - **Northstowe** – A new town of up to 10,000 homes. An outline application for this new town, and supporting detailed infrastructure applications has been received and comprehensive response given. Amendments are anticipated later this year, depending on the outcome of the negotiations between the HCA and Gallaghers. Work is continuing with neighbouring parish councils regarding the boundary review and implications of development. There is also work planned regarding youth projects at local village colleges, masterplanning and requirements for community facilities. A new Community Partnership Group is being set up, and the structures for joint-working and planning are being reviewed.
 - **Trumpington Meadows** – part of a significant extension to the southern part of Cambridge. This site crosses the boundary with Cambridge City.

It is anticipated that outline permission will be granted for 1200 homes in June 2009, work to commence on design coding in late 2009, followed by applications for infrastructure in 2010/11 with first occupations expected in 2012. The new primary school with a community wing will be in South Cambridgeshire. A Community Access Agreement will be developed in consultation with Haslingfield Parish Council, the County and City Councils and primary school.

- **North West Cambridge** - A significant extension of up to 6000 homes predominantly associated with the University. Outline applications under consideration for first phase (NIAB), the remainder is subject to pre-application discussions in parallel with submission of Joint Area Action Plan (Inspector's Report expected summer 2009) including early master plan work and joint planning for community facilities.
- **Cambridge East** – Up to 12000 homes proposed as a significant expansion to east of Cambridge. The site has an Approved Joint Area Action plan in place (SCDC & Cambridge City Council). There are major issues regarding the relocation of Marshalls and the airport to be resolved.

2. The service has the following district-wide objectives:

- The Joint Urban Design Team was created in June 2008, as a new service arrangement between Cambridge City Council and the District Council. The team works pro-actively to support the major growth sites requirements and the mainstream planning service, as well as delivering a training programme for members and officers.
- The Sports Development Officer is delivering the free swimming programme for over 60's and under 16's together with other 'take up' sports initiatives with the village colleges and parish councils. She is also working with the Olympics Champion to develop a Talented Performers grants programme.
- The Arts Development Officer works closely with the Arts Development Managers at the village colleges through Service Level Agreements to provide a wide range of arts based programmes in the district. He is re-focussing the arts service to deliver the recommendations from the recent Arts Review. He also contributes to the management of the community artist working at Orchard Park, the public arts project at Waterbeach and the Olympics-related arts project at Comberton.
- The Economic Development Officer is working with the Member Champion to deliver the Council's initiatives to support local businesses through the economic downturn as well as developing a new Economic Development Strategy. Tourism has transferred from Planning Services to New Communities. There will be review of the tourism service that is provided by Cambridge City Council, and this area will be more closely aligned with the broader economic development programme.
- The Strategic Sustainability Officer is delivering a new Parish Energy Programme that will help the district to achieve its targets to reduce carbon emissions, and implementing a new joint project with Cambridge City Council to reduce workplace carbon emissions. He will co-ordinate corporate initiatives to reduce the environmental impact of the District Council's activities including travelling and use of offices.
- Community Development is focussing on new communities at Cambourne and Orchard Park, working closely with other frontline agencies; and also

supporting the housing service in the redevelopment of the Windmill estate at Fulbourn.

- Produce a Youth Engagement Strategy to develop a more strategic and focussed approach to youth participation.
 - Support provision of high quality facilities in villages through the completion of the audit of community facilities, award of capital grants for sports, arts and community facilities and input to the Planning Obligations SPD.
 - Review of s106 agreements to develop agreed work programme with Parish Councils to ensure planning obligations are fulfilled, in conjunction with the planning service.
3. The Service will complete a review of its internal structure and its working arrangements with key partners to support the effective delivery of its objectives. It will also deliver its savings target, and undertake a Systems Thinking review of the Planning Development Process in conjunction with the planning service.

4. Your Customers

The New Communities Service delivers for internal and external customers, and also plans for future customers – those people who will be moving into homes in the new communities we are building.

Residents across the district are customers and beneficiaries of programmes and services provided by or with support from the New Communities Service. Our community engagement and development programmes link mainly with people living in and around Cambourne, Orchard Park, Northstowe, Trumpington Meadows and Fulbourn. Our Arts, Sports and Carbon Reduction programmes serve and engage with residents and parish councils across the district, with some initiatives having a particular focus on young people.

We are strengthening our services to local businesses through the economic development and carbon reduction programmes. This will be supported by the programme of events planned for local businesses.

We have significant contact with parish councils and district members, and intend to improve the quality and effectiveness of information and consultation. In particular we serve the Northstowe Joint Action Group (JAG) that is being reformed to become the Northstowe Forum, and have supported the creation of Orchard Park Community Council. We have also committed to provide regular updates to Haslingfield Parish Council regarding progress at Trumpington Meadows.

Our capital grants programme was reviewed and improved last year. For all our programmes, we intend to review and improve our methods for assessing customer satisfaction and to use the information we collect to continuously improve our services.

Internally, the service contributes to the objectives and work programmes of other areas such as engagement with parish councils and local residents, members' training and development, communicating the work of the council, and delivering planning objectives. New Communities also facilitates effective input to growth area planning by other services including environmental services for refuse collection and conservation for landscaping and tree preservation. The New Communities Service works very closely with

the Director of Joint Planning to provide the planning service for the major growth sites at Northstowe and the Cambridge fringes.

Externally our customers include developers, and our wide range of partners. We help a range of other agencies deliver their objectives. The targets including county-wide indicators on participation and carbon emissions; and the agencies include the County Council, Cambridge City Council and Cambridgeshire Horizons.

5. Progress/Performance Overview

The New Communities Service was created during 2008/09, and therefore did not have its own service plan.

Key achievements for the service during the year included:

- ❑ Formation of the service and recruitment of new Corporate Manager
- ❑ Set up of Joint Urban Design team
- ❑ New posts filled for economic development, community facilities on growth sites, legal services and s106 benefits for parishes.
- ❑ Stronger partnership working with Cambridgeshire Horizons, CPL, the Greater Cambridgeshire Partnership, fellow local authorities and others.
- ❑ Delivery of 399 new homes at Orchard Park and Cambourne including 192 affordable homes.
- ❑ Joint Fringes Development Control Committee resolved to approve 600 houses and associated community and leisure facilities at Trumpington Meadows.
- ❑ Receipt and processing of Northstowe application: all documents available on-line, and wide community consultation carried out. Use of new IT system to register representations, enabled all to view comments made. Detailed and timely written response back to applicant.
- ❑ Establishment of Cambourne pre-application advice forum
- ❑ Community engagement events including Northstowe fete and regular stakeholder meetings
- ❑ Orchard Park Action Group and Partners Group established and met regularly to resolve issues and make progress
- ❑ Orchard Park Shadow Community Council set up in November 2008, with the new Community Council established on 1 April 2009
- ❑ Increase in number of arts development projects delivered by Arts Development Managers
- ❑ High levels of participation and retention levels in the Fitness 4 health Scheme
- ❑ Community Capital Grants fully allocated
- ❑ SPD's in Open Space and Public Art Adopted
- ❑ Establishment of economic development function.
- ❑ Regular publication of Economic news letter to local businesses

Areas requiring action in 2009/10 include:

- ❑ Continue to deliver the recommendations of the Scrutiny Committee Task and Finish report for Orchard Park, including the lessons for other developments
- ❑ Improve liaison with parish councils to ensure that we feedback the outcome of our consultation and keep district and parish councillors up-to-date with developments across the service area

- ❑ Review structure of the New Communities Service to ensure it is well-equipped to deliver its objectives
- ❑ Review joint-working arrangements with partners, particularly for Northstowe, to ensure we are prepared to deliver when the HCA is ready to proceed
- ❑ Work actively and effectively with Cambridgeshire Horizons to secure delivery of the growth targets, and also secure the development of 'quality of life' facilities such as the Cambridge Stadium.

6. Resources

The total net expenditure for the New Communities Service during 2008/09 was £1.77m.

The total net expenditure budget for New Communities for 2009/10 is approximately £1.87m. In addition, there is approximately £582K revenue funding from Horizons and £137K through the Planning Delivery Grant towards salary costs; and approximately £140K due to be received through s106 agreements for expenditure on projects such as public art, sustainability and residents' welcome packs.

The activity budgets for the service in 2009/10 are:

Community Development	52,630
Sports Development	139,350
Arts Development	153,900
Sustainability	110,350
Growth Areas	97,120
Tourism & Economic development	92,430
Total	645,780

7. Value for Money Overview

The New Communities Service was designed to enhance Value for Money by promoting more effective corporate working. New Communities has been tasked, in conjunction with the Planning Service, to deliver revenue 'core budget' savings of £225K in 2009/10.

These will be found from:

- ❑ Reviewing the budgets and expenditure plans to identify savings
- ❑ Conducting a review of the structure and teams
- ❑ Completing a 'systems thinking' review of the planning process in partnership with planning services.

Each of these exercises will also ensure that the New Communities Service is delivering Value for Money in terms of quality outcomes and investment.

The service seeks to maximise opportunities to access external resources. For instance, Sport England awarded £300K towards the Dual Use Sports Centre at Impington, and the District obtained DFES grant to fund free swimming in the district for people aged over 60 years and under 16.

8. Workforce Overview

New Communities has a skilled workforce including officers from a range of technical backgrounds. Some staff are long-serving. Last year, there was some difficulty in filling particular posts such as the Senior Planning Lawyer post, which was vacant for more than 6 months. However, the post was filled in the autumn, and the broader economic climate appears to be enabling us to make some very high calibre appointments. At present, we are holding three permanent posts vacant whilst the planning demands from the growth sites are lower than anticipated and pending the review of the teams' structure.

The service has 29 employees including the Corporate Manager. There are also 2 joint-funded posts that are employed by the City Council but dedicate proportions of their time to the District including the Head of Urban Design and the Affordable Housing Officer. Internally the service receives substantial input from Environmental Services, Accountancy and Planning Policy and Conservation.

New Communities Teams and Number of Employees

Major Developments Planning Team -11 (with 3 posts currently vacant)

Urban Design Team - 3 (part of larger team of 7 shared with Cambridge City Council).

Community Services – 8 (covering community development and engagement, community facilities, arts and sports development)

Growth Area Project – 6 (covering environmental sustainability, economic development and tourism, project co-ordination and legal services)

9. Equalities Overview

The Service is strongly committed to delivering services and new communities that are accessible and welcoming to all. It recognises that sustainable communities are inclusive and value diversity and the contribution that everyone can make. The largest ethnic minority population is Travellers and Gypsies. New Communities will seek to deliver appropriate provision for Travellers and Gypsies within its growth objectives.

Other activities that have supported equalities objectives are:

- Consulting and engaging the population in planning for growth, including through events aimed at engaging young people (e.g. the design event in schools), older people and faith groups
- Delivering affordable housing for people on low incomes, people with disabilities, older people, and people with special needs

- Delivering and enabling community development activities to a range of groups to encourage their participation in their community
- Using sport and recreation programmes to encourage people to develop and maintain healthy lifestyles, and appreciate the social inclusion benefits of participation. This has included programmes targeted at women (“women try sport”) and youth programmes targeted specifically at areas where anti social behaviour is an issue.
- Capital grant aid towards making village halls and community buildings more accessible
- Sports events and coaching for people with a disability in build up to 2012 Paralympics eg. Best 8 Event

The Service priorities for Equality Impact Assessments are:

- High Priority - Community Engagement/Development, Sports Development and Arts Development
- Medium - Economic Development Strategy, Environmental Sustainability and Grants Programme
- Low - Play Facilities and Open Space

10. Risk Overview

There are risks facing the service this year and in future years that are managed through the corporate risk register and the risk registers for the major growth sites that are managed through Cambridgeshire Horizons.

The New Communities section of the corporate risk log is appended to this plan.

There are substantial risks posed to the growth trajectory for the District by the worldwide economic downturn. With our partners we are seeking to use Housing Growth Fund and other means of investment to stimulate the projects and enable development to start and progress.

In terms of staffing resources, we face the simultaneous risk of ‘carrying more employees’ than we need during the downturn and reduced activity levels but also of not having enough of the right people to deliver effectively when the development programmes pick up again.

We are managing risks around the procurement and management of community facilities and the public realm at Northstowe through the newly established Community Partnership Group reporting to the Delivery Board. This group is part of a structure of thematic groups for Northstowe.

We are managing the risks at Orchard Park through a joint issues log, that is monitored by the Action Group, Community Council and District Council.

11. Safeguarding Vulnerable People

The Council is committed to safeguarding and promoting the welfare of children and young people and vulnerable adults. New Communities will ensure:

1. Safer recruitment and employment practices are followed
2. Relevant officers are aware of safeguarding reporting policies
3. Appropriate safeguarding training is given.

OPERATIONAL PLAN: NEW COMMUNITITES SERVICE

Overarching Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.

A: WE ARE COMMITTED TO BEING A LISTENING COUNCIL, PROVIDING FIRST CLASS SERVICES ACCESSIBLE TO ALL

Relevant Council Approach/es: listening to and engaging with our local community; working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership; ensuring that the Council demonstrates value for money in the way it works

Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.

Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	

Increase the number of young people participating in positive activities	NI 110 Young people's participation in positive activities	400 new participants	400new participants	400 new participants	Heidi Weight & Susannah Harris
	1. Baseline of 240 young people engaged in major growth sites in 2008/9. Other district wide project include training in confidence building and decision making)	Cumulative Total 640	Cumulative Total 1040	Cumulative Total 1440	
	2. Youth Engagement Strategy to be drafted and adopted in 2009	Strategy approved by December 09	Delivery/ monitor Strategy including agreed targets	Delivery/ monitor Strategy including agreed targets	Susannah Harris
	3. Training programme for Parish Councils on Youth Participation (district wide) managed and funded by SCDC but delivered by Cambs County Council. All PC's have been invited to participate and a rolling programme of training is planned to support at least 10 PC's per year	10 PC's pa Cumulative Total 10	10 PC's pa Cumulative Total 20	1p PC's pa Cumulative Total 30	Susannah Harris
To progress s106 obligation instructions in a timely and legally robust manner	To develop a suite of model provisions to address the infrastructure contributions of development proposals including, where appropriate, influencing statutory Supplementary Planning Documents and related guidance	December 09			Stephen Reid
B : WE ARE COMMITTED TO ENSURING THAT SOUTH CAMBRIDGESHIRE CONTINUES TO BE A SAFE AND HEALTHY PLACE FOR YOU AND YOUR FAMILY					
Relevant Council Approach/es: promoting active lifestyles and increasing opportunities for sport and recreation to improve the health of all age groups; understanding where health inequalities exist and focussing on areas of need					
Service Objectives: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.					
Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	

To promote healthy, active lifestyles	NI 8 Adult participation in sport and formal exercise. Data collected by Sport England (1.5 % increase reflects LAA Target and is higher than the 3xA's proposal of 1%)	1.5% increase year on year on baseline of 20.1%	1.5% increase year on year	1.5% increase year on year	Jane Lampshire
Implementation of Free Swimming in South Cambs	Three Swimming Pool Managers to provide baseline data relating to current participation. Aim for 5% increase for both under 16's and over 60's.	5% increase in number of pool users	5% increase in number of pool users	5% increase in number of pool users	JL/AO
Work with NHS Cambridgeshire to promote active lifestyles	Number of people participating in the SCDC Fitness4Health Scheme: including GP referrals and self referrals.	400 pa	450 pa	500 pa	Jane Lampshire
	% retention for the duration of the course of Fitness 4health attendees	80%	80%	80%	Jane Lampshire
Engagement in Arts and Culture	NI11 Resident engagement in the Arts 1% increase year-on- year Data on participation is collected by each Arts Development Manager and compiled by the ADO	50,400	50,900	51,400	Andy O'Hanlon
	Arts performance Checklist: Arts Council England (ACE) scores from 1-4. To obtain a maximum score of 4 there must be evidence that the authority meets all the 10 ACE criteria	ACE Score 2	ACE Score 2	ACE score 3	Andy O'Hanlon
	Number of arts events promoted by SCDC in the Event Guide1% increase year-on-year.	165	167	169	Andy O'Hanlon
	Number of district-wide Arts Development Manager Projects provided as part of the Council's annual service level agreements with the village colleges.	3	4	5	Andy O'Hanlon
Maximise external funds attracted into the District through the SCDC Capital Grants programme	South Cambs Capital Budget for Grants to Community, arts and sports facilities is £240,000. Match funding to lever additional £2M pa.	£2M pa	£2M pa cumulative total £4M	£2M pa cumulative total £6M	Jane Thompson

Participate in the Council's actions to safeguard children and young people	Implement actions arising from the Council's Safeguarding Children and Young People Action Plan, within agreed timescales	On-going			J.Mills
	Ensure safe recruitment and employment practices are followed, relevant officers are aware of safeguarding reporting policies and appropriate safeguarding training is given to officers.	Training completed in accordance with SCDC policies.			J.Mills
	Train a minimum of 1 manager to act as designated officer for the purposes of safeguarding children	Training completed in accordance with SCDC policy.			J Mills
C: WE ARE COMMITTED TO MAKING SOUTH CAMBRIDGESHIRE A PLACE IN WHICH RESIDENTS CAN FEEL PROUD TO LIVE					
Relevant Council Approach/es: ensuring that affordable housing is in balance with the community; working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community; taking account of climate change in all the services that we deliver; promoting low carbon living and delivering low carbon growth through the planning system					
Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.					
Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
To promote environmental sustainability in existing communities	NI185 CO ₂ emissions from Council operations. Baseline will be generated from 2008/09 dataset and targets will be derived from this figure (to be finalised Apr/May 09). Principal areas of focus to achieve emission reductions will be: electricity usage (esp. ICT); business mileage; internal recycling, and; championing low-carbon working for specific areas of service delivery. Targets to be produced as a result of Energy Saving Trust 1-2-1 support. 3-year targets to be set end May.	Set action plan and targets. May 2009.	tbc	tbc	Richard Hales

	<p>NI186 Per capita CO₂ emissions in the LA area The annual indicator value is supplied by Defra - there is a two-year time lag: the most recent figure is 2006 at 10.2t/capita/annum. The baseline figure is from 2005 at 10.1t/c/a.</p> <p>Activities in support of this indicator will be split between business, residential and transport deliverables.</p> <p>Achieving targets relies upon a combination of central, regional and local government interventions: combining regulation, technology support and behaviour change. SCDC principal role will be to generate active engagement through delivering low carbon growth and facilitating the transition to low carbon living across existing local communities. This is a shared LAA target (in % terms)</p>	7.3% reduction from 2005 baseline = 9.4 t/c/a	11% reduction from 2005 baseline = 9.0 t/c/a	tbc	Richard Hales
	Carry out carbon emission survey and produce action plan for South Cambridgeshire's business and commercial sector.	July 09	Implementation of action plan	Implementation of action plan	RH
	<p>NI 188 Adapting to climate change (levels of incorporation within LA responsibilities)</p> <p>Level 1: public commitment and prioritised risk-base assessment</p> <p>Level 2: comprehensive risk-based assessment and prioritised action in some areas</p> <p>Level 3: Comprehensive action plan and prioritised action in all priority areas.</p> <p>This is a shared LAA target</p>	Level 1	Level 2	Level 3	RH
Working with partners to deliver healthy and balanced new communities, providing affordable and	<p>Delivering against NI154, NI155, linking to the delivery via the planning service plan of NI159</p> <p>Target figures to be confirmed for Orchard Park and Cambourne for 09/10</p>	units	units	units	Jane Green

accessible housing	Delivery against NI157a (major applications) in line with the targets specified in the Planning Service Plan.	71%	72%	73%	Jane Green
	Delivery against NI157b (minor applications) in line with the targets specified in the Planning Service Plan.	71%	72%	73%	Jane Green
	Delivery against NI157c (other applications) in line with the targets specified in the Planning Service Plan.	86%	86%	86%	Jane Green
	Local indicators (SP902, SH320, SP944) will be delivered and monitored within the Planning Service Plan				Jane Green
	Production and implementation of community facilities plan for each growth areas development	100%	100%	100%	Jane Thompson
Delivering successful new communities	Approved Design Codes in place to govern subsequent reserved matter applications NB this is dependent on joint approach and agreement with the respective applicants.	Trumpington Meadows	100% Cambourne	100%	Glen Richardson
	Planning performance agreements in place giving service standards NB This is dependent on joint approach with partners and agreement with the respective applicants.	Northstowe Trumpington meadows (to cover design code stage)	University Site North of Newmarket road at Cambridge East	NIAB 'Extra'	Jane Green
D: WE ARE COMMITTED TO ASSISTING PROVISION FOR LOCAL JOBS FOR YOU AND YOUR FAMILY					
Relevant Council Approach/es: working closely with local businesses; promoting economic development: using cultural activities effectively to promote tourism					
Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.					
Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	

To promote economic sustainability in new and existing communities	NI 171 New Business Registration Rate. Support for entrepreneurs provided via counselling & advice for start-ups. About 20 sessions to be run each year.	101% of regional average (LAATarget)	101% of regional average	101% of regional average	Nicole Kritzinger
	Arrange Business forum and events. Events, either organised by SCDC or supported by SCDC and organised by others will be targeted with individual outcomes.	7 pa	9 pa	10 pa	NK
	Communicate with business and promote uptake of Business space – Economic News and website. Quarterly publication of Economic news as a communication tool with businesses. Improvements in SCDC web Site, better provision of information for new and existing businesses.	Quarterly publication of “Economic News” Review Business pages of SCDC and update with input for relevant depts.	Quarterly publication of “Economic News” Keep pages updated – as marketing tool	Quarterly publication of “Economic News” Keep pages updated, as marketing tool	NK & IT/Web &Comms team
E: WE ARE COMMITTED TO PROVIDING A VOICE FOR RURAL LIFE					
Relevant Council Approach/es: protecting existing communities, villages and the countryside; working more closely with Parish Councils and local Groups; implementing planning policies to achieve successful new communities					
Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.					
Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
		2009/10	2010/11	2011/12	
To capture appropriate community benefits from	Liaise with Parish Councils regarding the Planning Obligations SPD. Contact all Parish Councils to provide support to them during this process, and aid the capture of their requirements in the SPD.	100%	-	-	James Fisher

development	Review of historic S.106 agreements pan-district and delivery of action/project plans to remedy any issues outstanding.	75% of all S.106's signed in last 10 years	25% S.106's signed in last 10 years		
Delivering new and sustainable communities	% Delivery Plan milestones reached on all major developments: <ul style="list-style-type: none"> Northstowe Cambridge North West Cambridge East Cambridge Southern Fringe <p>N.B. Delivery is dependent on partnership working and economic upturn to deliver this developments.</p>	75%	75%	80%	Jo Mills
	Prepare for resubmission of Northstowe	September 09			JM
	S.106 Heads of Terms for major developments (over 100 Dwellings) agreed, NB this is dependent on joint approach and agreement with the respective applicants and stakeholders.	Trumpington Meadows Cambourne	Northstowe	North of Newmarket road at Cambridge East	Jane Green
	Delivery of welcome & information packs to every new home within the specified growth areas <ul style="list-style-type: none"> Orchard Park Cambourne Trumpington Meadows 	% assessed quarterly from March 2009			Susannah Harris
	Orchard Park: develop and hand-over legacy and learning from successful Personalised Travel Planning project (carried out 2008/09) to Orchard Park Community Council to secure long-term commitment and actions towards more sustainable travel modes for current and future residents.	100%	-	-	RH

	Opening and Transfer of Community Centre for Orchard Park Complete transfer of all community assets in line with draft transfer process. Timetable for the transfer of each asset to be agreed.	July 09		-	J Mills
	Agreement of plans to move sites forward where economic climate is stifling development	Orchard Park Aug 09 Cambourne tbc			J Mills
	Assist in bringing forward site-wide renewable energy solution for Northstowe in agreement with all key partners	30%: M.o.U., full viability testing and land allocation	65% (subject to '09/'10)	100% (subject to '09/'10/'11)	Richard Hales

IMPROVEMENT PLAN: NEW COMMUNITIES SERVICE

Our Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.

WE ARE COMMITTED TO BEING A LISTENING COUNCIL, PROVIDING FIRST CLASS SERVICES ACCESSIBLE TO ALL.

Relevant Council Approach/es:

**Listening to and engaging with our local community;
Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership;
Ensuring that the Council demonstrates value for money in the way it works**

Service Objective:

Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
Improve Parish Council and community engagement and communication around major growth sits	<p>Produce a Growth Areas Community and Engagement Plan with clear targets and minimum levels of service and communication for all identified growth areas within three months of receipt of outline planning application</p> <p>Expected to include newsletters, Parish Council Liaison Meetings, Parish Forums, Stakeholder events, regular updates on SCDc website and use of IT networks .communication with</p>	<p>Additional resources required: £ 8000 secured through the bidding process for delivery of the Action Plan</p> <p>Outputs: Number of Parish Forums, newsletters etc</p> <p>Outcomes: Improved communication with PC's, Members and the community</p> <p>Risks: Delay in delivery due to economic downturn</p>	June 2009	JT/HW

IMPROVEMENT PLAN: NEW COMMUNITIES SERVICE

Our Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.

Improved ability for SCDC elected members to engage in the development of new communities	Programme of training provision for elected members,. Delivered in conjunction with Cambridgeshire Horizons on all aspects of the development and planning process.	Additional resources: None required Outputs: Greater participation and engagement development of new communities Outcomes: More effective and engaged members Risks: No major risks Other service areas affected: DC, Planning Policy, Housing, Partnerships		Jo Mills
Development of the Arts Service following the recent Review	Produce an Action Plan to implement the changes proposed in the Review. Delivery of actions and monitoring arrangements	Additional resources: None required Outputs: Greater participation and engagement in the Arts Outcomes: More effective Arts Service Risks: No major risks Other service areas affected: DC, Planning Policy, Housing, Partnerships	Action Plan July 2009 To include timescale for actions and monitoring	Andy O'Hanlon
Develop a coordinated approach to joint working with Cambridge City Council on developing community infrastructure requirements for the fringe sites	Develop plans on a site by site basis, initially NW Cambridge	Additional resources required: Staff time Outputs: Agreed approach to fringe sites Outcomes: Improved delivery of community infrastructure Risks: slow down in delivery Other service areas affected: Housing, Communications	On-going	Jo Mills/ Jane Thompson

IMPROVEMENT PLAN: NEW COMMUNITIES SERVICE				
Our Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.				
Provide an efficient service for applicants/partners	Conduct annual review with all applicants of major growth sites where SCDC is the lead authority	Additional resources required: Staff time Outputs: Improved partnership working, provision of customer feedback on which to basis future service improvements and resources. Outcomes: More efficient work practices, better quality decision, improved quality of development Risks: Poor quality service, delays in process and poorer quality of development. Other service areas affected: Partnerships, Planning.	Quarterly, starting in Sept 2010	J Green
WE ARE COMMITTED TO ENSURING THAT SOUTH CAMBRIDGESHIRE CONTINUES TO BE A SAFE AND HEALTHY PLACE FOR YOU AND YOUR FAMILY				
Relevant Council Approach/es:				
Service Objective: To promote healthy, active lifestyles To promote social inclusion through community development and arts				
Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer

IMPROVEMENT PLAN: NEW COMMUNITIES SERVICE

Our Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.

To understand and deliver the needs of new communities	<p>A survey of residents of Orchard Park and Cambourne will produce information that can be used as a comparator with the rest of the District. Survey to be completed end of June. The survey to allow a comparison against the following National Indicators; NI1, NI2, NI4, NI5.</p> <p>Action plans to be developed following analysis of results to contribute to the delivery against National Indicators; NI1, NI2, NI4, NI5.</p>	<p>Additional Resources Required</p> <p>Outputs:</p> <p>Outcomes</p> <p>Risks:</p> <p>Other services affected:</p>	June 09	Kirsty Human
	<p>To develop an agreed approach to procurement of community facilities in growth areas</p>	<p>Additional Resources Required: None. Appointment of Community Technical manager funded by CH</p> <p>Outputs: More successful delivery of community facilities in growth areas</p> <p>Outcomes: agreed approach by SCDC</p> <p>Risks: This may lead to greater responsibility for delivery by SCDC, using JK's expertise</p> <p>Other services affected:</p>	<p>Draft by December 09. Approval February 2010.</p>	JK

IMPROVEMENT PLAN: NEW COMMUNITIES SERVICE

Our Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.

	To develop a standard for community facilities for new housing developments: Complete the Audit of Community Centres and Village Halls across the District	Additional Resources Required: resources already in place Outputs: Maps and audit of community facilities, including work needed plus a formula for developer contributions to be included in the Planning Obligations SPD Outcomes: Improved data on SCDC Facilities and evidence to require developer contributions Risks: None Other services affected: Planning Policy	April 09	JT
To promote positive activities for young people	New Sport and Arts Initiatives targeting young people who may not be currently engaged i) The Street football Scheme ii) Arts Youth Offer	Additional Resources required: From existing budgets and the rest from external funding bids Outputs: Number of young people participating Outcomes: Positive outcomes for young people at risk Risks: Arts Youth Offer subject to successful tender submission Other services: Community safety	From June 09	JL/AO

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

Relevant Council Approach/es:

Service Objective: To promote environmental sustainability in existing communities

Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
Communications (listening and engaging): improve district-wide information and experience exchange for local low-carbon living activities	Provision of a South Cambs Low-carbon Living Community Network as an on-line one-stop service of resources, information and experience that will link community-level low-carbon living activity across the district.	Additional Resources Required: p/t support officer will accelerate process. Outputs: South Cambs Low-Carbon Living Community Network webpages (hosted on SCDC website). Outcomes: sharing of experience, advice and resources amongst all those taking steps towards low-carbon living in South Cambs. Risks: medium/low: insufficient staff-time to develop, update and maintain. Other services affected: EH (HECA); Communications; ITC	October 2009 initial launch and then ongoing updating and development	Richard Hales
Communications (improved clarity): providing greater certainty on sustainable design and construction matters within the land-use planning system for developers and residents.	Draw up specific sustainable design and construction draft guidance, in support of LPA policy, for inclusion within an integrated South Cambs Design Guide Supplementary Planning Document Draft, consult, adopt and publish new <i>Sustainable Design and Construction</i> SPD content.	Additional Resources Required: None Outputs: Sustainable Design and Construction SPD as part of South Cambs Design Guide Outcomes: Greater certainty as to LPA expectations on sustainable design and construction policy matters (esp. renewable energy and carbon reduction). Risks: low – misalignment with LDF review Other services affected: Planning Policy, Urban Design, Conservation, Building Control, Development Control	March 2010	Richard Hales
Awareness and carbon reduction activities within business community in conjunction with the City Council.	Implement LPSA Reward Grant-funded joint project with Cambridge City Council to work with businesses in reducing workplace carbon emissions. 2 year project.	LPSA £30,000 over two years Delivery over two years (50/50). Outputs: improved, business friendly, carbon reduction information and engagement Outcomes: tbc. Following detailed project planning and initial work on project. Risks: partnership risks of joint work, business interest in the project. Other Services:	March 2011	Richard Hales

IMPROVEMENT PLAN: NEW COMMUNITIES SERVICE				
Our Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.				
Improved knowledge base for all Planning officers.	Specialist Officers, including Economic Development, Arts and Strategic Sustainability to Provide training to Development Control Officers to allow enhance the service offered	Additional Resources Required Outputs: Outcomes Risks: Other services affected:	September 2009	All Specialist Staff
	Establish a method and provide training for officers to be able to score completed developments against CAGE Building for Life criteria. Implementation of scoring in 2010/11	Additional Resources Required: Outputs: Outcomes Risks: Other services affected:	March 2010	Jane Green
WE ARE COMMITTED TO ASSISTING PROVISION FOR LOCAL JOBS FOR YOU AND YOUR FAMILY				
Relevant Council Approach/es:				
Service Objective: <ul style="list-style-type: none"> To promote economic sustainability in rural communities 				
Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer

IMPROVEMENT PLAN: NEW COMMUNITIES SERVICE

Our Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.

Strategy development	Completion of Production of Economic development Strategy	Additional Resources Required Outputs: Completion and adoption of strategy Outcomes; Focused and prioritised delivery of service area Risks: Other services affected: Planning. Planning policy	March 2010	Nicole Kritzinger
Tackling the recession	Delivery of agreed actions agreed by SCDC Cabinet in support of businesses affected by the recession.	Additional Resources Required:None Outputs: Min 2 events (June & July) Support for Business Rates Provision of direct support grants to businesses in need Quarterly updates to cabinet Year end review of actions Outcomes: Improved survival chance for local businesses, reduced risk of redundancy for employees Risks: Other services affected: Revenues, Planning Policy, Community Services	March 2010	Nicole Kritzinger

WE ARE COMMITTED TO PROVIDING A VOICE FOR RURAL LIFE

Relevant Council Approach/es:

Service Objective:

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Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
Improved ability to manage the S.106 process in all communities.	Establishment of set processes for the negotiation, monitoring and delivery of obligations. Procedure and policy to be approved	Additional Resources Required Outputs: documented and approved processes Outcomes: Improved confidence of local communities in the S.106 process Risks: Other services affected: Planning; legal		James Fisher/Jane Gifford
	Creation of Planning Obligation database, in conjunction with Planning (S.106) Monitoring Officer. Database to allow detailed understanding and recording of all S.106 agreements entered into.	Additional Resources Required Outputs: Outcomes: Clear and on-going understanding of the Risks: Other services affected:	October 2009	James Fisher/Jane Gifford
	Reporting of progress and status for all S.106 agreements to relevant parish councils and to EMT	Additional Resources Required Outputs: Production of quarterly report regarding the progress against triggers Outcomes: improved ability to manage and monitor S.106 agreements and empower local communities. Risks: Other services affected: Planning & legal services		James Fisher/Jane Gifford
Service Objectives: <ul style="list-style-type: none"> • To deliver a sustainable new town at Northstowe • To deliver a sustainable new community at Trumpington Meadows • To deliver a sustainable new community at Cambridge East • To support sustainable communities at Arbury Park and Cambourne 				
Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer

IMPROVEMENT PLAN: NEW COMMUNITIES SERVICE

Our Service Objective: To deliver, enable and enhance the social, health, environmental and economic well-being of new and existing communities in the district.

Include an appropriate proportion of retirement homes and accommodation designed for the elderly in the affordable housing allocation of each new major development	Ensure new developments include housing suitable for the elderly Work with PCT and County Council to identify revenue support for extra care housing on new developments	No additional resource required from SCDC Outputs: homes for older people Outcomes: more accessible new developments and better services to elderly Risks: medium – risks around PCT / County Council funding for extra care services ; Other services affected: housing, planning policy	ongoing	Sarah Lyons
Ensure the New Communities Service is set up to deliver its objectives	Review service structure and management responsibilities. In conjunction with planning service, implement a systems thinks approach to service delivery for development management functions In conjunction with Planning services, to review and rationalise all budget lines to find year on year savings of £225,000	Additional Resources Required Outputs: Outcomes: refreshed new Communities Service. Cash Savings, in conjunction with planning service of £225,000). Risks: Service disruption and under performance in other delivery areas. Other services affected: Planning Service.	October 2009	Jo Mills/ TB?

COUNCIL ACTIONS IMPLEMENTATION PLAN: New Communities Service (To be used to set out plans to deliver the 33 Council Actions)					
	Council Action	Actions and Milestones	Supporting Information	Completion by Month	Responsible Officer
A6	Review of community grants with a view to introducing grants to talented performers, with an eye on London 2012	<ol style="list-style-type: none"> 1. Review of Capital Grants by Scrutiny Committee on 2 April 09 (JT) 2. Launch new scheme with criteria and decision making process with agreement of PFH and Olympic Champion 3. Establish decision making panel and promotional strategy 4. Applications considered in accordance with agreed criteria and process 5. Award grants 6. Monitor and review 	Resources: £20 000 pa approved plus officer time and panel/event expenses Outcomes: increased chance of SCDC residents succeeding in chosen field, profile of Council raised and local interest in those competing at a high level, in the build up to the 2012 games and beyond Risks: low Other services affected: Comms	Launch by April 09	Jane L

COUNCIL ACTIONS IMPLEMENTATION PLAN: New Communities Service
(To be used to set out plans to deliver the 33 Council Actions)

	Council Action	Actions and Milestones	Supporting Information	Completion by Month	Responsible Officer
B5	Increase the number of residents taking up sport or formal exercise by 1% in 2009	<p>1. Develop a 3-year "Try Sport" Programme to encourage more adults to take part in sport and formal exercise. To deliver 5 new sessions in year 1 and a minimum of 3 new sessions in years 2 and 3</p> <p>2. Monitor:</p> <p>i) number of new adults taking up sport as part of the Try Sport Programme</p> <p>ii) number of new club/club links as a result of the Try Sport programme</p>	<p>Resources: £20 000 pa approved to fund coaches, facility hire and project management</p> <p>Outputs: increased opportunities for residents to take part in sport</p> <p>Outcomes: increase in adults taking up sport</p> <p>Risks: low</p> <p>Other services affected: EH, Comms)</p>	Start in April 2009	Jane Lampshire

COUNCIL ACTIONS IMPLEMENTATION PLAN: New Communities Service (To be used to set out plans to deliver the 33 Council Actions)					
	Council Action	Actions and Milestones	Supporting Information	Completion by Month	Responsible Officer
C11	Have a Climate Change Action Plan in place by 2010	<p>Draft and approval of a climate change action plan for the authority detailing the actions to be completed by SCDC and its partners. October 09</p> <p>The plan to be approved by the Climate Change Working Group October09</p> <p>Executive approval. January 10</p>	<p>No money required to develop plan; Outputs: Climate Change Action Plan Outcomes: to be defined within the plan. Improved focus of SCDC activities</p> <p>Risks: low/medium. Adoption and implementation across SCDC and buy-in from partners required.</p> <p>Other services affected: all, plan will impact on all service areas.</p>	January 2010	Richard Hales

COUNCIL ACTIONS IMPLEMENTATION PLAN: New Communities Service (To be used to set out plans to deliver the 33 Council Actions)					
	Council Action	Actions and Milestones	Supporting Information	Completion by Month	Responsible Officer
C12	Work with Parish Councils on schemes for renewable energy and low carbon living	<p>Roll-out <i>Sustainable Parish Energy Partnership</i></p> <p>The quantifiable level of carbon emission reduction achieved for the majority of parishes (Phase 1a,b&c) will be subject to those elements of the programme that are adopted and tailored to local needs by each participating PC and their community.</p> <p>2 parishes (Phase 2) will be supported to deliver high impact renewable energy schemes which, once detailed and scheduled, should deliver directly quantifiable carbon reductions.</p>	<p>Implementation budget £200,000 LSP funded. Spend profile 30% year 1; 70% year 2; 100% year 3). SCDC £15,000 for 2008/9; similar amount plus pay inflation in following years (within budget)</p> <p>Outputs: parish/ community renewable energy schemes</p> <p>Outcomes: progress towards carbon neutral; more schemes to encourage others</p> <p>Year 1: (phase 1a) energy conservation & efficiency – 6 parishes</p> <p>Year 2: microgen – 2 parishes and Phase 1b add. 8 parishes (total 14 parishes)</p> <p>Year 3: Phase 2 (to completion) and Phase 1c. Additional. 10 parishes (total 24 parishes)</p> <p>Risks: ?</p>	Three year project completion March 2012	Richard Hales

COUNCIL ACTIONS IMPLEMENTATION PLAN: New Communities Service

(To be used to set out plans to deliver the 33 Council Actions)

	Council Action	Actions and Milestones	Supporting Information	Completion by Month	Responsible Officer
D1	Set up a Business Forum and introduce a series of regular Business Breakfast meetings in the District by 2009	<ul style="list-style-type: none"> • Introduce regular programme of events to inform local businesses and allow/enable networking. Run in partnership with local business support organisations. • Minimum of 6 events per year • Attendees to be surveyed to confirm that events are meeting the needs. Target for satisfaction of 75% 	<p>£17 500 pa Outputs: business events, business directory, communications Outcomes: better dialogue with business, support to rural businesses, and encourage more business to take-up Risks: low; Other services affected: EH regulation</p>	Programme of events over 2009/10.	Nicole Kritzinger
D3	Promote the development and uptake of business space already allocated in the District	<p>Complete 1st stage Baseline study (June 09) Develop South Cambs business marketing strategy, in conjunction with Invest East of England. (June 09). Complete 2nd stage baseline Study (Sept. 09) Initiate marketing campaign for South Cambs as a business destination focus on areas of poor take-up including Cambourne. Develop closer relationship with business park owners and developers, to secure occupations.</p>	<p>£ required :£18,000 Outputs: improved marketing of SCDC as a business destination, and improved recognition of SCDC corporately Outcomes: Improved attraction of companies to SCDC, increased NNDR take Risks: reputational risks if the authority is not able to deliver its promises. Other services affected: Planning</p>	On-Going	Nicole Kritzinger

COUNCIL ACTIONS IMPLEMENTATION PLAN: New Communities Service (To be used to set out plans to deliver the 33 Council Actions)					
	Council Action	Actions and Milestones	Supporting Information	Completion by Month	Responsible Officer
D4	Explore possible spin-offs from the London 2012 Olympics	Develop a 3-year Action Plan for 2012	Resources required: Outputs: Outcomes: Risks: Other Services:	Oct 09	Jo Mills
E4	Assess the need for provision of new premises for small businesses	Draw upon employment land review Engage consultants to carry out baseline survey of economy (complete June 09) Run seminars for officers and members to explore options Engage with small businesses (Sep 2009) Production & executive approval of economic development strategy.	£ 40 000 required in 2008/09 Outputs: baseline survey Outcomes: understanding local economy allows officers and members to plan interventions/ support Risks: low Other services affected: planning policy	September 2009	Nicole Kritzinger

