

## South Cambridgeshire District Council

### New Communities Service

#### Service Plan 2010 -11 to 2012 - 13



Corporate Manager: Jo Mills

Portfolio Holders: Cllr. Dr. David Bard (New Communities)  
Cllr. Nick Wright (Planning)  
Cllr Tim Wotherspoon (Northstowe)

Member Champions: Cllr Mervyn Loynes (Business and Employment)  
Cllr Jaime Dipple (2010 Olympics)  
Cllr Bridget Smith (Children and Young People)  
Cllr Tim Wotherspoon (Design and Heritage)

## INTRODUCTION

This document sets out the key objectives for the New Communities Service during 2010/11. The Plan will be refreshed on an annual basis, and it will need to accommodate change. For instance, the draft plan included almost no work on Northstowe and this position changed in December 2009 when the local authorities were invited to submit a bid for eco-town status.

New Communities will merge with Planning and Sustainable Communities from April 2010. For 2010/11, there will continue to be two service plans and they will combine in the following year.

New Communities was required to achieve substantial savings for 2010-11, and as a result, this service plan sets careful objectives mindful that there will be fewer resources in terms of people and programme budgets.

New Communities is committed to supporting rural life and delivering new developments through a co-ordinated approach focussed on the 'whole offer'. We will listen to our customers to make sure that we reflect their views in the way we provide our services. The 'whole offer' means that we consider all the factors that contribute to good quality of life and quality of place, and create the right environment and services to enable this.

Quality of life factors include:

- Good relations between neighbours
- Good community cohesion
- Good job and business opportunities
- Low crime and low fear of crime
- Good public and community transport services
- Good health and care services
- Good child care and education services for all ages
- Good air quality and lack of noise and congestion
- Strong community groups and Third Sector
- Civic engagement and trust in government.

Quality of place factors include:

- Well-designed and maintained buildings that plan for the future in terms of carbon reduction and infrastructure for new technology
- Good mix of homes – we know we need more affordable and executive homes
- Good transport infrastructure including routes for cyclists and pedestrians
- Built heritage treated as an asset
- Ample high quality green space and infrastructure
- Good mix of local shops, pubs and restaurants; and areas for commercial use
- Good range of easily accessible cultural facilities
- Good range of local sport and leisure facilities
- Local, easily accessible public services
- Well-designed and maintained streets and public places
- Homes and neighbourhoods designed with older, disabled and younger people in mind

(Based on World Class Places: The Government's strategy for improving quality of place 2009)

## **SERVICE PLAN OVERVIEW**

### **1. Key Functions and Responsibilities**

The New Communities Service delivers a diverse range of functions for the district and leads the planning and development of new communities. The service works with other areas of the council, including environmental services and conservation, to provide a comprehensive approach.

New Communities' district-wide services include:

- Urban Design Service available for all planning applications.
- Measures to ensure villages gain maximum benefit from local developments.
- Environmental sustainability programme influencing the way the council and other businesses operate their services, and working directly with residents whose villages are participating in the Parish Energy Project.
- Economic development and tourism programme supporting local businesses through the recession, and creating a positive environment for local economic growth.
- Arts, sports and community development working with village colleges, parish councils and others to deliver numerous programmes that enhance wellbeing, increase fitness and involve young people in positive activities.

At Orchard Park and Cambourne, New Communities works with local people, their councils, the developers and all other partners so that we work together to create the best possible outcomes. This includes facilitating further development including retail centres and new homes, and involving our range of services to help these new villages to become sustainable communities.

New Communities works with the Director of Joint Planning, the City Council, County Council and Cambridgeshire Horizons to deliver the planned major new developments at Northstowe and on the southern fringe and north-west of Cambridge. The service is also involved in the ongoing discussions around the development of Cambridge East and North East.

### **2. Context**

#### **a) External Drivers**

The following external factors are likely to influence the service:

- Policy changes regarding growth
- Emerging best practice and guidance on planning and engagement
- Making Cambridgeshire Count leading to new ways of working
- Climate Change measures such as 1010, Climate Change Act and the Copenhagen conference
- Current economic climate affecting the viability and delivery of development
- Ability of other public bodies such as the Highways and Environment Agencies to deliver planned improvements to support growth, during a period of reduced public spending

- ❑ The Homes and Communities Agency regarding the development of affordable homes and the delivery of Northstowe
- ❑ Joint planning arrangements and strategic partnerships with Cambridgeshire Horizons and other local authorities, co-ordinated through Cambridgeshire Together
- ❑ Boundary review of South Cambridgeshire and Cambridge City Council
- ❑ Initiatives linked to the Olympic Games in 2012

#### **b) Internal Drivers**

A range of corporate measures affect the service, including:

- ❑ Savings and Efficiencies Targets
- ❑ Customer Service Excellence 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
- ❑ Planning policies for affordable housing, open space, public art and community facilities

#### **c) Key Partners**

The service works very closely with a large number of partners, and all our services rely on joint working. We are committed to working with and through Cambridgeshire Horizons, our joint planning authorities at the County and Cambridge City, our Parish Councils, and other agencies including NHS Cambridgeshire, housing associations, faith and community groups. Listed below are some of our key partners:

- ❑ Cambridgeshire Horizons
- ❑ Cambridgeshire Together strategic partnerships including Environmental Sustainability, Economic Prosperity and Growth
- ❑ Cambridgeshire Partnerships Ltd (CPL)
- ❑ Homes and Communities Agency (HCA)
- ❑ Developers including Gallagher's, Countryside, Grosvenor Estates and the Cambourne Consortium
- ❑ The nine Village Colleges in South Cambridgeshire
- ❑ Renewables East
- ❑ Sport England
- ❑ Arts Council East
- ❑ Greater Cambridgeshire Partnership
- ❑ Business Link

#### d) Strengths and Weaknesses

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Robust partnership arrangements with Horizons and other key partners</li> <li>• Joint planning arrangements</li> <li>• Highly skilled staff with broad skill base</li> <li>• Strong experience of enabling and supporting communities through local partnership working</li> <li>• Good and developing community engagement practice</li> <li>• Good practice in arts, sports and community development</li> <li>• Good understanding of the ingredients needed to create a sustainable community</li> <li>• New posts for development and monitoring of S106 agreements are providing benefits to villages and the Council</li> <li>• New project team structure for the major growth sites has improved communication and co-ordination between departments</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Inefficient use of resources across authorities</li> <li>• Difficult to plan workforce requirements when the timetables for the major sites are unclear</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• The skills and knowledge brought together in the New Communities Service lays a great foundation for delivering successful and creative outcomes</li> <li>• Current negotiations between HCA and Gallagher's offer potential for new approaches at Northstowe</li> <li>• Restructure of New Communities will enable the service to adapt to change, and deliver joined-up services</li> <li>• New DPD's on community facilities and Gypsies and Travellers strengthen the policy framework and support</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Economic climate Savings requirements mean staffing levels could impact on attainment of targets,</li> <li>• Loss of knowledge through redundancies resulting from savings</li> <li>• Continuing uncertainty about Northstowe</li> <li>• Developing realistic and deliverable procurement and management mechanisms for all public facilities within growth areas.</li> <li>• Non-relocation of Cambridge Airport</li> </ul>

<p>delivery of SCDC objectives</p> <ul style="list-style-type: none"> <li>• New requirements to reduce carbon emissions in new and existing settlements</li> <li>• Taking advantage of the sporting and cultural benefits of the Olympics in the lead up to 2012</li> <li>• New Economic Development Strategy</li> <li>• New Planning IT system</li> <li>• Review of corporate working arrangements for the joint growth sites</li> <li>• New working arrangements with Planning and Sustainable Communities</li> <li>• Climate Change Action Plan</li> </ul>	
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### 3. Service Objectives

New Communities Service Plan is guided by the Council's corporate objectives. The Council has five guiding aims that are listed below, and these are supported by 12 Actions. New Communities is the lead department for five of these Actions, and will also support the action to enhance customer service.

#### 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

##### New Communities will lead the following council actions for 2010/11:

- We will increase the number of teenagers taking part in positive activities by 500 in 2010/11 – which links to the Council Aim to ensure that South Cambridgeshire continues to be a safe and healthy place for you and your family. Measures will include implementation of the Youth Participation Strategy and delivery of the Street Football Programme, Free swimming for 16's and under and County Youth Offer for the Arts.
- We will achieve 10% reduction in the emission of CO2 from the Council's operations and publicise the outcome in order to set an example to other organisations – which links to the Council Aim to make South Cambridgeshire a place in which residents can feel proud to live.

- We will work with parish councils to complete at least 10 local projects supported by LPSA funding to contribute to the county target for the reduction of CO2 emissions – which also links to the Council Aim to make South Cambridgeshire a place in which residents can feel proud to live.
- We will promote the relocation of Marshalls within Cambridgeshire in order to meet the district's requirements for new homes and retain job opportunities – which links to the Council Aim to assist provision of local jobs for you and your family.
- We will promote the district to new businesses - which also links to the Council Aim to assist provision of local jobs for you and your family.

**Other priorities for 2010-11 are:**

- At Orchard Park, we will plan an additional 220 homes in line with the Planning Inspector's decision and intend to deliver an innovative housing scheme on plots owned by the City Council and Unex. We will ensure the smooth transfer of open space including sports facilities and continue to manage the community arts programme, deliver welcome packs and other community development work. We will meet regularly with the Community Council and partners, promote personal travel plans and possibly introduce a car club scheme. We shall participate in the Joseph Rowntree Foundation SUNN (Sustainable Urban Neighbourhood Networks) project by attending quarterly meetings (having hosted a visit in March 2010).
- At Cambourne, we will ensure plans are secured to deliver the Sports Centre and Pavilion, issue the 950 application following detailed viability negotiations, facilitate other planning applications such as the car dealership, fire station and further development of the High Street. We will provide community development support including arts and sports programmes.
- At North West Cambridge, we will work as part of the joint project team for the University's application including input on urban design and community facilities and consultation. We will also provide pre-application advice for NIAB Extra. We will ensure that South Cambridgeshire residents and members are consulted effectively on these proposed developments.
- For Trumpington Meadows, we will provide design code advice, discharge conditions for the outline consent and provide pre-application advice on initial reserved matter applications. We will also work with the County Council and City Council to ensure that local people, Haslingfield Parish Council and District Members have appropriate opportunities to engage in the design and planning of the new primary school and other services.
- For Northstowe, we will submit a bid for eco-town status, subject to local approval, and work with the HCA regarding the delivery of the new town, subject to approval by Her Majesty's Treasury.
- We will be prepared to deliver Cambridge East if this major project becomes 'live' again, and in the meantime will continue to work with Cambridgeshire Horizons, Marshalls and others to make progress with this projects.
- We will implement the Climate Change Action Plan.

- We will implement the Economic Development Strategy including measures relating to creative industries and tourism.
- We will develop a procurement model for community facilities across the growth sites and support the planning of community facilities at Clay Farm and North West Cambridge.
- We will work with City Council and the University to develop community infrastructure proposals for North West Cambridge
- We will roll out a new engagement strategy for growth, and continue to provide opportunities for member training.
- We will create and manage a list of the Parish Projects that can be funded through the open space planning obligations, implement a charging schedule and prepare for the adoption of the Community Infrastructure Levy or Variable Tariff.

#### 4. Our Customers

Residents and businesses across the district are customers and beneficiaries of programmes and services provided by or with support from the New Communities Service. In addition, New Communities plans for future customers – those people who will be moving into homes in the new communities we are building.

Our customers also include developers, and our wide range of partners. We help a range of other agencies deliver shared objectives, including the County Council, Cambridge City Council and Cambridgeshire Horizons.

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.

#### 5. Progress/Performance Overview

New Communities is on course to achieve its performance objectives for 2009/10, apart from slippage on major sites. Performance relating to the eight Council Priority Actions for 2009/10 is shown in the table below:

<b>Service Plan Performance 2009/10</b>	
ACTION 06 - Review the current grant scheme.	Action is 100% complete. The scheme has been reviewed and the Elite Athletes grant scheme is now in place with the second Panel having met in February 2010 (22 applicants with 14 grants approved).
ACTION 11 - Residents taking up sport or formal exercise.	See Active People's Survey NI8. Local interventions contributing towards this action include; Adult Try, Fitness for health and Free swimming programmes.
ACTION 23 - Climate Change Action Plan	On target to complete by year-end.
ACTION 24 - Renewable energy & low	Exceeded annual target of six schemes



carbon living schemes (Sustainable Parish Energy Partnership)	by qtr two (11 parishes are signed up).
ACTION 25 - Business Forum & Business Breakfasts.	Annual target achieved by qtr three.
ACTION 27 - Business space in the District.	On target to deliver programme by year-end, including commercial property database.
ACTION 28 - Spin-offs from London 2012 Olympics.	A draft action plan has been developed following a number of successful events in 2009.
ACTION 32 – New premises for small businesses.	Economic Assessment has been completed, and further action will be developed as part of the Economic Development Strategy.

Other key achievements during 2009/10 include:

- Establishment of Orchard Park Community Council
- 10<sup>th</sup> Anniversary celebrations for Cambourne
- Transfer of Community Centre at Orchard Park
- S106 database and information provided to parishes
- Sawston cinema opening, including film project and DVD
- Orchard Park book and Crop Marks arts project
- Stepping Stones Public Art project at Cambourne
- New programme of Try Sport courses including Netball
- Five venues for street football project
- Olympics Countdown event at Milton Country Park in August
- S106 Agreement signed for Trumpington Meadows
- River Cam enhancement project
- Restructure completed, achieved savings and intended to improve ability to adapt to change
- Range of measures to support local businesses through the economic downturn using £150K specially dedicated by the Council including rate relief and business grants scheme.
- Procurement of a new Planning IT System

## 6. Resources

The estimated total net revenue expenditure for New Communities during 2010/11 is £1.079m, a significant reduction from the approved net revenue budget of £1.86m for 2009/10. The revenue budget is spent on staffing costs, programme delivery, overheads and recharges.

New Communities had a savings requirement of £75K for 2009/10, and during the current budget setting process a further target of £458K was set bringing the total savings requirement to £533K. Savings were identified from staffing cuts and reduced programme budgets.

In addition to the net revenue budget, there is approximately £582K funding from Horizons that pays for posts in New Communities and other services, and one post in New Communities is funded through Planning Delivery Grant. For the Sustainable Parish Energy Project and promotion of the Cambridge Climate Change Charter (joint funding with City Council) the service is drawing down income through LPSA money, worth a total of £230K over three years.

The Council is administering funding of £24,000 that will go directly to deliver the County Youth Arts Offer, Artsmash; and £143,956 for free swimming for under 16's and over 65's. It is expected that £37,500 will be received through s106 payments for public art. In the growth areas budget there is a transfer from reserves of £58,510, which was external income from 2009/10, including Horizons funding for improvements at Orchard Park. There is also a transfer from reserves for sustainability through s106 payment in previous years for the Orchard Park innovation fund.

In order to mitigate the impact of cuts, it has been agreed that more realistic charges will be made for the administration of s106 payments. This is expected to generate £10,000 per year as additional income on top of the £30,000 estimated for s106 monitoring. The budget assumes further income generation of £10,000.

The table below shows the programme budgets for 2010/11:

Budget heading	Estimated budget 2010/11			Council Actions Addressed
	Total Expenditure	Less Income	Net SCDC spend	
Arts	£141,500	£61,500	£80,000	2
Community Development	£30,000	0	£30,000	2
Economic Development & Tourism	£60,900	0	£60,900	7,8
Growth Areas	£119,510	£58,510	£61,000	
Sustainability	£81,080	£55,030	£26,050	5,6
Sports	£105,200	0	£105,200	2
Free Swimming/Health and fitness	£143,956	£143,956	£0	2
Income from S.106 Administration, Monitoring etc	0	£50,000	-£50,000	
<b>Total</b>	<b>£682,146</b>	<b>£368,996</b>	<b>£313,150</b>	

During 2009/10, the New Communities Service has a capital grants programme. This funding has been preserved for 2010/11 as shown below.

Village Sports Facilities	£100,000
Community Facilities	£100,000
Arts Capital Grants	£40,000
<b>Total</b>	<b>£240,000</b>

## **7. Value for Money Overview**

The New Communities Service was designed to enhance Value for Money by promoting more effective corporate working.

It should be noted that investment by the council helps draw substantial additional funds into the district. For instance, the Village College Arts Development Managers estimate that the SCDC funding towards their posts and their programme budgets brought in external funding of £493,000 in 2008/09.

## **8. Workforce Overview**

New Communities has a skilled workforce including officers from a range of technical backgrounds.

The service completed a restructure during 2009/10 that included a net loss of 8.5 fte posts in order to achieve the required savings target. This has reduced the number of employees to 22, three of whom are part-time. In addition, the Partnerships Project Officer is a joint-funded post employed by the City Council. The Community Technical Manager is employed by the district and provides a technical service to the NHS, County, City and District Councils. Three Urban Designers, including one part-time, are employed by the District Council and provide services to the district as part of the Joint Urban Design Team. Internally the service receives most input from Environmental Services, Accountancy, Planning Policy and Conservation. New Communities administers the Voluntary Sector Grants programme on behalf of the Leader's Portfolio.

For 2010/11, New Communities will have a new post of Head of New Communities with two team leaders managing a communities and a planning team. The Joint Urban Design team will continue to work closely alongside the service.

## **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 that they value diversity and the contribution that everyone can make. The largest ethnic minority population in the district is Travellers and Gypsies. New Communities will seek to deliver appropriate provision for Travellers and Gypsies within its growth objectives, supported by the Gypsy and Traveller DPD that is currently subject to consultation.

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;
- Planning to provide for Gypsies and Travellers within the major growth sites;
- Sports events and coaching for people with a disability in build up to 2012 Paralympics e.g. Best 8 Event.

During 2009/10, the following Equality Impact Assessments were carried out:

- High Priority - Community Engagement/Development, Sports Development and Arts Development;
- Medium - Economic Development Strategy, Environmental Sustainability and Draft Youth Participation Strategy

## **10. Risk Overview**

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

Key risks for 2010/11 are risks associated with:

- The downturn in the housing market;
- Negotiating s106 agreements in the context of viability issues;
- Insufficient resources and priority given to measures to reduce carbon emissions and adapt to climate change;
- Reliance on Horizons and Planning Delivery Grant funding;
- Insufficient resources and strategy for delivery of sports, recreation and cultural facilities on new developments, and support for community development.

In terms of staffing resources, we face the risk of not having enough people for the district to perform effectively when the development programmes pick up again.

## **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.

**IMPROVEMENT PLAN: New Communities Service**

Aim A: We are committed to being a listening Council providing first class services accessible to all.

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A		Improve the ability of SCDC elected members to engage in the development of communities	<p>Programme of at least three training events over the year for elected members to be delivered on the following topics:</p> <ol style="list-style-type: none"> <li>1. Key elements of Circular 05/05</li> <li>2. Implications of the Appeal decision for Glebe Farm/Clay Farm</li> <li>3. Topic as chosen by elected members.</li> </ol> <p>Each training event to be offered as both a daytime and early evening event</p> <p>Liaison with Cambridgeshire Horizons and neighbouring local authorities on any other training events planned for the year on aspects of the planning and delivery processes.</p>	<p><b>Additional Resources Required:</b> Staff Time  <b>Outputs:</b> Greater participation and engagement  <b>Outcomes;</b> More effective and engaged members  <b>Risks:</b> Training not well attended, leading to wasted resources.  <b>Other services affected:</b>, Democratic Services, Planning, Housing, Partnerships.</p> <p>Links to the Quality Charter Steering Group</p>	On-going	Jo Mills/ Jane Green
Aii		To share, capture and demonstrate best practice in the development of new communities, building on the lessons learnt in South Cambridgeshire	<p>Produce New Communities Toolkit</p> <p>A guide to make sure lessons from Orchard Park identified through SCDC and City Scrutiny are brought together for easy reference for members and</p>	<p><b>Additional Resources Required:</b> Staff Time. And cost of printing (£1,000)  <b>Outputs:</b> A toolkit for use by practitioners within and outside the council of measures to be taken and lessons to be learnt when planning and delivering new communities.  <b>Outcomes:</b> Well-informed practitioners, active and cohesive communities with good quality of life from the early stages</p>	September 2010	Kirsty Human

**IMPROVEMENT PLAN: New Communities Service**

Aim A: We are committed to being a listening Council providing first class services accessible to all.

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
			project teams.	<p><b>Risks:</b> Lost opportunities, repeat errors of past, inefficient use of future resources, loss of reputation.</p> <p><b>Other services affected:</b> Planning, Housing, Partnerships IT &amp; Graphics</p>		
A	A1	Delivery of a Growth Areas Engagement Strategy (to be approved)	<p>Member briefings for major growth sites – at least three</p> <p>Local Liaison Forum established for each major growth site – at least four meetings of the Northstowe Parish Forum</p> <p>Programme of lunch time seminars for staff – at least two</p> <p>E bulletins, updates and growth website pages - four newsletters</p>	<p><b>Additional Resources Required:</b> Existing budget and staff time (max budget of 5,000)</p> <p><b>Outputs:</b> Number of engagement events, communications sent out, information provided and satisfaction surveys involving participants and recipients</p> <p><b>Outcomes:</b> A more effective and consistent approach to Member and community engagement for those affected by major growth sites, including high satisfaction levels</p> <p><b>Risks:</b> Risks associated with the delivery of the engagement plan include poor public reaction to the engagement, and perceptions of poor engagement (reputational risk) if poorly delivered. Lack of staff resource and commitment of development partners to fully engage.</p> <p><b>Other services affected:</b> Planning, Partnerships, Communications, IT</p> <p>This work relies on timetables agreed with the Joint Director of Planning</p>		New Communities

**IMPROVEMENT PLAN: New Communities Service**

Aim B: Ensuring South Cambridgeshire continues to be a safe and healthy place for you and your family.

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
COUNCIL ACTION 2		Council Action: We will increase the number of teenagers taking part in positive activities by 500 in 2010/11	<p>Increase the number of teenagers taking part in sport, arts and recreation or other positive activities, by 500 in 2010/11: Develop a co-ordinated SCDC approach to support the LAA Action.</p> <p>Delivery of the Youth Participation Strategy Action Plan. New SCDC benchmark figures to be established for 2010/11, taking into account 2009/10 projects (street football, training programme for Parish Councils, school design events, arts youth offer, free swimming) and adding new activities for 2010/11.</p> <p>Two design days for year 8's linked to major developments</p> <p>Engage with education providers and community groups to promote the general understanding of built environment issues by attending 4 events in a year</p>	<p><b>Additional Resources Required:</b> Required £20,000 from re-allocating existing budgets and funding from Cambridgeshire Horizons</p> <p><b>Outputs:</b> Programme of positive activities and more opportunities for youth consultation and engagement. Contributes towards CCC/LAA NI 110.</p> <p><b>Outcomes;</b> i) more young people engaged in positive activities to help meet LAA target NI 110 ii) more young people participating in decisions that affect them, including for SCDC services</p> <p><b>Risks:</b> Budget reductions and inability to attract external funding</p> <p><b>Other services affected:</b>, Housing, Community Safety, Partnerships, Environmental Health, Equality</p>	March 2011	Richard Hales and Glen Richardson/ Ian Howes

B/Action 2	Positive Activities for YP	Increase young people participation in Street Football Programme	Increase the number of individuals attending by 5% over 2009/10 figures.	<p><b>Additional Resources Required:</b> £20,000 provided for in 2010/11 budget.</p> <p><b>Outputs:</b> 180 street football sessions in 5 venues across South Cambs.</p> <p><b>Outcomes:</b> Increased (5% increase over 2009/10) number of young people participating in sport who would not otherwise do so, increased health benefits, reduction in ASB</p> <p><b>Risks:</b> Service contracted out. Contract risks mitigated by way of contract management procedures.</p> <p><b>Other services affected:</b> Community Safety</p>	March 2011 – full year programme	Richard Hales
B/Action 2	Positive Activities for YP	Increase number of young people (16 yrs and under) participating in Free Swimming programme	Increase the number of individuals attending by 5% over 2009/10 figures.	<p><b>Additional Resources Required:</b> None</p> <p><b>Outputs:</b> 785 more (5% + 2009/10) young people taking advantage of free swimming sessions; improved data collection system</p> <p><b>Outcomes:</b> Improved health of young people, reduction in obesity, reduction in ASB</p> <p><b>Risks:</b> Poor take up of activities, or activities seen as a poor use of public money.</p> <p><b>Other services affected:</b> None</p>	March 2011 – full year programme	Richard Hales
B/Action 2	Positive Activities for YP	Arts Youth Offer (ArtsMash): Increase opportunities for young people aged 13-19 to access arts and cultural activities	<p>Number of 13 – 19 year olds involved in programme <i>target100.</i></p> <p><i>ii) 12 representatives producing the activity menus.</i></p> <p><i>iii) Retention of these young people in the programme over the year target85</i></p> <p><i>iv) 30 young people to gain arts awards</i></p>	<p><b>Additional resources required:</b> None, external funding (£24,000) to deliver the project.</p> <p><b>Outputs:</b> 100 young people involved in activities at Bar Hill, Cottenham, Gamlinay, Linton and Melbourn. To be measured by CCC (under tender)</p> <p><b>Outcomes:</b> Greater involvement in arts activities; increase in skills levels, reduction in ASB</p> <p><b>Risks:</b> Poor take up of activities, or activities seen as a poor use of public money.</p> <p><b>Other services:</b> Partnerships and Village Colleges</p>	March 2011 – full year programme	Andy O'Hanlon
B/Action 2	Positive Activities for Young People	Delivery of the Youth Participation Strategy (Due for PFH approval in July 2010)	<p>Draft Objectives:</p> <ol style="list-style-type: none"> <li>1. Develop four training sessions to employees on effective Youth Participation.</li> <li>2. Involve young people in service delivery planning and delivery in one service</li> <li>3. Hold an event to celebrate</li> </ol>	<p><b>Additional Resources Required:</b> Existing budgets and potentially external funding</p> <p><b>Outputs:</b> Co-ordinated corporate approach to youth participation, increased opportunities for YP to participate in decisions and services</p> <p><b>Outcomes:</b> Better informed and effective services for YP, young people feeling more engaged and empowered</p>	March 2011 – full year programme	Richard Hales



			young people's involvement in their communities.	<b>Risks:</b> Resources if external funding not achieved. <b>Other services affected:</b> Corporate including Housing, Environmental Health, Partnerships		
B	B5	NI 8: Increase number of new adults taking up sport by 1%	Increase number of adults participating in Try Sport Events by 1% 1) Increased number of new club/club links as a result of the Try Sport programme 2) Increased number of adults participating in free swimming programme 3) Increase in the participation of the Fitness for health scheme, Adult disability sport activities and Healthy walks scheme 4) Work with 9 Dual Use Sports centres to establish standardised user data collection system	<b>Additional Resources Required:</b> Existing budgets (£20,000) Standardised collection system (£10,200) to be funded from existing resources. <b>Outputs:</b> More people engaged in sports and exercise, in line with LAA targets (1% over 2009/10). Improved data collection and analysis capability within each sports centre. <b>Outcomes.</b> Healthy and engaged population and increased levels of health. <b>Risks:</b> Service to be contracted out. Inherent contracting risks, managed via the contract management process. <b>Other services affected:</b> Environmental Health and Village Colleges with dual use facilities	March 2011 – full year programme	Richard Hales
B		Develop the Public Art Policy as set out in the SPD approved January 2009	1) One x Public Arts Seminar for officers and developers 2) Increase the contribution collected from S.106 negotiations to average 1% inline with the SPD, subject to viability negotiations	<b>Additional resources required:</b> None (£0) to be produced in line with Joint urban design Team & City Council. <b>Outputs:</b> Completion of 6 public art schemes funded by S.106 contributions <b>Outcomes:</b> More engaged communities and individuals, greater knowledge of local history/issues, community cohesion through the arts. Greater advocacy from Members and Senior Officers. <b>Risks:</b> Risks associated with the negotiation of agreements, to be mitigated by improved training for officers in the negotiation of agreements and greater understanding of the importance of Public Art SPD. <b>Other Services:</b> Planning, including S.106.		Andy O'Hanlon

## IMPROVEMENT PLAN: New Communities Service

Aim C: We are committed to making South Cambridgeshire a place in which residents can feel proud to live

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
C		Supporting the existing and future residents at Cambourne	<ol style="list-style-type: none"> <li>1. Determine 950 Planning application &amp; associated S106 Agreement.</li> <li>2. Facilitate further development of High Street.</li> <li>3. Develop project plan and business plan for Youth Centre.</li> <li>4. Ensure delivery of Sports Centre and Pavilion.</li> <li>5. Oversee transfer of sites to Parish Council.</li> </ol>	<p><b>Additional Resources Required</b> Staff time, 950</p> <p><b>Outputs:</b> Detailed planning permission, additional facilities, clear management arrangements.</p> <p><b>Outcomes:</b> A more sustainable community with a sense of identity, safety and security. Greater civic participation, local communities running their own events and fit for purpose facilities.</p> <p><b>Risks:</b> Reliance on other partners and applicants, dissatisfied residents, loss of reputation.</p> <p><b>Other services affected:</b> Planning, Housing, Environmental Health</p>	March 2011	Kate Wood/Team Leader (Planning)
C		Supporting the existing and future residents at Orchard Park	<ol style="list-style-type: none"> <li>1. Deliver innovative housing on K1 and L2.</li> <li>2. Transfer and opening of public open space 1, with associated sports, changing and play facilities.</li> <li>3. Transfer of public open spaces 3, 4, 5 &amp; 6 to Community Council.</li> <li>4. Handover of personalised travel planning to Community Council.</li> <li>5. Plan for additional 220 homes.</li> </ol>	<p><b>Additional Resources Required:</b> Staff time. Budget – within existing monies already ring fenced for Orchard Park.</p> <p><b>Outputs:</b> Additional facilities, detailed planning permissions for additional housing, clear management arrangements.</p> <p><b>Outcomes:</b> A more sustainable community with a sense of identity, safety and security. Greater cohesion. Greater civic participation, local communities running their own events and fit for purpose facilities.</p> <p><b>Risks:</b> Reliance on other partners and applicants, unmanaged areas of land, dissatisfied residents, loss of reputation.</p> <p><b>Other services affected:</b> Housing, Planning</p>		John Pym/Team Leader (Planning)
C		Planning for future communities at	<ol style="list-style-type: none"> <li>1. Receive, consult and consider CNW planning</li> </ol>	<p><b>Additional Resources Required:</b> Staff time</p> <p><b>Outputs:</b> Co-ordinated project and delivery</p>	Sept 2010	Trevor Faulkner

		North West including NIAB sites	<p>application, environmental statement including viability and S.106 work and planning obligations – all to be done jointly with City</p> <p>2. Establish project plan and carry out pre-application advice for NIAB 2</p> <p>3. Agree community facility requirements for University site</p>	<p>plans. Greater understanding of service requirements. Assessment of outline planning application. Target to agree Head of Terms.</p> <p><b>Outcomes:</b> Planned and more efficient service delivery and use of resources, well considered master plan, which will form basis for new community. Community Plan for University site in partnership with other local authorities and University.</p> <p><b>Risks:</b> Reliance on other partners and applicants, uncoordinated approach to service delivery, delays to delivery, loss of reputation, dissatisfied residents in adjoining communities.</p> <p><b>Other services affected:</b> Environmental Health, Planning, IT, Housing.</p>		
C		Planning for future communities at Trumpington Meadows	<p>1. Discharge conditions of outline permission.</p> <p>2. Develop and determine design codes</p> <p>3. Planning performance Agreement and pre-application advice for reserved matter applications</p> <p>4. Community, Parish Council and District Member Engagement.</p> <p>5. Support city lead on joint Community Development Plan and youth and play strategy.</p> <p>6. Ensure design of primary school meets community needs and meets s106 requirements.</p>	<p><b>Additional Resources Required:</b> Staff time</p> <p><b>Outputs:</b> Co-ordinated project and delivery plans. Detailed planning permissions enabling development to start on site.</p> <p><b>Outcomes:</b> Co-ordinated delivery of facilities and services as first residents move in.</p> <p><b>Risks:</b> Reliance on other partners and applicants, uncoordinated approach to service delivery, delays to delivery, loss of reputation, dissatisfied residents in adjoining communities.</p> <p><b>Other services affected:</b> Environmental Health, Planning, IT, Housing.</p>		Michelle Crees/Kirsty Human
C		Northstowe	<p>1. Bid for eco town.</p> <p>2. Engage with HCA</p> <p>3. Pre-application discussions</p> <p>4. Confirm and refine delivery mechanisms.</p>	<p><b>Additional Resources Required:</b> Additional staff. May be provided in conjunction with partners within the wider public sector.</p> <p><b>Outputs:</b> Productive pre-application discussions leading to an agreeable application at the end of 2010/11 or early 11/12. Strong engagement with the HCA to deliver a working partnership.</p> <p><b>Outcomes:</b> Confirmation of Eco-town status,</p>	March 2011 and on-going thereafter	Head of New Communities

				and strong policy position to deliver against. <b>Risks:</b> Reliance on other partners and applicants <b>Other services affected:</b> Environmental Health, Planning, IT, Housing. Other authority and developer partners.		
C		Cambridge East	1. Be prepared to deliver if projects become 'live'.	<b>Additional Resources Required:</b> Additional staff. <b>Outputs:</b> Will depend upon the point of the project moving forward. <b>Outcomes:</b> Indicative outcomes will include productive pre-application discussions. <b>Risks:</b> Reliance on other partners and applicants <b>Other services affected:</b> Environmental Health, Planning, IT, Housing.	On-going	Head of New Communities
C Council Action 2010/11		Climate Change Action Plan  Achieve reductions in the emission of CO <sub>2</sub> from the Council's own operations by 10% by December 2010:- Reduced Energy Consumption on SCDC premises	1. Introduction of voltage optimisation technology: Assess viability Submit Capital Bid Procurement process Purchase equipment Install 2. Internal behaviour Change; Purchase 10 home energy monitors. Make available for home loan to staff 3. Joint Power Purchase agreements; Investigate the potential to jointly purchase "green" energy with other public sector – either in Cambourne (police, fire & County Council) or with City Council.	<b>Additional Resources Required:</b> £25k capital, £1000 revenue <b>Outputs:</b> Reduced Co2 output on energy (estimate 10% or 200t) Increased awareness of energy usage and total costs by staff in SCDC. Improved DEC rating, in line with the reduction. <b>Outcomes:</b> Reduced CO2 emissions (10% by Dec.2010) from SCDC activities <b>Risks:</b> Building Management systems failing to allow for improvements. <b>Other services affected:</b> Facilities Management	December 2010 and thereafter	Richard Hales
		Reduce water Consumption	Review usage on (min) quarterly basis, by area of building.	<b>Additional Resources Required:</b> Capital bids re invest-to save at South Cambs hall. <b>Outputs:</b> Production and analysis of water use & options for improving the building's performance re. Water (grey & potable) <b>Outcomes:</b> Reduced water use, contributing to	June 2010 & on-going	Richard Hales

				<p>lower CO2 emissions from SCDC activities. Baseline not yet set for water consumption. Establishment of baseline is first action. Re-commission rainwater harvesting systems in South Cambs Hall.</p> <p><b>Risks:</b> Building Management systems failing to allow for improvements.</p> <p><b>Other services affected:</b> Facilities Management</p>		
		Reduce Business Miles	<p>Introduce quarterly reporting top all service areas of business miles claimed.</p> <p>Assess opportunities for SCDC car pool within review of business mileage &amp; essential car use.</p>	<p><b>Additional Resources Required:</b> Officer Time (JM)</p> <p><b>Outputs:</b> Reduced costs for SCDC mileage (estimate of 10% overall.) Increased awareness of energy usage and total costs by staff in SCDC.</p> <p><b>Outcomes:</b> Reduced CO2 emissions from SCDC, activities, cost saving form reduced business mileage claims.</p> <p><b>Risks:</b> .</p> <p><b>Other services affected:</b> HR &amp; payroll.</p>	On-Going	Richard Hales
		Adaption to climate change (NI188)	<p>Activities for Level 2 as specified in NI188 guidance.</p> <ol style="list-style-type: none"> <li>1. Risk review of impact on Council services to meet Level 2 by March 2011 using UKCIP method</li> <li>2. Briefing for senior members and managers across the authority leading to all having detailed understanding of the risks and vulnerabilities identified in risk analysis</li> <li>3. Incorporate adaption into LDF review process</li> <li>4. Link to LSP activities</li> </ol> <p>Gain SMT approval for this process. Roll out within service areas.</p>	<p><b>Additional Resources Required:</b> Officer Time (JM)</p> <p><b>Outputs:</b> Understanding of the risks to the council and its services arising from climate change</p> <p><b>Outcomes:</b> The authority is able to manage &amp; mitigate the risks associated with climate change &amp; deliver services.</p> <p><b>Risks:</b> Implementation across all service areas, and lack of "buy-in".</p> <p><b>Other services affected:</b> All</p>	March 2011	Richard Hales
Council Action 2010/11		Council Action: Work with parish councils across the district to reduce CO <sub>2</sub> emissions through the	<ol style="list-style-type: none"> <li>1. Recruit eight new parishes to join the project.</li> <li>2. Provision of support to year one parishes. Zero fall out</li> </ol>	<p><b>Additional Resources Required.</b> Included within SPEP plan.</p> <p><b>Outputs:</b> Additional 8 parishes to joint the programme</p>	July 2010 & on-going	Alex Day

		implementation of local community initiatives (3A6/NI 186) Maintaining and growing Membership	rate.	<p><b>Outcomes:</b> Greater levels of awareness regarding local carbons saving opportunities. Engagement in the SPEP.</p> <p><b>Risks:</b> High level of year 1 membership, results in lower year 2 demands. Limited resource available to the project results in low satisfaction form excessive demands.</p> <p><b>Other services affected:</b> All – this will require cross service working to deliver.</p>		
		Improved Communications	<ol style="list-style-type: none"> <li>1. Produce, distribute and update village energy booklet for all parishes within the SPEP</li> <li>2. Web Site development to bring about support network for all parishes in the SPEP</li> <li>3. Increased engagement with schools and other community area</li> <li>4. To hold at least 2 energy reduction shows per year</li> </ol>	<p><b>Additional Resources Required:</b> Within existing budgets</p> <p><b>Outputs:</b> Provision of up to date and accurate information for all participating parishes. Wider spread of the messages and spread throughout the communities.</p> <p><b>Outcomes:</b> Greater ability to communicate and engage, leading to more committed parishes and greater carbon savings.</p> <p><b>Risks:</b></p> <p><b>Other services affected:</b> None</p>	On-going	Alex Day
		Delivery of carbon saving measures	<ol style="list-style-type: none"> <li>1. Off-gas community action plan for SPEP communities without gas connection. Applicable and used in recruitment for other off-gas communities.</li> <li>2. Solid wall insulation. Investigate and apply for specific funding from low carbon communities challenge fund</li> <li>3. DIY solar water availability for installations. Develop options for baulk purchase of solar water panels to reduce cost. Confirm procurement options and issues.</li> <li>4. Roll out of improved insulation scheme in conjunction with Eastern Carbon reduction Initiative.</li> </ol>	<p><b>Additional Resources Required:</b> Within existing project budgets</p> <p><b>Outputs:</b> Increased uptake of practical carbon saving measures in SPEP communities.</p> <p><b>Outcomes:</b> Greater saving of home energy bills and CO2 savings. Individual village targets defined contributing to an overall target of x tonnes (to be set once year one completed and capital allocations for renewable technology are confirmed).</p> <p><b>Risks:</b> Non-take up of the scheme</p> <p><b>Other services affected:</b> None</p>	On-Going	Alex Day
		Assessment and	Produce interim assessment	<b>Additional Resources Required:</b> Within	September	Alex

		evaluation	and evaluation report.	<p>existing budgets</p> <p><b>Outputs:</b> Production of initial assessment of success and analysis of areas for improvement.</p> <p><b>Outcomes:</b> Lessons of project at halfway point able to be implemented in this and other SCDC/LSP projects.</p> <p><b>Risks:</b> None</p> <p><b>Other services affected:</b> None</p>	2010	Day/Richard Hales
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**IMPROVEMENT PLAN: New Communities Service**

Aim D: We are committed to assisting provision of local jobs for you and your family

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
D (7)		Council Action We will promote the relocation of Marshalls within Cambridgeshire in order to meet the districts requirements for new homes and retain job opportunities.	<ol style="list-style-type: none"> <li>1. Continue to work in partnership with Marshall Group, via the Cambridgeshire Horizons led relocation group.</li> <li>2. Support the assessment of option sites, as proposed within the relocation group</li> <li>3. Build upon existing strong links with Marshall Group.</li> </ol>	<p><b>Additional Resources Required:</b> None, within existing officer time</p> <p><b>Outputs:</b> Retention of employment opportunities in South Cambs</p> <p><b>Outcomes:</b> Marshall Group retained in Cambridgeshire, providing job opportunities for South Cambs residents.</p> <p><b>Risks:</b> Marshall's relocation outside of Cambridgeshire. Non-relocation leading to non-0delivery of significant development site.</p> <p><b>Other services affected:</b></p>	On-going to March 2011	Nicole Kritzinger
D (8)		We will promote the district to new businesses To build a resilient economy, building upon the existing strengths and creating new opportunities,	<ol style="list-style-type: none"> <li>1. To market the district as a location for businesses, through partnership work with GCP, EEI, and publish vacant land and property information on SCDC Website.</li> <li>2. Targeted interventions by SCDC with partners resulting in either relocation or retention of 5 businesses in SCDC area.</li> <li>3. Host and enable at least 12 business development workshops within the District.</li> <li>4. Build links with the University, in conjunction with the GCP to assist start-ups and grow on companies with the science park.</li> </ol>	<p><b>Additional Resources Required:</b> Within identified budgets, total £10,000.</p> <p><b>Outputs:</b> Direct promotion of SCDC by way of advertisement and literature delivery. Coordinated approach with regional investment agency, details pending review of regional contact.</p> <p><b>Outcomes:</b> Increased range of employment opportunities within South Cambs. Improved partnership working &amp; partner confidence in SCDC as a delivery focused partner.</p> <p><b>Risks:</b> General economy related risks. And identified actions more than budget</p> <p><b>Other services affected:</b> All – this will require cross service working to deliver.</p>	On-going	Nicole Kritzinger
D		Delivery of the agreed Economic Development strategy	1. Deliver the Strategy action plan as approved – due May 2010	<b>Additional Resources Required:</b> Officer Time, strong delivery partnership, £10,00 from within existing budgets		Nicole Kritzinger



**IMPROVEMENT PLAN: New Communities Service**

Aim D: We are committed to assisting provision of local jobs for your and your family

				<p><b>Outputs:</b> Strategy action plan to be confirmed. Broadly anticipated outputs will include the development of environmentally friendly businesses opportunities in line with the growth agenda. To continue to develop the district as a centre of excellence in identified strengths sectors.</p> <p><b>Outcomes:</b> To be confirmed</p> <p><b>Risks:</b></p> <p><b>Other services affected:</b> Arts and cultural services.</p>		
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**IMPROVEMENT PLAN: New Communities Service**

Aim E: We are committed to providing a voice for rural life

COUNCIL Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
		Section 106 monitoring charging and getting the best for South Cambs Parishes	<p>Implement and Review charging schedule for the monitoring of Section 106 agreements. Charging will take effect in as of January 2010, with a review to take place in July 2010.</p> <p>Create and manage a list of Parish projects that can be funded through open space and community planning obligations. This list is to be created by the District Council, but updated by Parish Councils, to inform developers of how planning obligations are to be spent</p>	<p><b>Additional Resources Required:</b> S106 Implementation Officer, Finance and legal services</p> <p><b>Outputs:</b> Income for the District Council to fully fund the position of S106 Implementation Officer</p> <p><b>Outcomes:</b> Secures the long term monitoring of community infrastructure, ensuring timely delivery. Council will have record of time spent monitoring individual agreements.</p> <p><b>Risks:</b> Continued down-turn in the development economy leads to lower than anticipated income.</p> <p><b>Other services affected:</b> Planning &amp; S.106 monitoring</p>	On-going charging with review to take place July 2010	James Fisher