



Cambridge City Council
Environment Scrutiny Committee

Date: Tuesday, 13 March 2018

Time: 5.30 pm

Venue: Committee Room 1 & 2, The Guildhall, Market Square, Cambridge, CB2 3QJ

Contact: democratic.services@cambridge.gov.uk, tel:01223 457013

Agenda

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes (Pages 5 - 16)
- 4 Public Questions

Decisions for the Executive Councillor for Environmental Services and City Centre

- 5 Air Quality Action Plan (Pages 17 - 138)
- 6 Shared Services Covering Report for 3C Building Control, Shared Waste, Greater Cambridge Planning 2018/19 Business Plans (Agenda Items 6a, 6b, 6c) (Pages 139 - 144)
- 6a Shared Waste 2018/19 Business Plan (Pages 145 - 174)

Decisions for the Executive Councillor for Planning Policy and Transport

- 6b Greater Cambridge Planning Service - 2018/19 Business Plan (Pages 175 - 208)

The business plan contains exempt information during which the public is likely to be excluded from the meeting subject to determination by the Scrutiny Committee following consideration of a public interest test. This exclusion would be made under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Environment Scrutiny Committee Members: Gawthrope (Chair), Bird (Vice-Chair), Bick, Ratcliffe, Sargeant, Sheil and Tunnacliffe

Alternates: Abbott, Adey and Sinnott

Executive Councillors: Blencowe (Executive Councillor for Planning Policy and Transport) and R. Moore (Executive Councillor for Environmental Services and City Centre)

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ENVIRONMENT SCRUTINY COMMITTEE

16 January 2018

5.30 - 7.30 pm

Present: Councillors Gawthrop (Chair), Bird (Vice-Chair), Abbott, Bick, Ratcliffe, Sheil and Tunnacliffe

Executive Councillor for Planning Policy and Transport: Kevin Blencowe

Executive Councillor for Environmental Services and City Centre: Rosy Moore

Officers:

Strategic Director: Fiona Bryant

Head of Commercial Services: James Elms

Commercial Operations Manager: Sean Cleary

Principal Accountant (Services): Chris Humphris

Dan Ritchie: Markets and Street Trading Development Manager

Committee Manager: Claire Tunnicliffe

Others Present:

Head of Shared Waste: Head of Shared Waste

SCDC Director of Health & Environmental Services: Mike Hill

FOR THE INFORMATION OF THE COUNCIL

Change to the Published Agenda Order

Under paragraph 4.2.1 of the Council Procedure Rules, the Chair used his discretion to alter the order of the agenda items. However, for ease of the reader, these minutes will follow the order of the agenda.

18/1/Env Apologies

Apologies were received from Councillor Sergeant. Councillor Abbott attended as the alternate.

18/2/Env Declarations of Interest

No declarations of interest were made.

18/3/Env Minutes

The minutes of the meeting held on 3 October were approved as a correct record and signed by the Chair.

18/4/Env Public Questions

There were no public questions.

18/5/Env Decision Taken by Executive Councillor

18/5/ENVa Replacement of Car Parking Control Equipment at Park Street Multi Storey Car Park

The decision was noted.

18/6/Env Shop-mobility Services Review**Matter for Decision**

To consider the options for the shop-mobility service.

Decision of Executive Councillor for Planning Policy & Transport

- i. Approved the Introduction of annual membership fee & hire charge for equipment whilst maintaining the shopping escort and bus stop and Dial a Ride collection services.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Commercial Operations Manager which referred to the withdrawal of funding contributions from Cambridgeshire County Council in 2016 of £49,500. The shop-mobility service had continued to operate using the General Fund to cover the £49,500 shortfall with a budgeted cost of £165,000 for the current 2017/18 financial year.

The Commercial Operations Manager, the Head of Commercial Services and Strategic Director said the following in response to Members' questions:

- i. Noted the comments regarding a valued service.
- ii. Research showed that Cambridge City Council was the only local authority who offered a free shop mobility service with escorted shopping and the 'dial a ride service'.
- iii. Abled bodied lonely people did not have access to the service.
- iv. Of the approximately 1500 service users a total of 36% were Cambridge residents.
- v. With the introduction of charges a minimum reduction of 20% in usage had been forecasted. This had been viewed as a cautious approach which had been built into the budget, although the figure could be higher or lower.
- vi. Service users would be given an opportunity to provide feedback on the changes via different media services.

The Executive Councillor reiterated Cambridge BID and significant trade representatives had been consulted, those who had responded said that they would not make a monetary contribution but supported this approach as a way of sustaining the service.

Councillor Tunnacliffe proposed to defer the decision of the Committee in order to find alternative sources of revenue to maintain a free shop-mobility service

Councillor Bick seconded the proposal.

The proposal was lost by 2 votes to 5.

The Committee endorsed the recommendation by 5 votes to 0.

The Executive Councillor approved the recommendation.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor

18/7/Env PP&T Portfolio Revenue and Capital Budget Proposals for 2018/19 to 2022/23

Matter for Decision

The report detailed the budget proposals relating to the Planning Policy and Transport portfolio that were included in the Budget-Setting Report (BSR) 2018/19.

Decision of Executive Councillor for Planning Policy and TransportReview of Charges:

i. Approved the proposed charges for this portfolio's services and facilities, as shown in Appendix A of the Officer's report.

Revenue:

ii. Noted the revenue budget proposals as shown in Appendix B of the Officer's report.

Capital:

iii. Noted that there are no capital bids or savings presented for this portfolio.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Principal Accountant (Services).

Councillor Bick noted the increase in parking fees as a 'step in the right direction' and questioned what had prompted the change which recognised a broader car park strategy (last year there was a reduction in charges).

The Executive Councillor stated a good working relationship had been established with Cambridgeshire County Council and Greater Cambridge Partnership looking at transport issues in and around the City including ways to reduce congestion; such as the County's proposed removal of parking charges at the park and ride sites. It was hoped that the change in parking fees would encourage a proportion of drivers to change their habits and use the park and ride sites or the bus network. This would be monitored over the year to see if there had been a change.

The Committee endorsed the recommendations by 5 votes to 0.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor

18/8/Env ES&CC Portfolio Revenue and Capital Budget Proposals for 2018/19 to 2022/23

Matter for Decision

The report detailed the budget proposals relating to the Waste Services and City Centre portfolio that were included in the Budget-Setting Report (BSR) 2018/19.

Decision of Executive Councillor for Environmental Services and City Centre.

Review of Charges:

- i. Approved the proposed charges for this portfolio's services and facilities, as shown in Appendix A of the Officer's report.

Revenue:

- ii. Noted the revenue budget proposals as shown in Appendix B of the Officer's report.

Capital:

- iii. Noted the capital budget proposals as shown in Appendix C of the Officer's report.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Principal Accountant (Services).

In response to Members' questions the Principal Account (Services) and the Head of Shared Waste Services said the following:

- i. Would report back the number of staff that the 5% pension increase (Visit Cambridge & Beyond VCB) unbudgeted provision over twelve months related to and the total budget cost.
- ii. The charge to remove domestic appliances of three items had always been included in the budget but as people generally disposed of one item at a time this new charge for one item had been introduced
- iii. Suppliers of domestic appliances had a legal responsibility to take them away if requested.

The Strategic Director confirmed she would advise outside the meeting the level of electric power achievable on the vehicle replacements referenced on page 74 of the agenda pack.

The Executive Councillor advised the Market Square Project would be carried in conjunction with the movement and spaces project.

The Committee endorsed the recommendations by 5 votes to 0.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor

18/9/Env Shared Waste Service – Post Day Change Update

Matter for Decision

The report detailed the shared waste service ABCD (Alternative Bin Collection Day) initial project review from planning and design to month 9 of operations.

Decision of Executive Councillor for Environmental Services and City Centre.

- i. Noted the report for information.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Head of Shared Waste Services which referred to the original business case creating a shared service with new collection rounds. This had been devised to ensure efficiency and to achieve target savings of £700,000 over three years. These changes meant that residents had a change in day and / or sequence of bin collections, which started on 27 February 2017.

The report provided a review of collections and the lessons learnt over the nine month period.

In response to Members' questions the Head of Shared Waste Services and the Health and Environmental Services Director (South Cambridgeshire District Council) said the following:

- i. Welcomed Members feedback.
- ii. Recognised that errors had been made. The changes had been complex, difficult and on a large scale.
- iii. Lessons had been learnt and there were things that could and would be done differently.
- iv. A Project Manager was now in place to oversee the implementation of the ICT for shared waste services and had engaged with the wider stakeholders and would continue to do so.
- v. Acknowledged that shared ownership of bins stores did create a problem, particularly when one of the parties was a commercial business but access issues were currently being addressed.
- vi. Apologised to all residents who had their bins missed during collections.
- vii. Praised the hard work of the refuse crews who had a very hard and physical job. They had shown great dedication to improve the service with the high levels of successful collections over the nine months and would continue to do so.
- viii. South Cambridgeshire District Council operatives had always started at 6.00am while those who had transferred from the City Council started at 7.00am. The reason was that those starting at 7.00am before the transfer would have had very little travel time to their destinations. As the refuse trucks left at 6.00AM from Waterbeach there was a thirty minutes

travel time in to the City. The route was carefully planned to minimise noise around the City. This was one area of the service which was yet to be harmonised but would be looked at once the best system has been determined.

- ix. The new vehicles would also be quieter as well as being environmentally friendlier.

The Strategic Director advised that a Shared Management Board had been set up to oversee the amalgamation of future shared services and would share the corporate learning from previous projects.

The Committee and the Executive Councillor noted the report.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor

18/10/Env Proposed Revisions to Market Fees and Charges for 2018/19 Financial Year

Matter for Decision

The report detailed the proposed changes to the market fees and charges for the financial year 2018/19.

Decision of Executive Councillor for Waste Services and City Centre.

- i. Approved the price changes for market fees and charges for the financial year 2018/19 as set out in the Officer's report:

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Markets and Street Trading Development Manager.

The report highlighted that on the General & Sunday Market, the Premium pitches continued to perform very well for all days of trading. The Standard

pitches also performed well, between Wednesday and Sunday. To increase the attractiveness of the Standard pitches on Mondays and Tuesdays on the General & Sunday Market, the proposal was to drop the charge. To compensate for the associated reduction in income arising from the proposed reduction in charge, would see an introduction of applying a marginally higher than corporate recommended inflationary adjustment to the fees for the daily Premium pitches and for the standard pitches, between Wednesday and Sunday.

In response to Members' questions the Markets and Street Trading Development Manager said the following:

- i. There had been no charge to the market traders who took part in five night markets held in 2017 giving an additional opportunity for income and potential new client base.
- ii. There had been a 70% spending increase for cleansing the market than two years ago. This included in the increase an additional 2 hours mid-day clean seven days a week.
- iii. Acknowledged that there was more that could be done to improve the market.
- iv. Cambridge City Council offered free social media classes to the market traders in order to promote their business and the market.
- v. Believed the charges to be fair and balanced, highlighting the reduction of charges of a standard pitch to trade in the centre of Cambridge on Monday and Tuesday.
- vi. Traders also needed to take responsibility for the cleansing and hygiene of the market. There had been a number of proposals put forward in item 12 of the agenda (Revisions to General & Sunday Charter) to improve the cleanliness and waste problems which had been highlighted by the traders.

The Executive Councillor stated the Market Team worked very hard to ensure that the market was run seven days a week. The team had recently won the national award 'Market Team of the Year' and Cambridge had placed second in 'Britain's Favourite Market'. She acknowledged the negative comments from the survey but stated there were also positive comments. It was hoped that the £10.00 pitches would encourage more traders which would bring more business to all and have a full market on Mondays and Tuesdays.

One of the issues with cleanliness was the boards which the traders were given on a daily basis and asked to return at the end of the day. Due to instances of the boards being left out overnight (which hindered the cleaning of them by the street cleansing team) this had prompted the change in regulation.

The Executive Councillor concluded that she would look further into the matter of the issue of the market being left in need of an emergency clean in the morning (when required) and highlighted Cambridge BID's call out team for emergency cleaning.

The Committee endorsed the recommendations by 5 votes to 0.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor

18/11/Env Revisions to All Saints Gardens Terms & Conditions of Trading

Matter for Decision

The report detailed the proposed changes to the All Saints Gardens (ASG) Market Terms & Conditions (T&C).

Decision of Executive Councillor for Environmental Services and City Centre.

- i. Approved the adoption of the proposed changes to the All Saints Gardens (ASG) Market Terms & Conditions (T&C) as set out in Appendix A of the Officer's report.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the City Centre Management, Markets and Street Trading Development Manager. The report noted the All Saints Gardens (ASG) Market Terms & Conditions (T&C) had not been reviewed for at least four years.

A number of the proposed revisions were to remove terminology that was no longer relevant whilst other proposals were aimed at improving the performance of the market.

There was no debate on this item.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor

18/12/Env Revisions to General & Sunday Charter Market Regulations

Matter for Decision

The report detailed the proposed changes to the Charter Market Regulations (CMR).

Decision of Executive Councillor for Enviromental Services and City Centre.

- i. Approved the adoption of the proposed changes to the Charter Market Regulations (CMR) Terms & Conditions as set out in Appendix A of the Officer's report.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the City Centre Management, Markets and Street Trading Development Manager. The report noted the General & Sunday Charter Market Regulations had not been reviewed for seven years.

A number of the proposed revisions were to remove terminology that was no longer relevant whilst other proposals were aimed at improving the performance of the market.

There was no debate on this item.

The Executive Councillor did not take the decision but advised she would wait until five working days had passed to be in accordance with the access to information requirements of the Constitution.

This was because Appendix A referenced in the report which had the proposed recommendations had not been included in the agenda and was only published the day before the meeting.

The Executive Councillor approved the recommendation on 22 January 2018.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor

The meeting ended at 7.30 pm

CHAIR



Item

CAMBRIDGE AIR QUALITY ACTION PLAN 2018 - 2023

To:

Councillor Rosy Moore, Executive Councillor for Environmental Services and City Centre

Environment Scrutiny Committee 13/03/18

Report by:

Jo Dicks, Environmental Quality and Growth Team Manager,
Environmental Services

Wards affected:

Abbey, Arbury, Castle, Cherry Hinton, Coleridge, East Chesterton, King's Hedges, Market, Newnham, Petersfield, Queen Edith's, Romsey,

Key Decision

1. Executive Summary

The Cambridge Air Quality Action Plan (AQAP), 2018-23, sets out proposed actions for improving areas of poor air quality in the city and maintaining a good overall level of air quality.

Cambridge City Council, Public Health England, Greater Cambridge Partnership and Cambridgeshire County Council officers have worked together to identify the range of actions required and will also take responsibility for ensuring they are progressed.

The identified actions fall in to three main categories;

- Reducing local traffic emissions as quickly as possible to meet national objectives;
- Maintaining air pollutant levels below national objectives;
- Improving public health by reducing population exposure to air pollutants.

The AQAP details the proposed delivery timescales and reporting metrics for each proposed action over the period 2018-23. The AQAP is a 'live document', which will be reviewed and updated annually.

The AQAP contributes towards all three strands of the Cambridge City Council Vision

- One Cambridge – Fair for all
- Caring for our environment and our people
- Creating a great place to live, learn and work

2. Recommendations

The Executive Councillor is recommended to adopt the Cambridge Air Quality Action Plan 2018 – 23, as attached in Appendix A.

3. Background

3.1 Local Air Quality Management (LAQM) is the statutory process by which local authorities monitor, assess and take action to improve air quality. Where a local authority identifies areas of non-compliance with air quality objectives and there is relevant public exposure, there is a statutory requirement to declare an Air Quality Management Area (AQMA) and to draw up a plan (an Air Quality Action Plan, AQAP) detailing the remedial measures to address the problem¹.

3.2 The historic city centre and the inner ring road of the city have been in an Air Quality Management Area since 2004. The first Air Quality Action Plan was integrated into the Local Transport Plan (2006-2011) and a joint second AQAP was prepared with Huntingdonshire and South Cambridgeshire District Councils in 2009.

3.3 Although air quality in central Cambridge has been improving slowly, it is still not compliant with EU Limit Values/UK National Air Quality Objectives, with elevated levels of nitrogen dioxide in the historic city centre and the inner ring road, so the Air Quality Management Area remains in place. Therefore, a new approach is needed to make a real difference to air quality and public health. An outline AQAP was adopted by the Environment Scrutiny Committee in March 2015.

¹ Defra LAQM Technical Guidance (TG16) April 2016

3.4 Some progress has been made during the period between the adoption of the outline Plan and the preparation of the full documents. . For example, in 2016, Cambridge City Council submitted a bid to the Office for Low Emission Vehicles for funding for Rapid and Fast Charge Electric Vehicle Charge Points for Taxis. We were awarded £426,000 in 2017. The first Rapid Charge Point installations are due before the end of June 2018. The Cambridge City Council taxi licensing policy was also revised in 2016; the updated policy was agreed in principle by the Licensing Committee in October 2016. The new policy will offer fee discounts or exemptions for low emission taxis and consider extending the age limit.

3.5 The Cambridge Air Quality Action Plan 2018-23, is based on the outline measures in the Plan adopted in 2015. This full AQAP sets out the revised approach to improving air quality in Cambridge. This is important because:

- Emerging evidence shows that air pollution is detrimental to public health at all levels, not just levels above the Limit Values
- Planned growth in the greater Cambridge area will result in significant increases in population and jobs and so result in increased traffic levels.
- Improvements in emissions from vehicles has not been realised,

3.6 The main actions in the Plan will continue to focus on continuously improving emissions from vehicles, as well as infrastructure changes, public transport improvements, demand management, lowering emissions from buildings, promoting smarter travel choices, strategic planning, planning policies and development control. The evidence shows that improvements in emissions from the internal combustion engine are not coming forward; therefore alternatives will need to be found and implemented. A significantly lower emission passenger transport fleet will be required to deliver air quality improvements in central Cambridge and beyond.

3.7 The ongoing growth in the greater Cambridge area could result in significant increases in vehicular traffic levels. Therefore, the County Council's transport policies and Greater Cambridge Partnership's infrastructure plans need to be realigned to allow the local transport network to accommodate the additional transport demands of new residents and workers without adversely impacting on air quality

3.6 This full version of the AQAP was prepared by the Environmental Health team of Cambridge City Council under the direction, support and agreement of the Air Quality Action Plan Steering Group. The Steering Group is made up of officers and departments across the city and county councils, including the Greater Cambridge Partnership and Public Health England. Defra guidance released in 2016 indicates that the Air Quality Action Plan should have a five year review period so the duration of the Plan was amended accordingly; the dates were revised to reflect the official start date of the work packages. The Steering Group will oversee the delivery of the AQAP, once adopted.

3.8 Air quality is now at the heart of the Greater Cambridge Partnership infrastructure investment programme, with all projects being assessed for their air quality impacts. This covers both the immediately relevant City Access projects, such as the potential Workplace Parking Levy and the longer term projects, such as the Low Emission Bus project and a potential Clean Air Zone.

3.9 The AQAP Measures in Chapter 4 are grouped into sets of measures for the three priority areas

- reducing emissions in the centre of Cambridge,
- reducing emissions across all of Cambridge,
- and keeping emissions low in the future.

These are the most effective measures that we can take to improve air quality.

3.10 As well as the main measures, there are many other areas of work which will help to improve air quality. These are included in Table 4.1 of the AQAP which lists all of the measures in the standardised format required by Defra for reporting to the EU. A simplified list of measures is set out in Appendix C.

3.11 Defra requires AQAPs to include measures to ensure that the National Air Quality Objectives are reached in the shortest possible time. The main aim of the proposed Cambridge AQAP is to reduce local traffic emissions as quickly as possible to meet national objectives, but it will also be important to maintaining pollutant levels below national objectives and improve public health by continuing to reduce population exposure to air pollutants.

3.12 A table detailing the consultation representations received from statutory consultees, together with the Council's proposed response to each and any associated recommended amendments to the AQAP, is included in Appendix D (of the Air Quality Action Plan). The main themes arising from the statutory consultees' representations are as follows:

- Reduce traffic in general but specifically the city centre and the arterial roads
- Improve public transport – more services, better waiting facilities, more P&R sites, especially to north and west of city, subsidised bus fares/P&R parking
- Prioritise emissions reduction from buses, coaches and HGV including EV charging provision for buses, idling control for tourist buses, driver training, require buses, coaches, taxis to be electric
- Improve traffic flow by optimising signalling and reconsidering bus stop locations
- Consider congestion charge/charge for non-electric vehicles
- Stronger emphasis on development planning process and S106 agreements
- Strategic planning to encourage more employment development in residential areas outside Cambridge
- High profile forum for employers and transport providers to promote active travel and reduce travel by private car
- Work with Environment Agency to deliver the air quality requirements from the Environmental Permitting Regulations 2018, regarding emissions from combustion plant

Overall, the responses are supportive, but there is a clear steer that more needs to be done to reduce traffic in Cambridge, as well as to reduce emissions from buses, coaches and HGV.

4. Implications

(a) Financial Implications

Funding for the development and delivery of specific actions will be sought, where possible, from external sources, such as the Defra Air Quality Grant, Office for Low Emission Vehicles (OLEV), Greater Cambridge Partnership

and s106 developer contributions. Where external funding sources are not available, appropriate capital and/ or revenue bids will be made through the Council's budget setting process.

(b) Staffing Implications

Local authorities have a statutory responsibility to work towards reducing levels of air pollution under the Local Air Quality Management regime. This works forms part of the job description of the Scientific Officer (Air Quality) and the Environmental Quality & Growth Team Manager. A further 2 FTE posts have been funded by the GCP for 18 months to work on the delivery the air quality work streams for the GCP.

(c) Equality and Poverty Implications

The EqIA, as attached in Appendix B, demonstrates that the implementation of the proposed AQAP will have positive impact on public health and especially for both young and older people groups and those on low incomes. Research nationally has shown a correlation between low income neighbourhoods and poor air quality.

(d) Environmental Implications

The Climate Change Rating Tool indicates that the proposal will have a net low positive impact (on climate change). The use of transport, and fossil fuel based transport will be reduced. This will be a result of more public transport, and reducing the need to travel.

(e) Procurement Implications

Any projects requiring the engagement of external contractors will be subject to the Council's procurement policies.

(f) Community Safety Implications

Public Health data attributed 257 premature deaths in Cambridgeshire in 2010 to Particulate Air Pollution. Quantification of evidence provided by the World Health Organisation (2013) of premature deaths attributable to nitrogen dioxide will increase this figure.

Any steps taken to lower pollutant levels will improve public health by lowering rates of death and illness, and thus increase community safety.

5. Consultation and communication considerations

In accordance with the Defra guidance, and city council's own guidance, the proposed AQAP will be subject to the following consultation process:

1. Consultation with Statutory Consultees (completed)

2. Launch and full public consultation after the Plan has been adopted
3. Refinement and revision of Plan if required
4. Ongoing consultation during the lifetime of the Plan if and when any substantive changes are proposed.

The proposed Plan will be publicised through the media using news releases, Cambridge Matters, content on the council's website, Twitter and/or Facebook, as appropriate and at relevant points during the lifetime of the Plan. Special care will be taken to consult fully with those who may be affected by actions in the Plan. This can be managed within existing resources.

6. Background papers

These background papers were used in the preparation of this report:

World Health Organisation (2013) Health risks of air pollution in Europe – HRAPIE project. Recommendations for concentration–response functions for cost–benefit analysis of particulate matter, ozone and nitrogen dioxide.

<http://www.euro.who.int/en/health-topics/environment-and-health/air-quality/activities/health-aspects-of-air-pollution-and-review-of-eu-policies-the-revihaap-and-hrapie-projects>

Fecht, D. et al. (2014) Associations between air pollution and socioeconomic characteristics, ethnicity and age profile of neighbourhoods in England and the Netherland, Environmental Pollution

<http://dx.doi.org/10.1016/j.envpol.2014.12.014>

Defra (2016) LAQM Policy Guidance (PG16)

<https://laqm.defra.gov.uk/documents/LAQM-PG16-April-16-v1.pdf>

7. Appendices

- A. Cambridge City Council Air Quality Action Plan 2018 – 2023
- B. Equalities Impact Assessment of the Air Quality Action Plan 2018 -2023
- C. Simplified list of Measures

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Anita Lewis, Environmental Health Scientific Officer, tel: 01223 - 457616, email: anita.lewis@cambridge.gov.uk.

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Cambridge City Council Air Quality Action Plan 2018 - 2023

In fulfilment of Part IV of the
Environment Act 1995
Local Air Quality Management

2018



Local Authority Officer	Anita Lewis
Department	Environmental Health
Address	Cambridge City Council, PO BOX 700, Cambridge, CB1 0JH
Telephone	01223 457616
E-mail	anita.lewis@cambridge.gov.uk
Report Reference number	AQAP 2018 - 2023
Date	January 2018

Executive Summary

This Action Plan sets out Cambridge City Council's priority actions for improving areas of poor air quality in the city and maintaining a good level of air quality in a growing city.

The plan responds to the evidence gathered from air quality monitoring across Cambridge and analysis of the sources of air pollution contributing to the problem.

Evidence and analysis show that the largest local source of air pollutants of concern are from motor vehicles and that in some city centre locations the annual average concentrations of Nitrogen Dioxide continue to exceed national objectives. The success and growth of Cambridge also continue to provide a challenge to reducing pollutant levels.

Air quality needs to be tackled in different ways and therefore Cambridge City Council, the Greater Cambridge Partnership and Cambridgeshire County Council officers have worked together to identify the range of actions required and will also take responsibility for ensuring they are progressed.

The Identified actions fall in to three main categories;

- Reducing local traffic emissions as quickly as possible to meet national objectives;
- Maintaining pollutant levels below national objectives;
- Improving public health by reducing population exposure to air pollutants.

Tackling traffic emissions locally requires a move away from the internal combustion engine and in particular diesel powered vehicles. Using the evidence available, key transport sectors will be targeted with specific policies regulating, supporting and incentivising the shift. For example, Cambridge City Council is driving a shift towards a low emission electric and hybrid licenced taxi fleet using a combination of policy and funded infrastructure support. Greater Cambridge Partnership Initiatives are also underway to effect a change to bus emissions and to reduce the impact from commercial deliveries.

Maintaining or reducing pollutant levels and improving health in the face of significant population and employment growth requires evidence-based, medium and long term

land use and transport planning actions; for example Cambridge City Council are working with the Greater Cambridge partnership to produce a detailed feasibility study for implementing a Clean Air Zone for Cambridge.

The Action Plan details the most immediate and developed actions, outlines the actions in development and highlights those wider actions contributing to improved air quality. It sets out the known timescales, and reporting metrics for those actions. The document is required however to be flexible and evolve to respond to funding and policy changes and will be reviewed and updated annually.

Responsibilities and Commitment

This AQAP was prepared by the Environmental Health Department of Cambridge City Council with the support and agreement of the following officers and departments:

Cambridge City Council

Joel Carré (Head of Environmental Services)

Yvonne O'Donnell (Environmental Health Manager)

Jo Dicks (Environmental Quality & Growth Manager)

Anita Lewis (Scientific Officer)

Stephen Kelly (Joint Director of Planning and Economic Development, with SCDC)

Julian Sykes (Planning Policy)

Sarah Dyer (City Development)

Cambridgeshire County Council

Jeremy Smith, (Head of Transport & Infrastructure Policy & Funding)

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The outline of this Air Quality Action Plan has been approved by Cambridge City Council Environment Scrutiny Committee (March 2015)¹ and the final Air Quality Action Plan will be discussed at Cambridge City Council Environment Scrutiny Committee in March 2018².

The Air Quality Action Plan will be subject to an annual review, appraisal of progress and reporting to the Environment Scrutiny Committee (Cambridge City Council).

The Plan will also be reported to the Health Committee for information (Cambridgeshire County Council) and the Cambridge Area Joint Committee for discussion (Cambridge City Council and Cambridgeshire County Council). Progress

¹ <https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=177&MId=2570&Ver=4>

² <https://democracy.cambridge.gov.uk/mgCommitteeDetails.aspx?ID=177>

each year will be reported in the Annual Status Reports (ASRs) produced by Cambridge City Council, as part of our statutory Local Air Quality Management duties.

The Air Quality Action Plan is a live document. Measures will be added and developed throughout the lifetime of this Plan.

If you have any comments on this AQAP please send them to:

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1 Introduction

As Cambridge grows, one of Cambridge City Council's overriding priorities is to ensure that it continues to be an economic success story, and an attractive place to live, work in and visit. This economic success has brought challenges - including more traffic on our roads, increased congestion, and at times poorer air quality. That's why we are committed to developing our second Air Quality Action Plan – focusing on 7 sets of measures that we will take, with Cambridgeshire County Council and the Greater Cambridge Partnership, to ensure that Cambridge continues to thrive in the future. The Air Quality Action Plan fits with the Cambridge City Council Visions to make Cambridge a great place to live, learn and work, and to care for the planet.

Air pollution affects everyone throughout their lifetime. Long term exposure to air pollution is a real health burden. In particular, it affects the most vulnerable in society: children and older people, and those with heart and lung conditions. Air pollution is recognised as a contributing factor in the onset of heart disease and cancer. There is also often a strong correlation with equalities issues, because areas with poor air quality are also often the less affluent areas^{3,4}.

The annual health cost to society of the impacts of very small particles in the air (particulate matter) alone in the UK is estimated to be around £16 billion⁵. Cambridge City Council is committed to reducing the exposure of people in Cambridge to poor air quality in order to improve health. Public Health data attributed 47 premature deaths in Cambridge to air pollution in 2010⁶. These figures do not include the adverse health impacts of nitrogen dioxide, nor do they include the effect of air pollution on morbidity, the level of illness.

³ Environmental equity, air quality, socioeconomic status and respiratory health, 2010

⁴ Air quality and social deprivation in the UK: an environmental inequalities analysis, 2006

⁵ Defra. Abatement Cost Guidance for Valuing Changes in Air Quality, May 2013.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/197898/pb13912-airquality-abatement-cost-guide.pdf

⁶ These are the latest data available.

This report outlines the actions that Cambridge City Council, Cambridgeshire County Council and the Greater Cambridge Partnership will undertake between 2018 and 2023 in order to reduce concentrations of air pollutants and minimise exposure to air pollution; thereby positively impacting on the health and quality of life of residents and visitors to Cambridge.

This action plan replaces the previous action plan which ran from 2008. A key objective of the previous plan was to lower emissions from buses and taxis by requiring newer vehicles with higher Euro emission standards. A range of supporting measures including planning policies, infrastructure changes, reductions in building emissions as well as increasing cycling and walking facilities were incorporated into the previous plan. These measures remain important supporting measures to improve air quality in Cambridge so have been carried forward and refreshed in this Plan.

Whilst the plan was successful in its implementation - the bus and taxi fleet have been upgraded to newer vehicles - the anticipated improvement in air quality has not been observed; real-time emissions monitoring in Cambridge showed that emissions in the city centre are higher than those that were expected, and that improvements with increasing Euro standards are not always seen. Projects delivered through the past action plan are listed in Appendix A.

This Action Plan has been developed in recognition of the legal requirement on the local authority to work towards Air Quality Strategy (AQS) objectives under Part IV of the Environment Act 1995 and relevant regulations made under that part and to meet the requirements of the Local Air Quality Management (LAQM) statutory process. It has been developed by officers from both the city and county councils. Progress on the measures in this plan will be reviewed annually and reported within Cambridge City Council's air quality Annual Status Report to Defra. The plan is designed to be responsive and flexible, so measures will be developed, removed or added in throughout its lifetime, as required.

The key objective of this plan is to encourage, enable and require, where appropriate, the shift from internal combustion engine vehicles to low emission petrol hybrid and ultra low emission electric vehicle. Our priorities are to tackle emissions

from transport through a range of hard and soft measures. The 7 main areas for action (the sets of measures) are:

1. Reduce emissions from Taxis by requiring low emission taxis
2. Reduce emissions from Buses and Coaches
3. Reduce emissions from HGVs
4. Reduce emissions from all traffic/other traffic by providing better public transport
5. Maintaining Low Emissions through the planning process and long-term planning
6. Improving Public Health
7. Leading By Example

Work on these elements of the plan is already in progress. Details on these key priorities and measures for delivering them are provided in Section 3.5; a full list of measures is in Chapter 4. These will include, for example,

- provision of electric vehicle charge points (slow, fast and rapid) to enable the transition to low emission taxis and other vehicles,
- licensing policies,
- parking policies,
- development control policies to require provision of EV charge points and low emission boilers,
- improving provision of lower emission travel alternatives, such as low emission buses
- a Clean Air Zone

However, reducing emissions is only the first strand of the Air Quality Action Plan. The second strand is to ensure that emissions remain at levels below the National Air Quality Objectives; the third is to improve public health by reducing air pollution levels and keeping them as low as possible. We will deliver these objectives by effective planning controls and ensuring that policies are in place to keep emissions low.

In this AQAP we outline how we plan to effectively tackle those air quality issues that are within our control. However, we recognise that there are a large number of air quality policy areas that are outside of our influence (such as vehicle emissions standards agreed in Europe), so Cambridge City Council officers will continue to work with regional and central government on policies.

2 Summary of Current Air Quality in Cambridge

The centre of Cambridge was designated as an Air Quality Management Area (AQMA) in 2004 because the level of nitrogen dioxide (NO₂) was, and remains, above the National Air Quality Objectives (NAQO). Air quality has been improving, slowly, in most parts of Cambridge in recent years, but there are parts of the city, including the busy central streets, where levels of nitrogen dioxide continue to be higher than the legal limits.

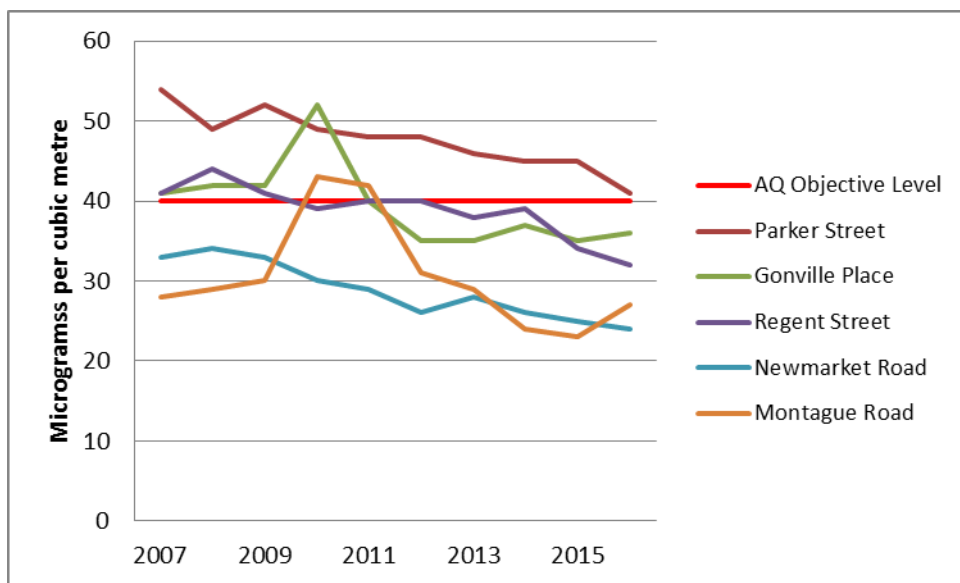


Figure One Trends in Annual Mean Nitrogen Dioxide Concentrations measures at Automatic Sites

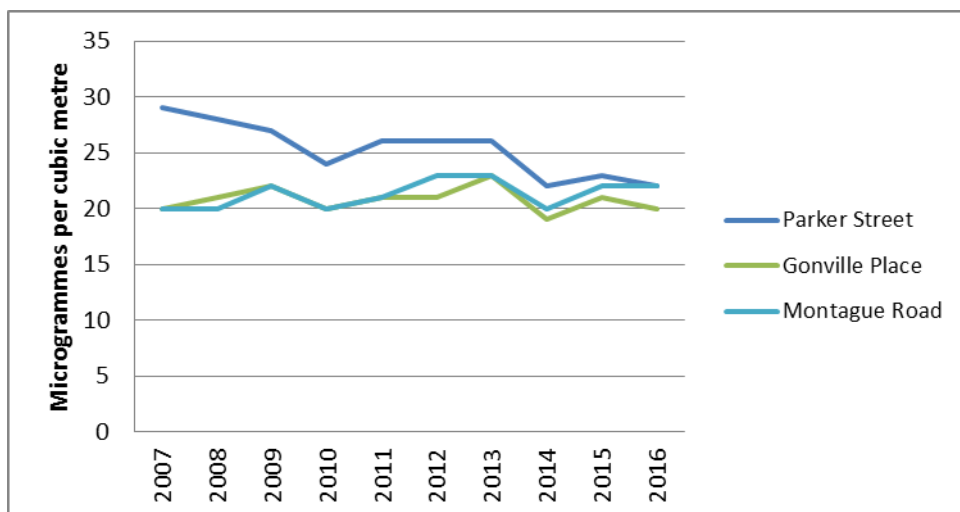


Figure Two Trends in Annual Mean PM₁₀ Concentrations

The main source of nitrogen dioxide in Cambridge is from vehicle emissions, so the Air Quality Action Plan will focus primarily on ways to reduce these emissions, as well as reducing other sources of air pollution. There are also legal limits for small particles, known as PM₁₀⁷. The levels of PM₁₀ in Cambridge are well below the legal limits (annual mean 40 micrograms per cubic metre), so this Plan focusses on reducing levels of nitrogen dioxide. (There are no UK legal limits for PM_{2.5}⁸ in England and Wales; the EU limit is 25 microgrammes per cubic metre annual mean and the objective is 12 microgrammes per cubic metre in Scotland.)

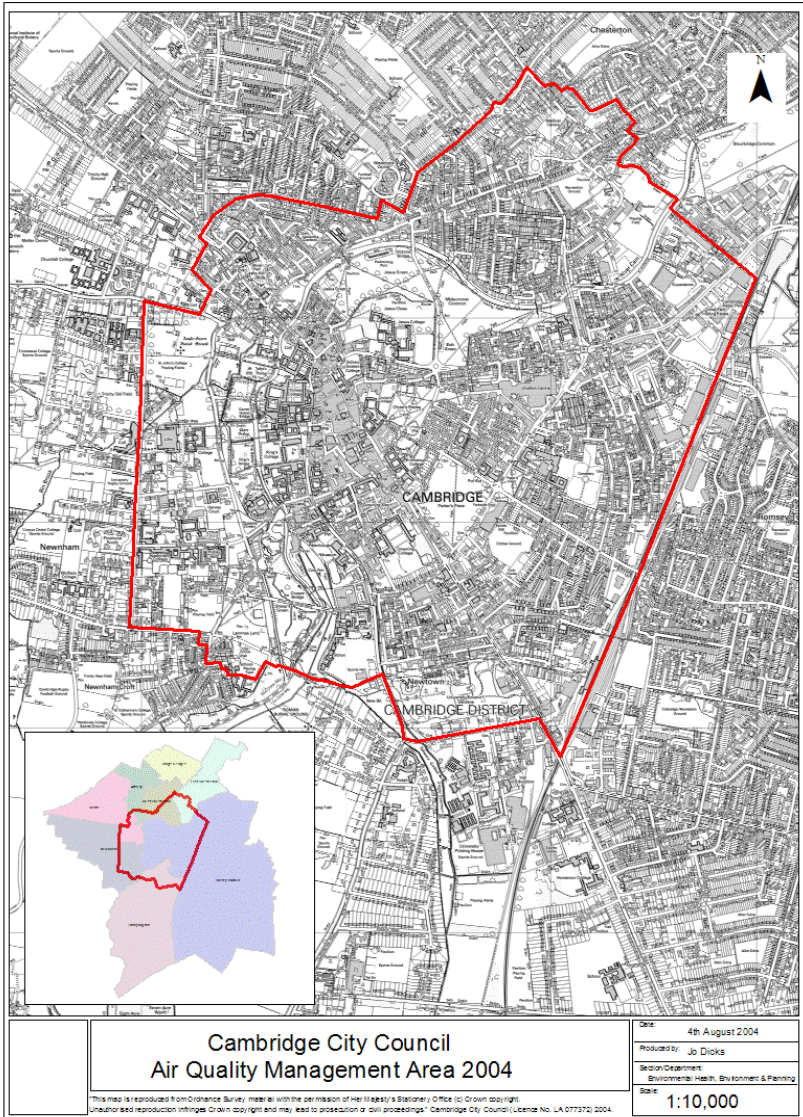


Figure Three Cambridge Air Quality Management Area⁹

⁷ PM₁₀ denotes particulate matter of diameter less than or equal to 10 micrometers (microns)
⁸ PM_{2.5} denotes particulate matter of diameter less than or equal to 2.5 micrometers (microns)
⁹ A high resolution map is available here: <https://www.cambridge.gov.uk/air-pollution-in-cambridge>

Air Quality in 2016

Air quality in Cambridge is measured at 5 locations with continuous analysers providing highly accurate data on levels of nitrogen dioxide (5 sites), PM10 (3 sites) and PM2.5 (2 sites). Diffusion tubes measure levels of nitrogen dioxide at 63 locations in Cambridge. Full details of the monitoring programme are set out in the Annual Status Report to Defra¹⁰.

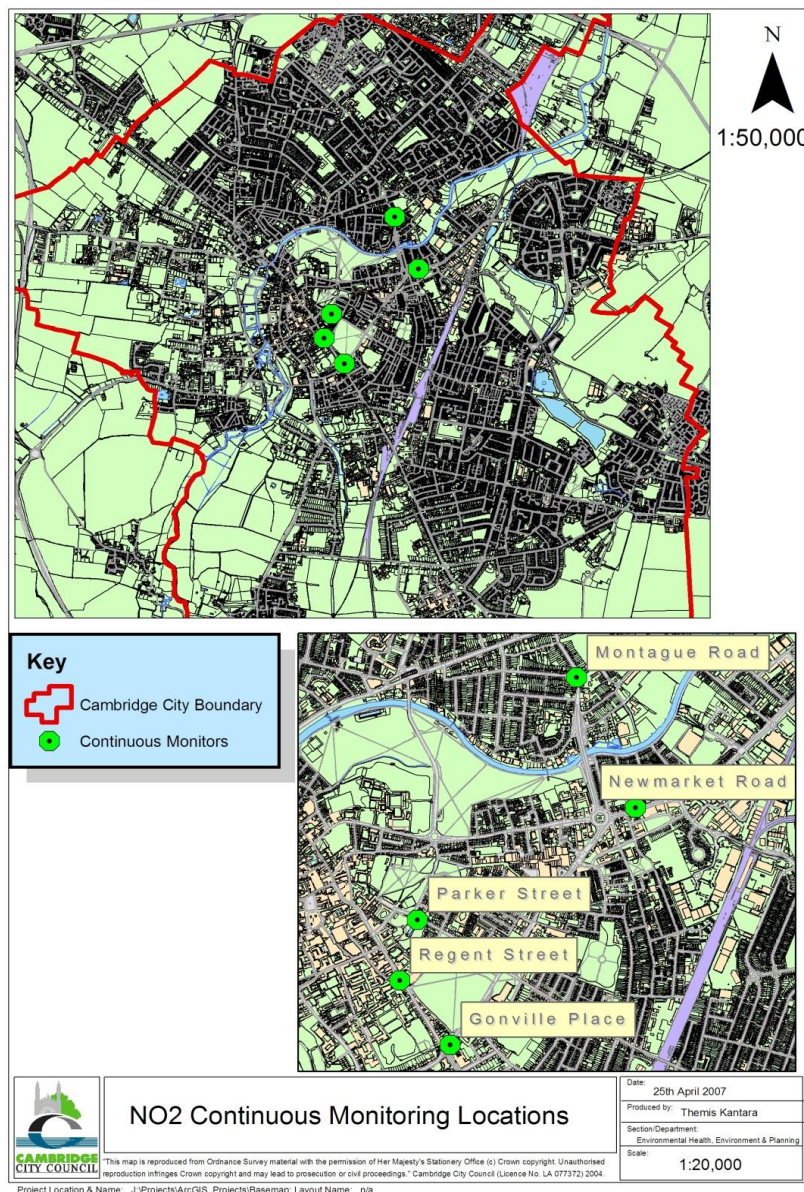


Figure Four Locations of monitors in Cambridge¹¹

¹⁰ https://www.cambridge.gov.uk/sites/default/files/2017_asr_final.pdf

¹¹ A higher resolution map is available here: <https://www.cambridge.gov.uk/monitoring-air-pollution>

The trends noted from the recorded levels of air pollution in 2016 were more variable than usual, with improvements in some areas and deterioration in others. Overall, the sites away from busy roads recorded slightly higher levels of nitrogen dioxide than in 2015 and the sites by busy roads recorded slightly lower levels than in 2015. Trends around the bus station and the railway station are mixed, and levels of air pollution in the south of Cambridge has recorded a small increase. Levels of PM₁₀, and PM_{2.5} continue to demonstrate a variable trend, with very slowly decreasing levels overall.

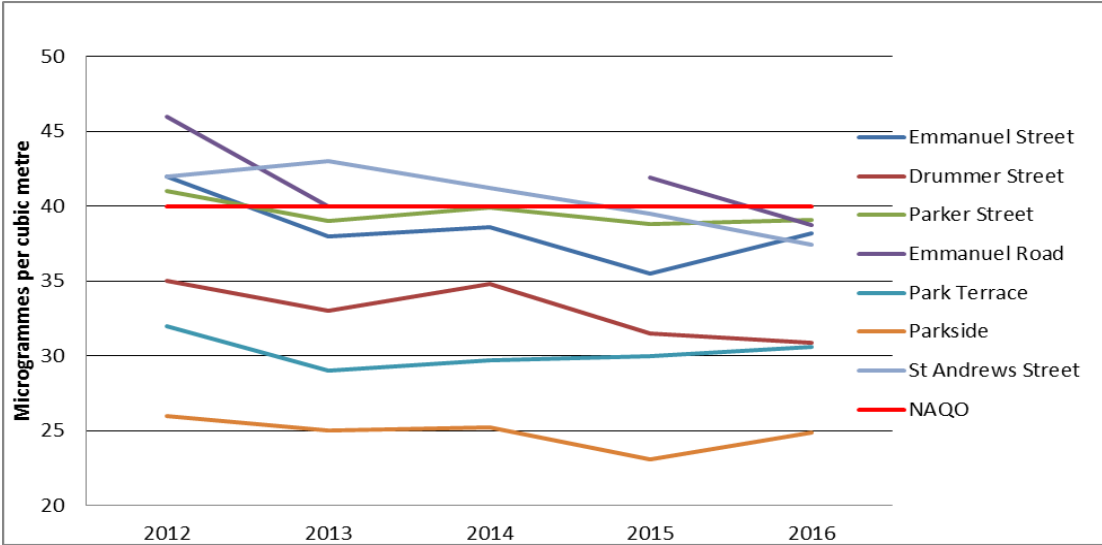


Figure Five Trend in averaged mean annual NO₂ for Bus Station area

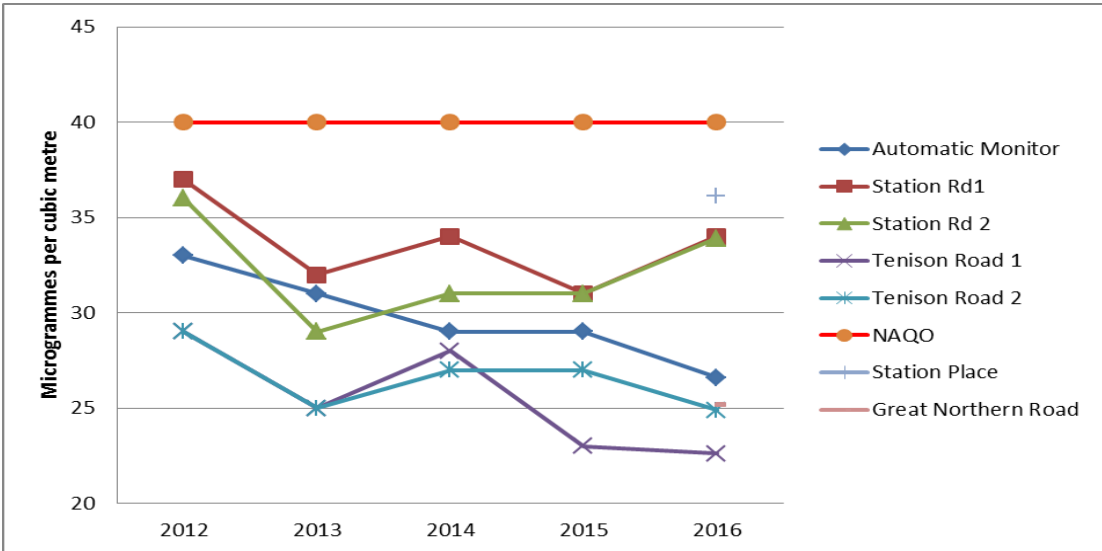


Figure Six Trend in averaged mean annual NO₂ for CB1¹²

¹² The diffusion tube at Great Northern was in place before the road became the principal route into the Station. The measurements are now higher than the measurement recorded here for 2016. Data for 2017 is not yet available. It will be reported in the Annual Status Report in June 2018.

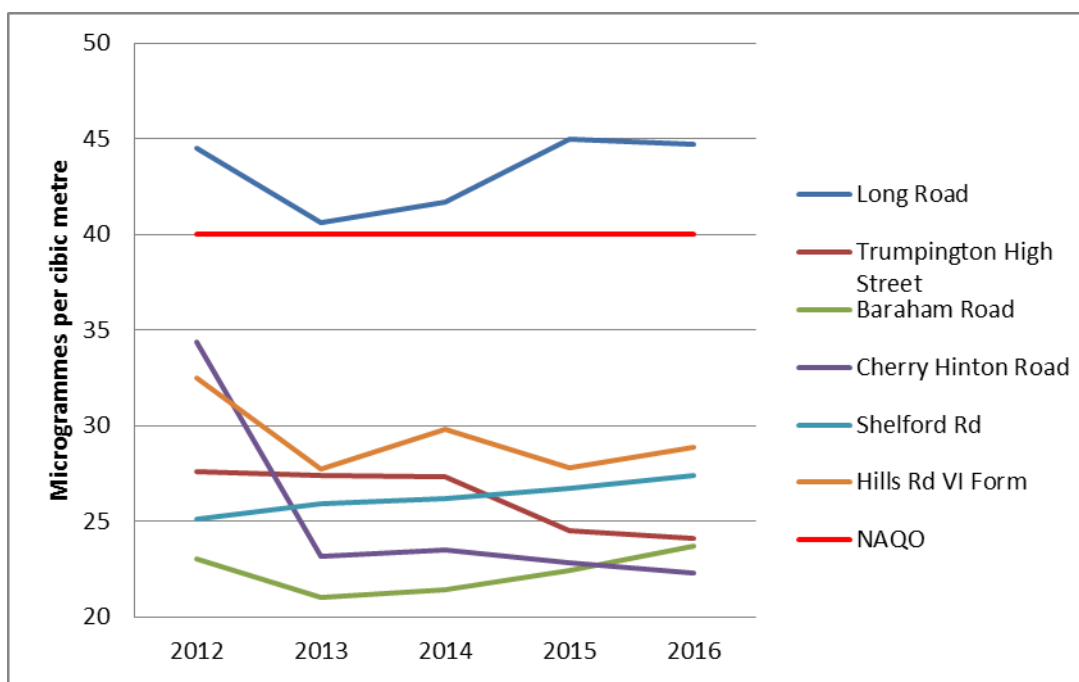


Figure Seven Trends in averaged mean annual NO₂ in South Cambridge

Whilst levels of air quality in Cambridge have been improving slowly overall, there is a real possibility that this will not continue and may even deteriorate unless measures are put in place to deliver further air quality improvements. Cambridgeshire has one of the fastest growing economies and populations in Britain, with 44,000 new jobs, 33,500 new homes and a 22% increase in population predicted between 2010 and 2031. In the past, much of the growth around Cambridge has been directed to the South Cambridgeshire villages beyond the Green Belt, resulting in a growth of commuting by car to Cambridge (50% of the Cambridge workforce commute into the city), as well as increasing congestion and pollution. While the new urban extensions to the edge of Cambridge have sought to redress the balance between homes and jobs, future increases in population of Cambridgeshire are predicted to continue in new communities outside of the city of Cambridge, including Northstowe (up to 10,000 dwellings) and Waterbeach (up to 12,000 dwellings) with associated, business, retail, community, leisure and sports uses; hotels; new primary and secondary school). These new communities will be delivered in parallel with improvement to public transport infrastructure as part of the range of proposals being developed by the Greater Cambridge Partnership (GCP) in order to promote more sustainable modes of transport and reduce the impact of private modes of transport.

These increases in economic and population will result in an increased demand for travel to, from and within the city. Therefore, a range of measures are required to ensure that air quality can continue to be delivered alongside the growth of Cambridgeshire. The keys to ensuring that levels of air pollution below the National Air Quality Objectives are achieved and maintained are to have the necessary transport infrastructure in place to enable sufficient uptake of lower emission transport modes, together with relevant supporting policies and strategies so that these will be maintained in the future. The GCP ambition of 10 - 15% less traffic within Cambridge may require further restrictions on access to the city centre, which could include restrictions based on emissions to reduce air pollution.

Funding and powers have been agreed for the Greater Cambridge Partnership, (GCP)¹³ from central government, to help address these issues. The implementation of GCP projects for public transport, active travel infrastructure improvements, integrated public transport provision, including rail and low emission bus, will be essential to protect the city from the adverse impacts of travel demand from these new communities.

¹³ <https://www.greatercambridge.org.uk/>

3 Cambridge City Council's Air Quality Priorities

In this chapter Cambridge City Council sets out its air quality priorities and drivers for action to improve air quality. These are set in the local public health and planning policy context in the Greater Cambridge¹⁴ area. This includes the technical supporting evidence with source apportionment of the main sources of air pollution, as well as the necessary reductions required to meet the air quality objectives.

The priorities for Cambridge City Council are to reduce emissions to below the National Air Quality Objectives, the second is to ensure that emissions remain at levels below the National Air Quality Objectives, and the third is to improve public health by continuously acting to reduce air pollution levels.

3.1 Public Health Context

Public health is a key driver for making improvements in air quality. Long term exposure to air pollution is a real health burden and it affects everyone. Air pollution causes diseases of the heart and lungs, contributes to poor public health and shortens life. Diesel engine exhaust, outdoor air pollution and particulate matter have all been classified by the World Health Organisation (WHO) as carcinogenic to humans^{15 16}. Air pollution affects our daily quality of life as it aggravates lung conditions such as Chronic Obstructive Pulmonary disease (COPD) and asthma. Additionally, air pollution can reduce lung development in children, which may increase symptoms in children who develop such conditions as asthma. There is also evidence that outdoor air pollution causes lung cancer¹⁷.

¹⁴ The Greater Cambridge City region includes the districts of Cambridge City Council and South Cambridgeshire District Council.

¹⁵ IARC: Diesel engine exhaust carcinogenic, WHO International Agency for Research on Cancer, Press release No 213, June 12, 2012.

http://www.iarc.fr/en/media-centre/pr/2012/pdfs/pr213_E.pdf

¹⁶ IARC: Outdoor air pollution a leading environmental cause of cancer deaths, WHO International Agency for Research on Cancer, Press release No 221, October 17, 2013.

http://www.iarc.fr/en/media-centre/iarcnews/pdf/pr221_E.pdf

¹⁷ Defra and Public Health England (2017) Air Quality: A Briefing for Directors of Public Health <https://www.local.gov.uk/air-quality-briefing-directors-public-health>

Children and older people are particularly affected. **Air pollution is harmful for human health at all concentrations, including below the legal limits**, so it is important to do what we can to continue to improve air quality. This section sets out the public health context – the legal and policy framework, as well as the implications for health.

The Public Health Outcomes Framework indicator (3.01)¹⁸ for air pollution is about raising awareness of the effect of air pollution on public health. It is intended to encourage promotion of the need for local, regional and national actions to reduce air pollution and to help form a partnership between all delivery partners in pursuit of this goal. The Public Health Outcomes Framework concentrates on two high-level outcomes to be achieved across the public health system - how long people live and how well they live at all stages of life.

Public Health data attributed 257 premature deaths in Cambridgeshire in 2010¹⁹ to Particulate Air Pollution. Over 5% of Cambridgeshire's population mortality is attributed to air pollution (based on ambient levels of PM_{2.5}). The percentage in Cambridge is 5.8% which equates to 47 premature deaths attributable to PM_{2.5} air pollution in 2010. These figures do not include the effect of air pollution on morbidity, the prevalence of illness.

Air quality is a 2018/19 priority for Cambridgeshire County Council Health Committee and an information sharing/awareness raising event is under discussion for 2018.

The Local Air Quality Management Policy and Technical Guidance²⁰ on public health refers only to reducing emissions and/or concentrations of PM_{2.5}. There is clear evidence that PM_{2.5} has a significant impact on human health, including premature mortality, allergic reactions, and cardiovascular diseases. However, the public health impact of air pollution is wider than PM_{2.5}; the health impacts of nitrogen dioxide are also significant and therefore included in this discussion.

¹⁸ <https://fingertips.phe.org.uk/profile/public-health-outcomes-framework/data#page/3/gid/1000043/pat/6/par/E12000004/ati/102/are/E06000015>

¹⁹ This is the latest data available.

²⁰ <https://laqm.defra.gov.uk/supporting-guidance.html>

The published Public Health data does not include the effect of nitrogen dioxide. Recent evidence demonstrates that there are negative health impacts from nitrogen dioxide at all levels, not just those above the National Air Quality Objectives. Studies²¹ suggest that there is a 5 – 5.5% increase in mortality for each additional 10 micrograms per cubic metre exposure to nitrogen dioxide. The 2015 Committee on the Medical Effects of Air Pollution (COMEAP) working group on nitrogen dioxide noted²² that it is possible that nitrogen dioxide acts as a marker of the effects of other traffic-related pollutants; it is unclear if nitrogen dioxide itself is the cause. However, COMEAP do state that any measures to reduce traffic-related pollutants will reduce mortality by 5 - 5.5% for each 10 micrograms per cubic metre.

The Air Quality Plan Technical Report published by Defra²³ notes that morbidity impacts have not been assessed, nor have other impacts such as damage to neurodevelopment, cognitive function and cardiovascular disease. The implication is that the health impact from air pollution has not yet been fully evaluated.

3.2 Planning and Policy Context

Local planning and policy has several layers of strategy and policy so this section sets out a summary of the Cambridge/Cambridgeshire planning framework and comments on where there is an opportunity to improve air quality. The framework has changed since the previous Air Quality Action Plan.

The National Framework

The National Planning Policy Framework²⁴ (NPPF) published in 2012 set out the Government's planning policies for England. The purpose of the planning system is to contribute to the achievement of sustainable development. The document states that economic growth can secure higher social and environmental standards; well-designed buildings and places can improve the lives of people and communities.

²¹ For example, Hoek et al, 2013; WHO, 2013; Faustini et al, 2014 and references in these studies
²² <https://www.gov.uk/government/publications/nitrogen-dioxide-interim-view-on-long-term-average-concentrations-and-mortality>

²³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/632916/air-quality-plan-technical-report.pdf

²⁴ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf

The planning system should play an active role in guiding development to sustainable solutions. Air Quality is a material planning consideration.

Twelve core planning principles are set out in the NPPF to ensure that planning is a creative exercise in finding ways to enhance and improve the places in which people live their lives, to secure high quality design and a good standard of amenity for all existing and future occupants of land and buildings. Development should contribute to conserving and enhancing the natural environment, reducing pollution, take account of and support local strategies to improve health, social and cultural wellbeing for all, as well as deliver sufficient community and cultural facilities and services to meet local needs.

Six of these key core principles will ensure that positive environmental impacts, specifically on air quality, are delivered. Two of these are specifically directly related to improving air quality:

- Promoting sustainable transport

Transport policies have an important role to play in facilitating sustainable development but also in contributing to wider sustainability and health objectives. In preparing Local Plans, local planning authorities should therefore support a pattern of development which facilitates the use of sustainable modes of transport, including:

- giving priority to pedestrian and cycle movements
- access to high quality public transport facilities
- creating safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians
- establishing home zones
- incorporating facilities for charging plug-in and other ultra-low emission vehicles
- considering the needs of people with disabilities by all modes of transport.

Where practical, particularly within large-scale developments, key facilities such as primary schools and local shops should be located within walking distance of most properties. Local planning authorities should identify sites and routes which could be critical in developing infrastructure to widen transport choice.

- Conserving and enhancing the natural environment

The NPPF specifically refers to air pollution in this section, where it states that the planning system should contribute to and enhance the natural and local environment by preventing both new and existing development from contributing to or being put at unacceptable risk from, or being adversely affected by unacceptable levels air pollution.

“Planning policies should sustain compliance with and contribute towards EU limit values or national objectives for pollutants, taking into account the presence of Air Quality Management Areas and the cumulative impacts on air quality from individual sites in local areas. Planning decisions should ensure that any new development in Air Quality Management Areas is consistent with the local air quality action plan.”

A further four key core principles have a strong supporting role in ensuring that air quality is improved.

- Ensuring the vitality of town centres
- Supporting a prosperous rural economy
- Requiring good design
- Promoting healthy communities

Implementation of these four principles will result in both existing and new communities that will be designed from the outset (or redesigned) to have a lower demand for travel to access retail, health, work and leisure facilities, and that people will be able to move around more easily using non-polluting transport modes in a high quality public realm with safe and secure layouts.

The Local Framework

There have been significant changes in the organisation of local government in the region recently, which will impact upon planning policy at the regional and local level. These changes are outlined here.

Local Plan Policies

The emerging Local Plans for Cambridge and South Cambridgeshire make provision for 33,000 new homes and 44,000 additional jobs in the period to 2031. They were prepared for joint examination by the Planning Inspector in 2014; the final report is expected in 2018.

Policy 36 of the emerging Cambridge Local Plan includes the policy that any development will not interfere with the implementation of the current Air Quality Action Plan (AQAP).

Policy 36: Air quality, odour and dust

Development will be permitted where it can be demonstrated:

- a. that it does not lead to significant adverse effects on health, the environment or amenity from polluting or malodorous emissions, or dust or smoke emissions to air; or
- b. where a development is a sensitive end-use, that there will not be any significant adverse effects on health, the environment or amenity arising from existing poor air quality, sources of odour or other emissions to air.

According to the end-use and nature of the area and application, applicants must demonstrate that:

- c. there is no adverse effect on air quality in an air quality management area (AQMA);
- d. pollution levels within the AQMA will not have a significant adverse effect on the proposed use/users;
- e. the development will not lead to the declaration of a new AQMA;
- f. the development will not interfere with the implementation of the current Air Quality Action Plan (AQAP);
- g. any sources of emissions to air, odours and fugitive dusts generated by the development are adequately mitigated so as not to lead to loss of amenity for existing and future occupants and land uses; and
- h. any impacts on the proposed use from existing poor air quality, odour and emissions are appropriately monitored and mitigated by the developer.

The full version of Policy 36 in in Appendix G.

Other policies in the emerging Local Plan will also assist with the delivery of the Air Quality Action Plan, including:

Policy 5: Strategic transport infrastructure

Policy 80: Supporting sustainable access to development

Policy 81: Mitigating the transport impact of development

Policy 82: Parking Management.

Work is due to commence on a joint Local Plan for the Greater Cambridge area in 2019, which will include consideration of future housing and jobs growth for the new area. The development strategy for the area is based on a sequential approach for the location and distribution of new development, which can be described as:

1. Within the existing urban area of Cambridge
2. Within the defined fringe sites on the edge of Cambridge
3. Within the six small-scale Green Belt sites proposed to be released from the inner Green Belt boundary
4. Within existing and newly identified new settlement locations at Cambourne, Northstowe, Bourn Airfield and Waterbeach; and
5. In identified villages in South Cambridgeshire

Local Transport Plans

Cambridgeshire and Peterborough both have Local Transport Plans in place – the Cambridgeshire Local Transport Plans runs until 2031 and the Peterborough Local Transport Plan until 2033. Both of the Local Transport Plans have been adopted by the Cambridge and Peterborough Combined Authority as an interim measure for the next 12 – 24 months until the new Combined Authority Local Transport Plan will be ready for adoption in 2019. The new Local Transport Plan will provide a high level policy framework and will be in preparation in early 2018.

The current Cambridgeshire Local Transport Plan (LTP3, 2011 - 2031)²⁵ includes strategies to manage the issues affecting Cambridgeshire, including the large-scale growth planned across the county, with the associated pressure on the transport network and the environment, and the risks of increased congestion and carbon dioxide emissions and worsening air quality. The new Local Transport Plan for the Cambridgeshire and Peterborough Combined Authority will include high-level strategies to deliver policies and measures that can reduce emissions of air pollutants by encouraging and promoting the uptake of low emission fuels and technologies, as well as continuing with policies and measures to promote and encourage uptake of sustainable transport options.

The new Local Transport Plan will be supported by area strategies, such as the Cambridge City and South Cambridgeshire Transport Strategy²⁶, and thematic strategies, such as Cycling and Walking strategies. These strategies will provide detailed policy frameworks and programmes of schemes for each area; they will support the Local Plans. Delivery plans will be developed to set out how the Plans will be achieved. The Greater Cambridge Partnership (GCP) will be involved with any forthcoming strategies for Cambridge City and South Cambridgeshire.

Greater Cambridge Partnership

The Greater Cambridge Partnership (GCP) is the local delivery body for a City Deal with central Government, bringing powers and investment, worth up to £1 billion over 15 years, to vital improvements in infrastructure, supporting and accelerating the creation of 44,000 new jobs, 33,500 new homes and 420 additional apprenticeships. The GCP brings key partners together to work with communities, businesses and industry leaders to support the continued growth of one of the world's leading tourism and business destinations. The partners are Cambridge City Council, Cambridgeshire County Council, South Cambridgeshire District Council, the University of Cambridge and the Greater Cambridge and Greater Peterborough Local Enterprise Partnership.

²⁵ <https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-plans-and-policies/local-transport-plan/>

²⁶ <https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-plans-and-policies/cambridge-city-and-south-cambs-transport-strategy/>

The Greater Cambridge Partnership vision is to make it easier to travel into, out of and around Cambridge and South Cambridgeshire by public transport, cycle or on foot, and to reduce and maintain lower traffic levels into and around the city to ease congestion, through the creation of better, greener transport networks that connect people to homes, jobs, study and opportunity, and investment in Smart Technology.

Around 206,000 vehicles travel in and out of Cambridge every day, with 50,000 workers travelling in alone. Without measures to deal with the increase in population and employment, by 2031 traffic in Cambridge is expected to increase by over 30% in the morning peak (and traffic in South Cambridgeshire is expected to increase by almost 40% in the morning peak).

Many of the key measures in the Air Quality Action Plan will be progressed through the Greater Cambridge Partnership, which holds some of the funding for local transport projects.

A significant increase in provision of public transport will be required to accommodate the increased demand for travel in the Greater Cambridge area, as well as to enable the GCP ambition of 10 - 15% less traffic within Cambridge, to allow vehicles, public transport in particular, to circulate more freely and become more reliable. Protection of the historic city centre and its surrounding area from the pressure of growth is a key ambition of the GCP, including the need to improve air quality.

The Greater Cambridge Partnership held a consultation (the Big Conversation) to the end of November 2017 with the public and stakeholders about the Greater Cambridge growth story to make sure everyone has the opportunity to state their needs, have their say, and influence how their future is shaped as the Greater Cambridge Partnership look towards future investment plans. Plans will be developed following the consultation, and it is anticipated that progress will be made in 2018.

The City Access Strategy work has already started; this is a package of proposed measures to tackle congestion within Cambridge and encourage sustainable modal shift by the creation of a transport system that meets the needs of our city. It **plans to achieve and lock in a reduction in traffic levels in Cambridge by 10-15% from 2011 traffic levels by 2031**. It aims to help more people get into, out of and around

the city by sustainable means, offer better alternatives to travel by car, and boost economic growth and quality of life.

Following the 'Tackling Peak-time Congestion' engagement in 2016, the City Access team is developing a package of proposed measures, which may consider demand management measures (fiscal and/or physical) for Cambridge, along with improvement of air quality, potentially through a road-user charging mechanism and/or a Workplace Parking Levy.

1. Cycling provision

The City Access team will continue to work with partners on improving cycling routes, facilities and parking infrastructure to encourage enable further modal change to cycling.

2. Improved public space and air quality

In recognition of the strong public support for addressing air quality, the team will research options for establishing a Clean Air Zone in Cambridge.

A Spaces and Movement Supplementary Planning Document (SPD) will be produced to ensure that any new development and transport infrastructure considers the relationship between public spaces and travel movements as part of their planning.

3. Better bus services and expanded use of Park & Ride

By working closely with bus operators, the team will review and improve the bus network, potential through the provision of demand management measures and/or road space reallocation, additional Park & Ride capacity and smart ticketing, to speed up bus journeys and make them more reliable.

The GCP Transport Strategy aims to improve bus services through the better use of the limited road space in the city, such as by giving priority to public transport over private car trips, particularly those that can be substituted by other modes of transport. One aspect of encouraging this substitution is to provide attractive, green and reliable alternatives, for example electric buses, on part or all of the city's bus network. Therefore, the GCP has commissioned a feasibility study into the provision of electric/hybrid public transport options. A pilot scheme is proposed.

4. Travel planning

The City Access team will work with Travel for Cambridgeshire²⁷ and other partners in supporting employers and employees to adopt sustainable policies and practices for commuter and business travelling.

5. Smart technology

Work will continue with Smart Cambridge²⁸ to harness emerging technologies to find smart and innovative ways to tackle urban challenges, such as transport, air quality, energy and health care.

The City Access team has also commissioned a traffic signals review, to look at the current infrastructure and consider the potential future of signal technology, with the long-term aim of optimising the movement of people and providing a reliable and attractive sustainable travel network, which it is anticipated should also realise air quality benefits.

6. Traffic management

Options are to be considered for tackling congestion within the city and improving sustainable transport. To support this, the team has carried out one of the largest Automatic Number Plate Recognition (ANPR) camera-based traffic surveys ever undertaken. Data from this will support a new traffic model to test emerging options within Cambridge including air quality data that will be able to be used to assess potential interventions and network changes.

7. A Workplace Parking Levy

Consideration is being given to the development and implementation of a Workplace Parking Levy (WPL). If a WPL is progressed, the City Access team would work closely with employers to develop and co-design a practical and effective scheme that works for businesses and organisations. Such a WPL would be intended to discourage commuter traffic and raise funds that could be re-invested into schemes that support traffic reduction measures while enabling and enhancing sustainable transport provision.

²⁷ Travel for Cambridgeshire (TfC) is Cambridgeshire's largest sustainable travel membership association, <http://www.travelcambs.org.uk/>

²⁸ Smart Cambridge is exploring how data, innovative technology and better connectivity can be used to transform the way people live, work and travel in the Greater Cambridge area and beyond. <http://www.connectingcambridgeshire.co.uk/smartcamb/>

8. On-street parking controls (including Controlled Parking Zones)

The team are actively supporting projects, including the Cambridge City Joint Area Committee (CJAC) project to manage on-street parking in city residential areas.

A more comprehensive list of GCP projects is listed in Appendix H.

Combined Authority and a Mayor for the Devolved Area

In November 2016, all seven Cambridgeshire and Peterborough local authorities agreed to pursue the devolution deal made with central government, which means that the local Cambridgeshire and Peterborough Combined Authority²⁹ makes decisions on housing, transport and major infrastructure projects. The Combined Authority is made up of eight founding members across Cambridgeshire and Peterborough. The first official meeting of the Cambridgeshire and Peterborough Combined Authority took place on 20th March 2017. A Mayor was elected in May 2017 to give the Combined Authority a focal point and will be the contact for Central Government.

Non-Statutory Spatial Plan

The Cambridgeshire and Peterborough Combined Authority (CPCA) approved for work to commence on a Non-Statutory Spatial Plan (NSSP) for Cambridgeshire and Peterborough in July 2017. The plan will focus on major additional sustainable and transport-linked sites for housing and jobs, with a focus also on infrastructure needs, affordable housing and assisting growth in disadvantaged areas.

The NSSP will be developed in two phases. Phase one will set out the existing development strategy from adopted and emerging local plans (up to 2031/36), including strategic development locations and dependent strategic infrastructure. This first phase will include a particular emphasis on delivery of the existing planned strategy, linking to housing, investment and transport and infrastructure strategies. Phase Two will look at growth beyond 2031/2036.

²⁹ <http://www.cambspboroca.org/>

3.3 Source Apportionment

Source apportionment shows that traffic emissions are the main source of air pollution in the city, with the major contribution being from buses in the historic city centre and cars elsewhere. The measures presented in this report are targeted towards the predominant sources of Nitrous Oxides³⁰ (NOx) emissions within Cambridge City Council's area.

A source apportionment exercise³¹ was carried out by Cambridge City Council in 2017, using a baseline year of 2015 (CERC, 2017).

This identified that within the AQMA, the percentage source contributions were as follows:

City Centre NOx sources

81% of NOx emissions are from Roads, of which 45% NOx are emitted from buses, 31% from HGV, 9% from taxis, 8% from cars, and 6% from LDV(LGV).

Ring Road NOx sources

73% of NOx emissions are from Roads, of which 14% NOx are emitted from buses, 19% from HGV, 4% from taxis, 43% from cars, and 20% from LDV(LGV).

These data are presented in Table 1.1 and Table 1.2 in Appendix B, and Figures 8 – 13 on the following pages.

Figures 8 – 10 show the overall breakdown of sources of emissions, as well as the emission sources for the city centre and the ring roads.

Figures 11 – 13 show the breakdown of emissions source by vehicle type, the relative contributions of cars, buses, lorries, vans and taxis.

³⁰ Exhaust emissions are a mix of substances including the group nitrous oxides, a mix of nitrogen dioxide and nitric oxide (NO₂ and NO). NO can react with oxygen in the atmosphere to produce more NO₂.

³¹ Air Quality Source Apportionment for Cambridge City Council (2017), Cambridge Environmental Research Consultants

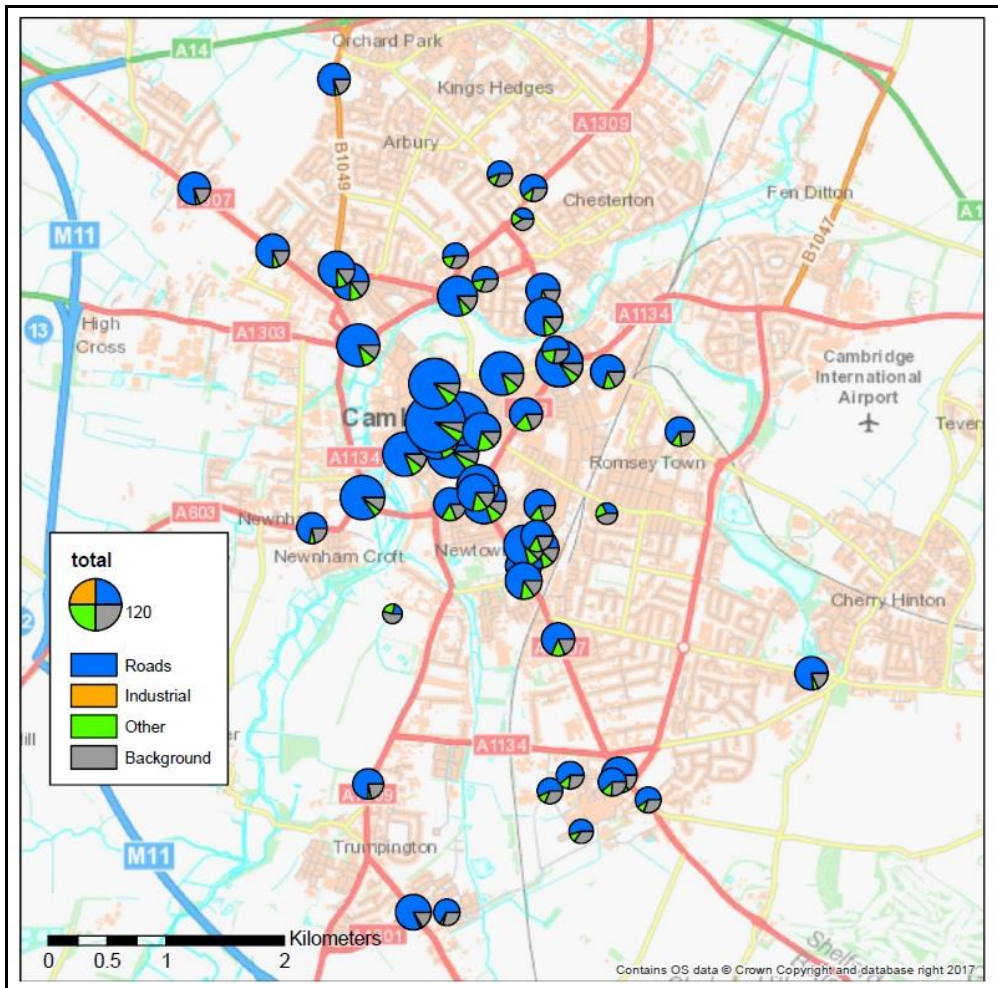


Figure Eight Source of NOx by source type (CERC, 2017)

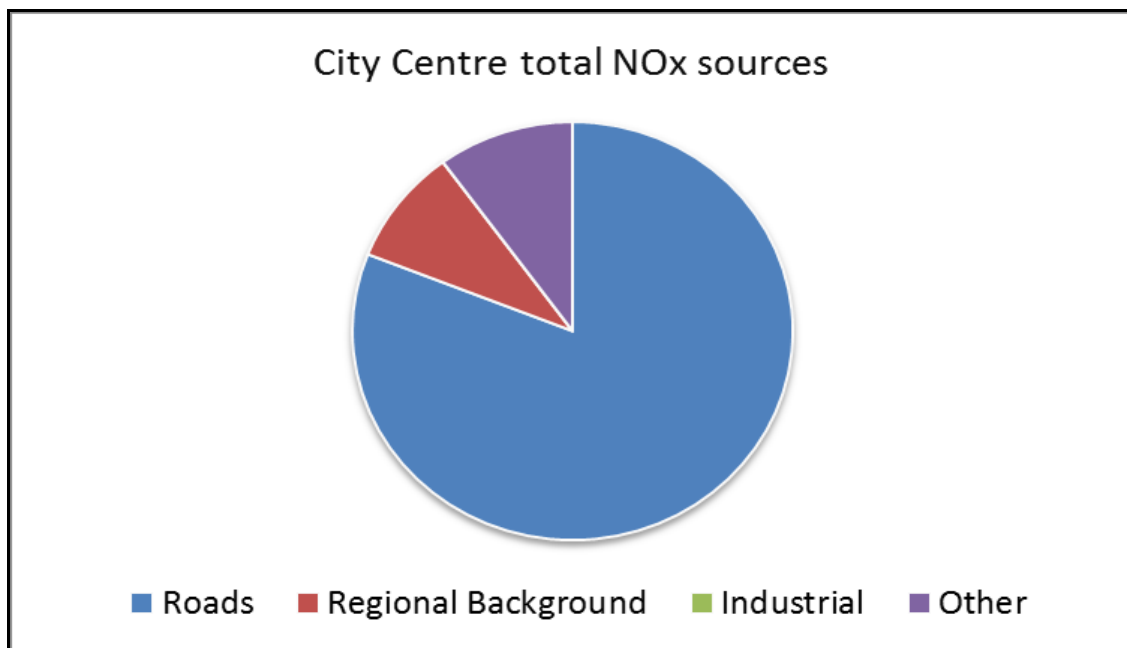


Figure Nine Sources of NOx in Cambridge City Centre

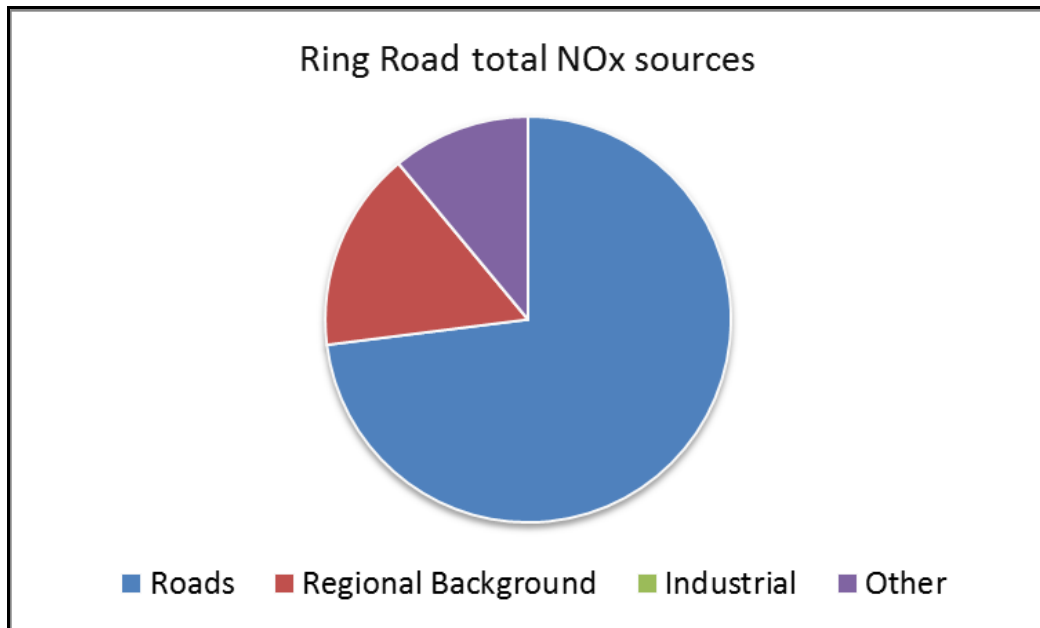


Figure Ten Sources of NOx on Cambridge Ring Road

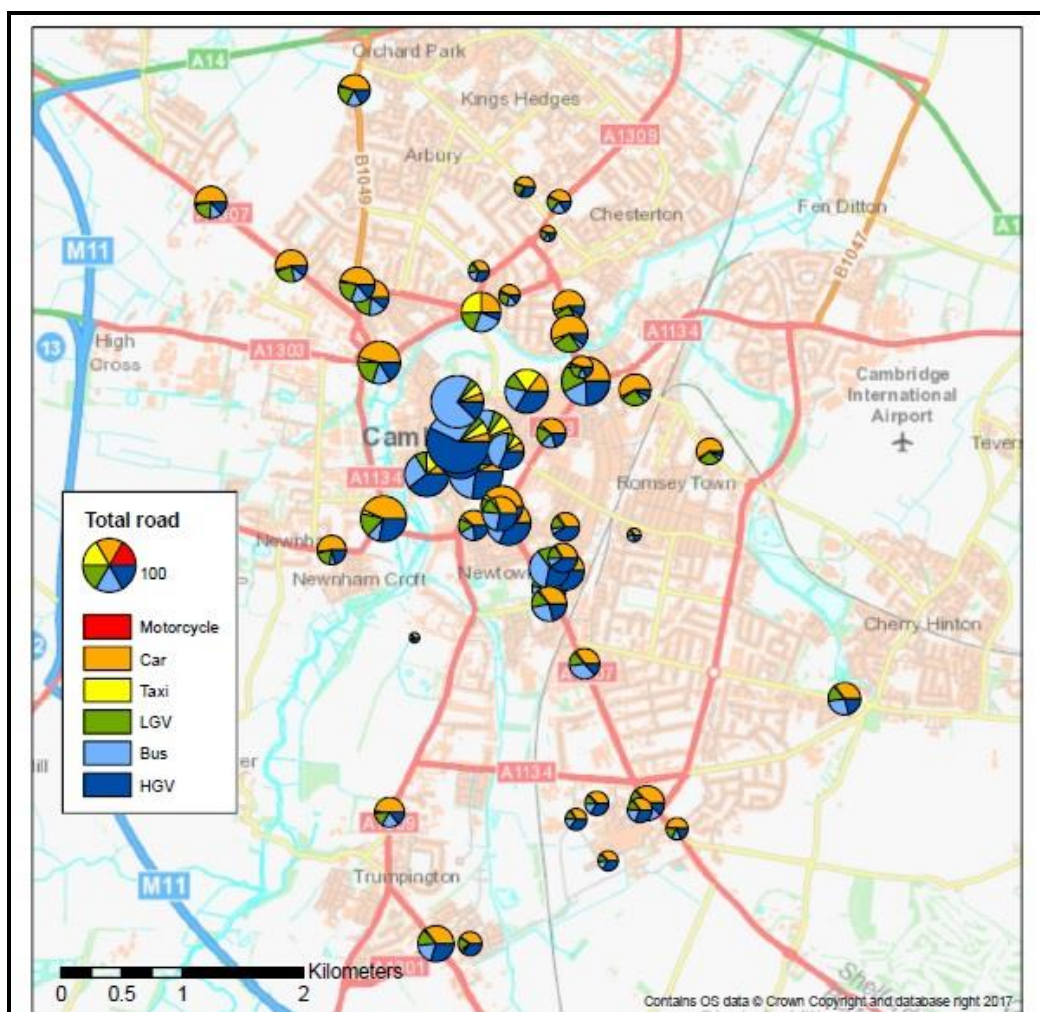


Figure Eleven Source of NOx by vehicle type across Cambridge (CERC, 2017)

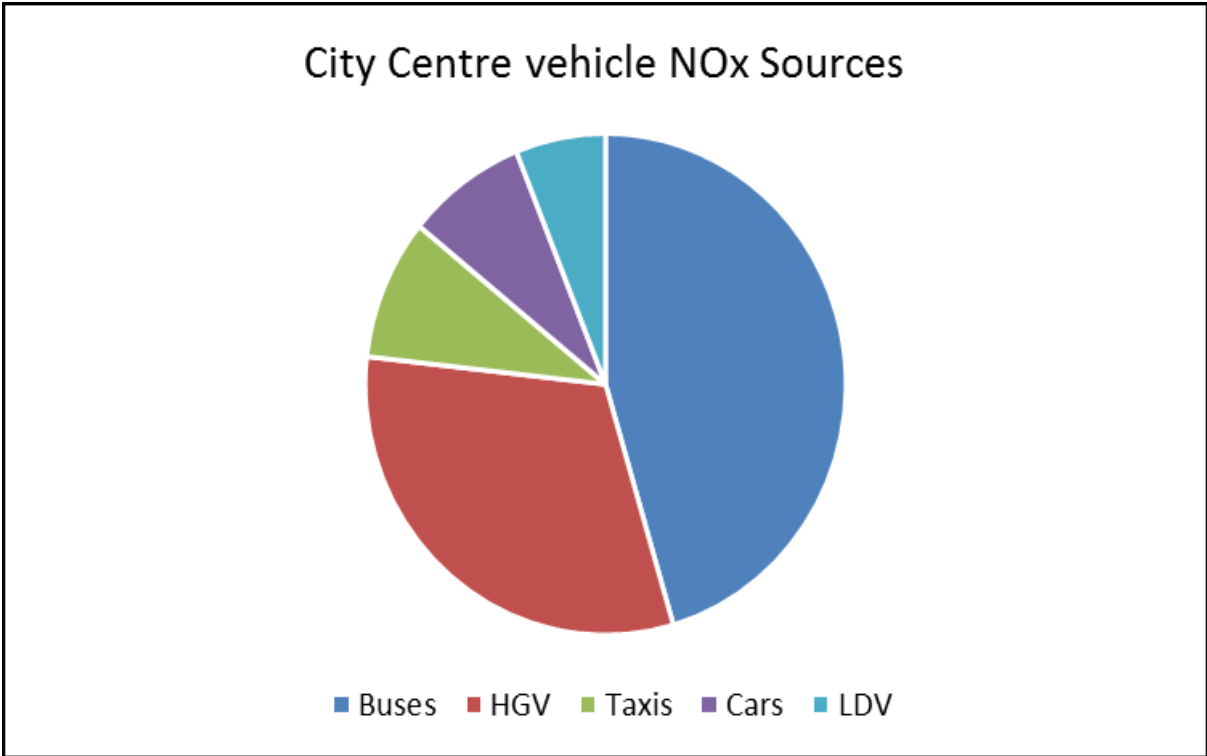


Figure Twelve Relative Vehicle contributions to NOx in Cambridge City Centre

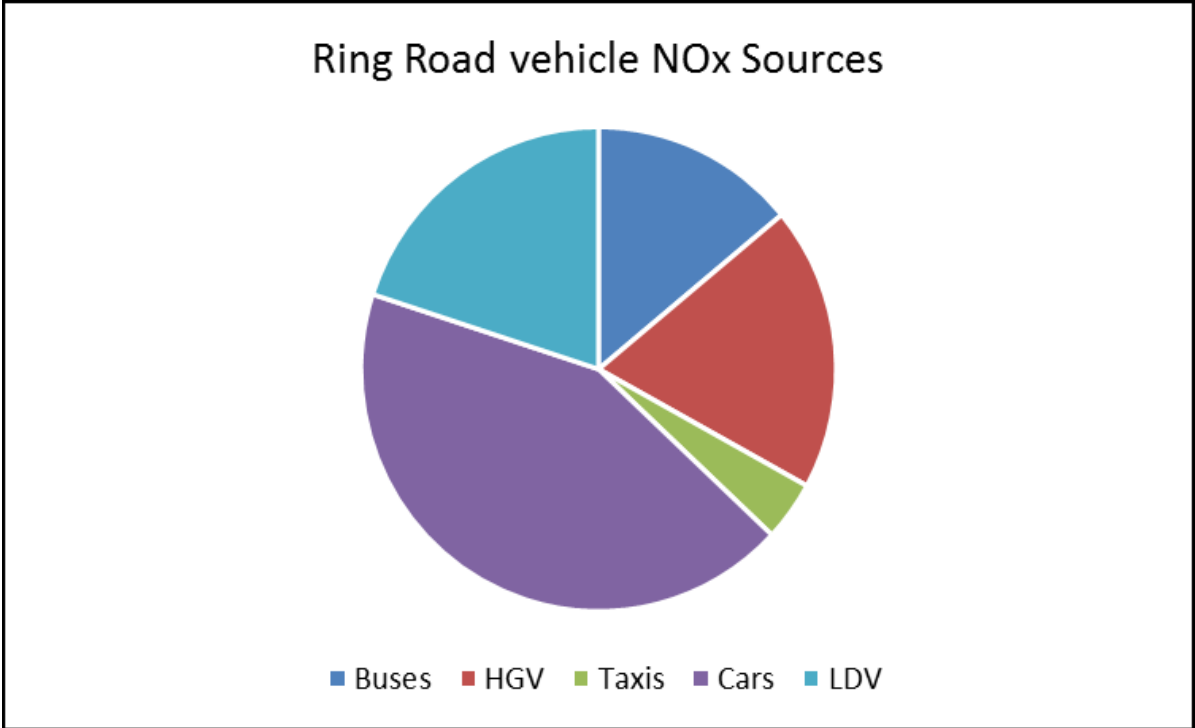


Figure Thirteen Relative Vehicle contributions to NOx on Cambridge Ring Road

Source apportionment of Particulates (including PM₁₀ and PM_{2.5})

Whilst the actions in the Air Quality Action Plan are targeted at reducing levels of nitrogen dioxide to below the legal limits, Cambridge City Council also recognises the importance of reducing levels of particulates, which are harmful to health at any concentration, as discussed above. Particulate levels are measured at four locations in Cambridge; they are currently all below the legal limits.

PM₁₀

Source apportionment using Defra Background maps³² shows that most background PM₁₀ has a regional component (90%), that is, it does not have a local source. However, there is a small traffic related component.

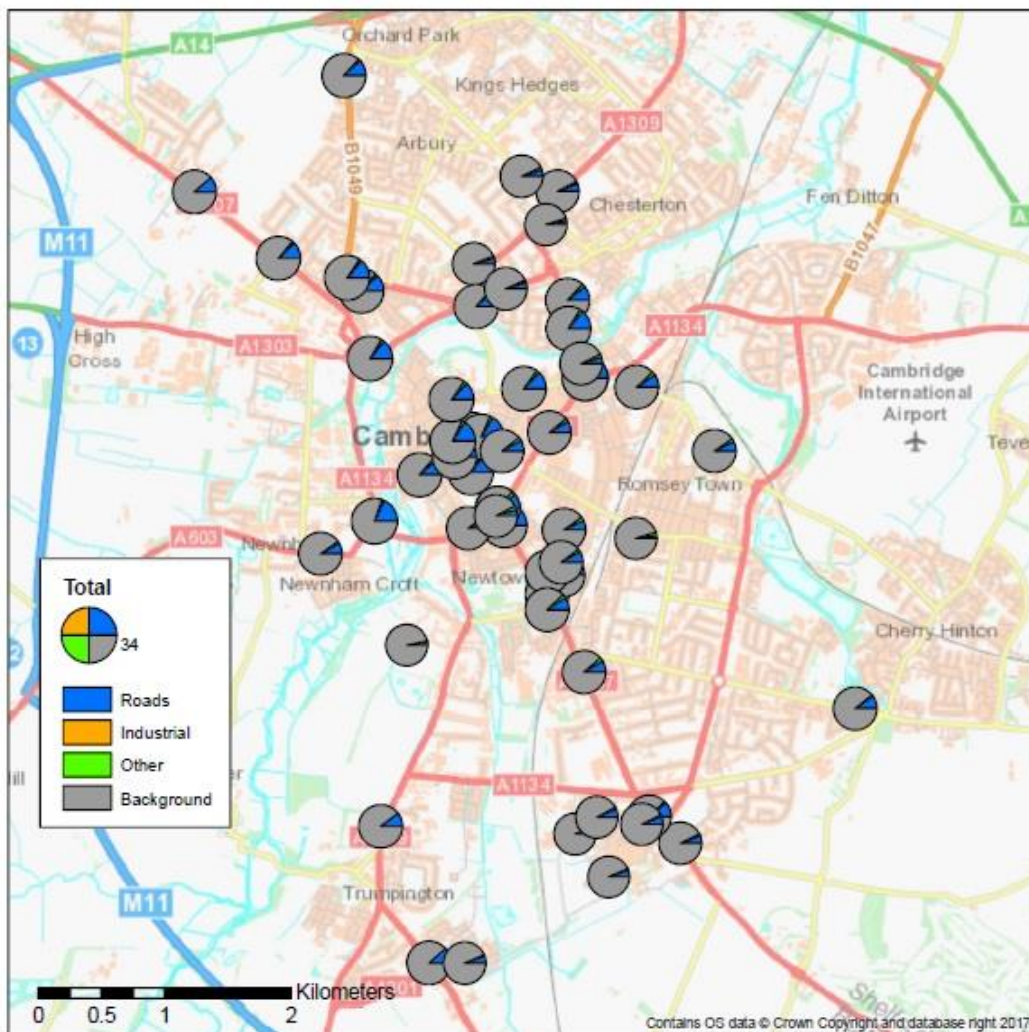


Figure Fourteen Source of PM by type (CERC, 2017)

³² <https://laqm.defra.gov.uk/review-and-assessment/tools/background-maps.html>

The background estimates across Cambridge vary between 15 and 17 micrograms per cubic metre (2016), with an average of 16 micrograms per cubic metre.

PM₁₀ is measured at three locations in Cambridge – Gonville Place, Montague Road (adjacent to Elizabeth Way) and Parker Street. These stations recorded 20 – 22 micrograms per cubic metre annual mean in 2016³³, demonstrating that around 25% of PM₁₀ in Cambridge is locally derived.

The Source Apportionment study demonstrated that most of the additional PM₁₀ in Cambridge results from traffic, with a component from demolition and construction dust.

PM_{2.5}

Source apportionment using the Defra Background maps shows that most background PM_{2.5} has a regional component (95%). The background estimates across Cambridge vary between 11 and 12 micrograms per cubic metre (2016).

PM_{2.5} is measured at two locations in Cambridge – Gonville Place and Newmarket Road. Recent measurements of PM_{2.5} at Newmarket Road indicate that there is a very small roads component in this location (11 micrograms per cubic metre annual mean), but at Gonville Place there is an additional contribution of up to 3 micrograms per cubic metre PM_{2.5}³⁴ (15 micrograms per cubic metre annual mean). Most parts of Cambridge have ‘background’ levels of PM_{2.5} but it appears likely that hotspots are present in locations of high traffic density.

Particulate Matter specific measures

We have considered setting targets for PM_{2.5} reduction, although the potential to achieve significant reduction is limited by the high regional contribution. There are few measures that can be undertaken locally that will specifically reduce PM_{2.5}. These would need to be addressed by national and international measures.

³³ Annual Status Report,
<https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=177&MIId=2570&Ver=4>

³⁴ Annual Status Report,
<https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=177&MIId=2570&Ver=4>

The measures in this Action Plan that address the sources of nitrogen dioxide will also help to reduce particulate matter (PM₁₀ and PM_{2.5}); they include:

- Ensuring that any increase in public transport provision is offset, at least, by improvements in tail-pipe emissions.
- Ensuring that the Public Health perspective is integrated into all transport/traffic policies and Greater Cambridge Partnership plans.
- Ensuring that the Public Health perspective is integrated into planning policies; for example, by developing planning policies in the next iteration of the Local Plan that require a Health Impact Assessment for proposed developments over a certain size. This will ensure that new developments have health considerations at the heart of the scheme and lead to healthier communities.
- Publicity campaigns to provide information about impacts of wood burning/what type of wood to burn and how to burn it efficiently.
- Publicity campaigns about traffic idling.

Cambridge already takes the following measures to address particulate matter levels:

- Demolition and construction dust is controlled by planning conditions requiring demolition and construction management plans.
- Where appropriate, require planning conditions to control non-road mobile machinery emissions.
- Smoke Control Areas cover the central part of Cambridge.
- Control of wood/coal burning from boats via licence/permit mooring agreements.
- Emission standards for low carbon technologies such as gas Combined Heat and Power (CHP) are sought through the use of planning conditions.

3.4 Required Reduction in Emissions

A reduction of Nitrous Oxide emissions of $2.5 \mu\text{g}/\text{m}^3$, or 5.2% is required in Cambridge. This section explains what that means and how this figure has been calculated. Exhaust emissions are a mix of substances including the group nitrous oxides, a mix of nitrogen dioxide and nitric oxide (NO_2 and NO). NO can react with oxygen in the atmosphere to produce more NO_2 . Nitrous oxides (NO_x) define the emissions; nitrogen dioxide is the pollutant of concern. The National Air Quality Objective that Cambridge City Council is legally required to work towards is 40 micrograms Nitrogen Dioxide (NO_2) per cubic metre. Nitrogen dioxide is the specific pollutant that causes harm to human health.

The required reduction in emissions has been calculated in line with Technical Guidance LAQM.TG16³⁵ Chapter 7 (Box 7.6), using an Excel spreadsheet. It is based on the required reduction in the road NO_x concentration at the worst-case relevant exposure location. Details are provided in Appendix C.

The worst-case relevant exposure location in 2016 is $41 \mu\text{g}/\text{m}^3$ (Parker Street). The legally required reduction in the level of nitrogen dioxide is 1 microgram per cubic metre annual mean, from 41 micrograms per cubic metre (Parker Street) to 40 micrograms per cubic metre. From the spreadsheet, the recorded level of nitrogen dioxide in Parker Street equates to a roads NO_x concentration of 47.9 micrograms per cubic metre and a reduction in road NO_x emissions to 45.4 micrograms per cubic metre is required to bring the nitrogen dioxide level to 40 micrograms per cubic metre or less. Thus an emissions reduction of $2.5 \mu\text{g}/\text{m}^3$, 5.2% is required.

However, reducing emissions is only the first strand of the Air Quality Action Plan. The second strand is to ensure that emissions remain at levels below the National Air Quality Objectives (Section 3.2 Planning and Policy) and the third is improve public health by taking action to keep air pollution levels as low as they can possibly be (Section 3.1 Public Health Context).

³⁵ <https://laqm.defra.gov.uk/technical-guidance/>

3.5 Key Priorities

The priorities for Cambridge City Council are to reduce emissions so that concentrations of nitrogen dioxide are below the National Air Quality Objective, the second is to ensure that concentrations of nitrogen dioxide remain at levels below the National Air Quality Objectives; the third is to improve public health by taking action to keep air pollution levels as low as they can possibly be.

- Priority 1 – Reduce emissions in the central areas of Cambridge

The source apportionment shows that traffic emissions are the main source of air pollution in the city, with major contributions from buses and HGVs in the historic city centre and from cars elsewhere. Only a small reduction in emissions is required to meet the National Air Quality Objectives. Completion of the measures in this Plan is expected to ensure that these Objectives are met by the earliest possible date.

- Priority 2 – Reduce emissions across Cambridge

However, the planned growth in population and economic activity in the Greater Cambridge area could threaten the success of an Air Quality Action Plan just considering short term objectives, so this Plan will develop medium-term and long-term strategies and actions to ensure that air quality is considered for the future.

The evolving work currently being carried out by the GCP to tackle congestion in Cambridge will be key to the immediate, medium and long term success of the Air Quality Action Plan. Realisation of the measures being developed is expected to reduce the level of emissions from traffic in general, and from public transport in particular.

- Priority 3 – Keep emissions low in the future

Keeping emissions low, and reducing them further in the future will require ongoing involvement with development and delivery of relevant transport and planning policies, strategies and plans.

The Air Quality Action Plan measures to address the three priority areas have been grouped into seven main themes; these are detailed below.

4 AQAP Measures

The full set of Cambridge City Council AQAP measures (as defined by Defra) is listed in Table 4.1. The most useful measures that will contribute towards reducing air pollution in the shortest possible time have been grouped into thematic sets of measures which relate to the three priorities described above.

Priority 1 - Reducing Emissions in central areas of Cambridge

The source apportionment indicates that road traffic emissions are the main source of NO_x, with buses and HGVs dominant in the city centre, and cars dominant on the inner ring road. Therefore, the most important key actions in relation to this priority are to reduce emissions from traffic; buses and HGV in particular. A significantly lower emission passenger transport fleet will be required to make air quality improvements in central Cambridge and beyond.

There are three main themes for Priority 1; they are reducing emissions from taxis, reducing emissions from buses and coaches, and reducing emissions from HGVs.

Theme 1 – Reduce emissions from Taxis

Measures

46 “Clean Air Zone”

48 Installation of Taxi-only Rapid Charge Points

55 Licensing conditions to require Low Emission Taxis

54 Fee Reduction for Low Emission Taxis

Target – 30% electric or petrol hybrid taxi fleet in Cambridge by 2023 (100% electric or petrol hybrid taxi fleet in Cambridge by 2028).

Cost - £626,000 for Taxi-only Rapid Charge Points, of which £426,000 has been allocated from the Office for Low Emission Vehicles (OLEV), £100,000 has been allocated from Cambridge City Council funds and £100,000 from the Greater Cambridge Partnership. A further £140,245 has been agreed in principle and is expected to be committed (in the February 2018) for fee reductions over 5 years to incentivise low and ultra-low emission taxi uptake.

Benefit – 20 – 30% reduction in emissions from taxis; 1.5 – 4.5% reduction in NO_x

emissions from taxis.

A Feasibility Study undertaken by EST to inform the bid application to OLEV calculated that the installation of 18 Rapid Charge Points and 3 Fast Charge Points would reduce emissions of NOX and PM from Hackney Carriage Vehicles and Private Hire Vehicles by 20 – 30%. This assumes uptake of 67 Hackney Carriage Vehicles and 50 Private Hire Vehicles.

The fee reductions for low emission taxis (check this is detailed somewhere) will cost up to £140,245. This will stimulate the continuing transition to low emission taxis including hybrids and result in further emissions reductions.

Cambridge City Council taxi licensing policy was revised in 2016; the updated policy was agreed in principle by the Licensing Committee in October 2016. The new policy subject to being agreed in March 2018 will offer fee discounts or exemptions for low emission taxis and consider extending the age limit. Dates will be set for newly registered taxis to be low or ultra-low emission.

Any “Clean Air Zone” type of arrangement will act as a further driver for uptake of lower emission vehicles. This project is subject to a feasibility study.

A 30% reduction in NOx emissions from taxis, which are 5 – 15% of the source of emissions in the city centre (Table 1.2) would lead to 1.5 – 4.5% reduction in NOx emissions in central Cambridge, a significant proportion of the 5% required reduction.

Timescale – The first rapid charge points will be in place by the end of the financial year 2017/18. The OLEV funded project runs for 3 years until 2019/20.

Responsibility – These projects will be undertaken by Cambridge City Council and GCP, with input from all partners.

Monitoring progress – Annual uptake targets have been set by OLEV and quarterly reporting is required. Progress will also be reported in the Annual Status Reports as well as to any relevant council Committees.

Theme 2 – Reduce emissions from Buses and Coaches

Measures

02 Quality Bus Partnerships

46 “Clean Air Zone”

56 Lowering emissions from buses and coaches

Target – 100% current regular bus and coach fleet in Cambridge Euro VI or better; all additional buses/coaches to be zero-emission capable.

Cost - TBC

Benefit – 75% reduction in NO_x from buses and coaches; 33% reduction of total emissions in the central part of Cambridge.

Timescale –Year 4 onwards of the Air Quality Action Plan.

Responsibility – These projects will be progressed by Cambridgeshire County Council and GCP, with input from all partners. Bus and coach fleet renewals are without the control of the County Council and the GCP (but they may be a route to access funding).

Monitoring progress – Progress will also be reported in the Annual Status Reports.

Notes

An “Emissions Envelope” method of calculation has already been established and used to inform the Cambridge Bus Emissions Reduction Commitment. This method is used here to establish the reduction in emissions from buses and coaches that could be expected if all of the regular fleet were Euro VI. The current contribution to NO_x emissions in the Core Area from the bus and coach fleet is 135 kg/week NO_x. If all of the Euro V and Euro IV vehicles were replaced with Euro VI, then NO_x emissions from the bus and coach fleet would be 35 kg/week, approximately a 75% reduction. Table 1.2 shows that buses contribute 45% of the NO_x emissions in the city centre, so a reduction of 33% of total emissions could be achieved in the city centre and 15% reduction in NO_x emissions on the ring road.

The continuing improvement of the bus fleet remains the most effective way of reducing emissions and improving air quality in Cambridge.

Notes: We continue to engage with local bus operators through the Quality Bus Partnership (QBP) who made significant fleet investment in 2016. In January 2017 34% of bus journeys kilometres in the Core Area were made with Euro VI, 63% Euro V and only Euro IV (3%). Benefits expected from these improvements in the fleet have not yet been observed in lower air pollution levels in the bus station area; this may be in part because we had under-estimated the volume of HGVs passing through the restricted access Core Area, possibly related to early morning, evening and night-time deliveries.

A replacement Quality Bus Partnership will be required to encourage operators to continue to make fleet improvements. The QBP agreement could also extend the 'Switch Off' policy for Drummer Street to Emmanuel Street and St Andrew's Street to reduce exposure in these locations.

Testing of heavy vehicles with Euro VI engines demonstrate lower emissions of nitrogen oxides (NOx) and exhaust particles (PM) for all types of test cycles, more than 90% lower compared with the emissions from previous, Euro V generations³⁶.

There are two current options to improve emissions from buses:

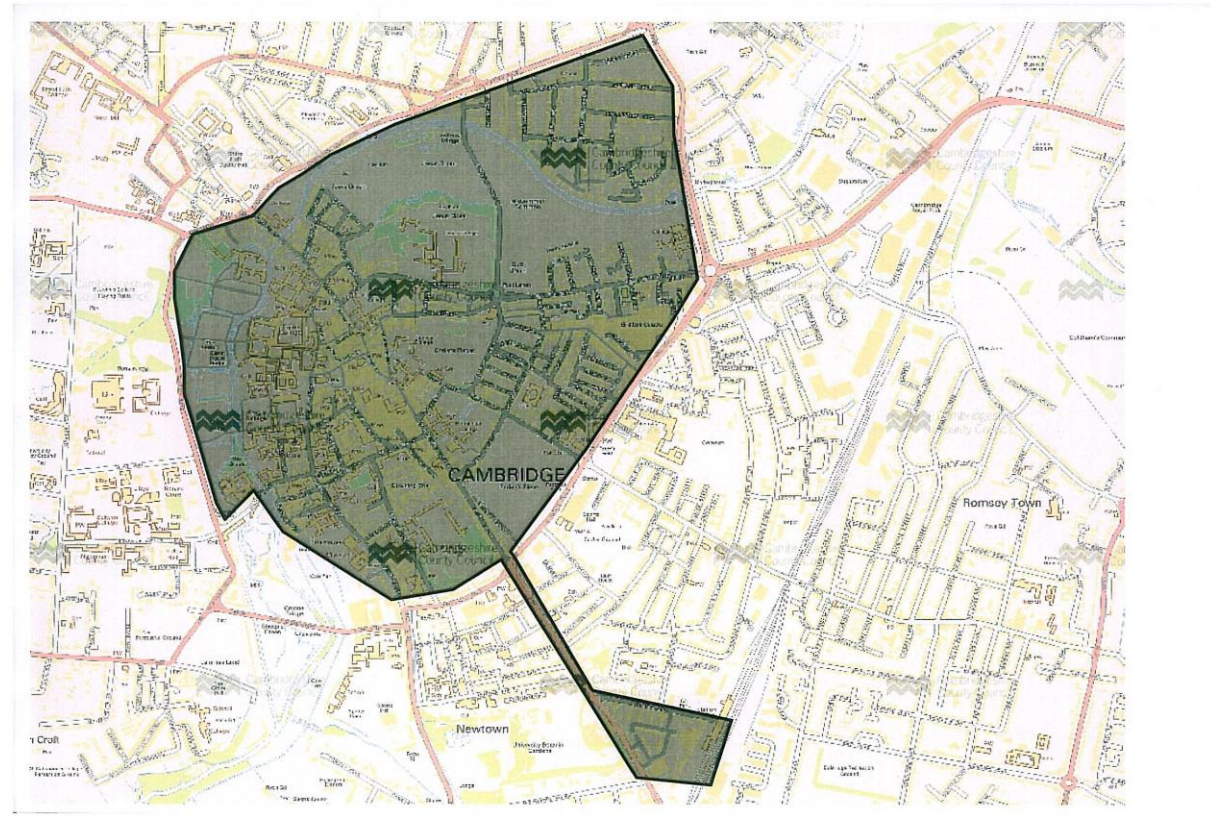
- Buses can be retrofitted with emission technology – accreditation support is provided by the Clean Vehicle Retrofit Accreditation Scheme (CVRAS) which will enable the existing buses to be fitted with proven emission control solutions.
- The Greater Cambridge Partnership City Access Study project has Better Bus Services as one of its measures. This Work Package includes an electric bus fleet options feasibility study and potentially a pilot study.

Emissions reductions will be costed and assessed as project clarity is developed.

The Greater Cambridge Partnership is also considering plans for partial electrification of the fleet/permitting new services to be electric only. These plans are under discussion and would be in place towards the end of this Air Quality Action Plan.

Any additional bus services will require a separate QBP agreement, which would cover air pollution/emissions reduction.

Map of extended Core Area



³⁶ <https://www.toi.no/getfile.php/Publikasjoner/T%C3%98%20rapporter/2015/1407-2015/1407-2015-sum.pdf>

Theme 3 - Reduce emissions from HGVs

Measures

46 11 *“Clean Air Zone”/access restrictions*

17 18 *Last Mile/click and collect*

19 *Unified consolidation centres*

22 *Cycle deliveries*

Target – TBC

Cost - TBC

Benefit – We do not know the composition of the current HGV fleet that drives through Cambridge, so we have made some assumptions to provide an estimate. The benefit has been estimated by assuming that all current HGVs are Euro V and that with the introduction of a “Clean Air Zone”, all would have to be Euro VI, leading to a 90% reduction in emissions (see above). This assumes that there are no Euro VI currently in the fleet – all are Euro IV or lower. From Table 1.2, HGVs are the source of 15 – 60%, so a reduction 13.5% to 54% total NOx emissions could be expected in central Cambridge.

Although, the assumptions made for this estimate are very broad, it is clear that an improvement in the HGV fleet would have a significant impact on emissions in central Cambridge.

The calculations will be revisited when the data from the ANPR study becomes available for analysis. The assumptions will be retested when the form of any “Clean Air Zone” is proposed.

A shift from high emission vehicles to low or zero emission vehicles will also assist in reducing emissions.

Timescale - A “Clean Air Zone” is anticipated to be implemented from Year Three (2020) of this Plan.

Responsibility – These projects will be undertaken by the GCP, with input from all partners.

Monitoring progress - Progress will be reported in the Annual Status Reports.

Notes Greater Cambridge Partnership are actively looking at solutions to reduce the volume of freight deliveries in Cambridge and will seek collaboration with the business community. Important actions that are being evaluated for further investigation include the building of a strong evidence base, gaining understanding of how to incentivise cycle deliveries in the city, looking at P&R sites for Unified Consolidation Centre, Click & Collect opportunities, and working with large employment areas to support collaborative freight consolidation.

Priority 2 - Reducing Emissions across Cambridge

The source apportionment indicates that roads (traffic emissions) are the main source of NO_x, with cars dominant on the ring road. There is one main action for Priority 2; reducing emissions from all traffic.

Theme 4 - Reduce emissions from all traffic/other traffic

Measures

49 51 *Installation of EV charge points for Residents*

50 51 *Installation of EV Charge Points for Non-residents*

46 *“Clean Air Zone”*

Target – Install 6 EV charge points in residential areas in year one (2018), depending upon funding on:

Cost - TBC

Benefit - TBC

Timescale – 2018 onwards

Responsibility – These projects will be undertaken by Cambridgeshire County Council and GCP, with input from all partners.

Monitoring progress - Progress will be reported in the Annual Status Reports.

Notes

A range of measures are proposed to reduce traffic, and thus traffic emissions (that are potentially quantifiable) including:

- “Clean Air Zone” – potentially permitting access to low emission vehicles only. The Greater Cambridge Partnership is undertaking a feasibility study. Data from the ANPR survey will be used to determine the 2017 baseline, then potential options with and without a range of restrictions. (There is a standard traffic mix that could be used as alternative for baseline.)
- Traffic management measures to manage city centre access – potential Core Area extension, with consideration of vehicle displacement.
- Reduce city centre parking, with consideration of provision of alternative modes of access.

Other measures to reduce traffic emissions (that are not potentially quantifiable) are alternatives to private vehicles (such as car clubs), increased use of P&R, Freight and Delivery Management, promoting low emission transport, promoting travel alternatives, public information, traffic management, transport planning and infrastructure. These are all important contributors to the modal shift required to reduce traffic and air pollution in Cambridge; they are included in the list in Table 4.1.

Priority 3 - Keeping Emissions Low in the Future

These measures are not quantifiable, so a qualitative analysis has been undertaken. There are three main sets of measures; they come under the heading of planning policies, improving public health and leading by example.

Theme 5 - Maintaining Low Emissions

Measures

23 Air Quality Policy in Local Plan

24 Air Quality Policy in Joint Local Plan

26 Supplementary Planning Document on air quality and development control

27 28 33 34 35 36 Development of new Air Quality/Planning policies for the Air Quality Action Plan

30 Develop policies in next Local Plan to require Health Impact Assessments (HIA) at Pre-application Stage

Target – Completion and agreement of policies and relevant supporting documents

Cost – not quantifiable

Benefit – not quantifiable

Timescale – 2018 onwards

Responsibility – These projects will be undertaken by Cambridge City Council Environmental Health and Planning officers.

Monitoring progress – will be reported annually in the ASR

Notes

Air Quality and other planning policies in the current Local Plan will continue to ensure that developments coming forwards are assessed for air quality impact and that mitigation is in place.

New policies will be adopted as new mitigation measures come forwards.

Future Local Plans will establish the Planning Policy framework for the good design of future development in the local area. Effective spatial planning will ensure that new communities in Greater Cambridge are well-designed to minimise the need or desire to travel. A clear understanding of excellent design principles will lead to people-focussed place-making and a high-quality, healthy environment. For example, requiring HIA at the pre-application phase for major developments will

ensure that health-based principles are enshrined at an early stage in the design of a development – better by design. The role of the forthcoming Joint Local Plan in improving air quality/public health is subject to ongoing discussions with the planning policy team and this will continue into the future.

Theme 6 - Improving Public Health

Measures

30 Develop policies in next Local Plan to require Health Impact Assessments (HIA) at Pre-application Stage

31 Continuing input into the Joint Strategic Needs Assessment (and any other strategies that come forwards)

58 Active Travel Infra-structure via GCP measures

76 Developing messaging about air quality for information campaigns

Target – Develop a series of articles for each Cambridge Matters edition about public health impacts of air quality

Cost – not quantifiable

Benefit – not quantifiable

Timescale – 2018 onwards

Responsibility – These projects will be undertaken by Cambridge City Council Environmental Health and Cambridgeshire County Council Public Health officers, with input from other relevant officers where required.

Monitoring progress – will be reported annually in the ASR

Notes

Public Health is the driver for air quality improvements. The Public Health role has several strands, with some specific actions, as well as an advisory role in development of plans and strategies.

The first measure will be to prepare a distillation of the extensive evidence base about the impacts of air pollution on public health and present this in an easy to use format. We will then use this information to develop a communications strategy with our communications teams, both for the general public and for local authority officers and decision-makers, to improve understanding of the importance of making changes to improve public health.

Particular emphasis will be made on encouraging a modal shift to active travel which has health benefits as well as reducing the impact of motorised traffic.

Theme 7 - Leading by Example

Measures

60 Travel Plan

53 Reducing emissions from own fleet

Target – increase number of staff not driving to/from work, increase number cycling to work, choosing healthy commuting options

Cost – not quantifiable

Benefit – not quantifiable

Timescale – 2018 onwards

Responsibility – These projects will be undertaken by Cambridge City Council officers.

Monitoring progress – will be reported annually in the ASR

Notes

Cambridge City Council recognises the importance of leading by example; the following measures are already in place and/or ongoing.

Travel Plan

The Cambridge City Council Travel Plan was updated in 2017. This package of measures aims to enable sustainable travel choices to be made, benefitting both the environment (less congestion, fewer emissions to air) and the health and fitness of the workforce. Measures include:

- Targets to increase number of staff not driving to/from work, increase number cycling to work, choosing healthy commuting options
- Public transport discounts
- Provision of pool bikes, including e-bikes
- Provision of pool car/car club membership for occasional travel for work
- Bicycle training
- Annual cycle purchase scheme
- Secure and covered cycle parking, wherever possible
- Annual Travel for Work surveys
- Assistance with travel planning to relocated workplaces

The Travel Plan also includes measures to enabling remote working/agile working

(that is, to avoid unnecessary travel). This is an increasingly important strand of this work because the rising housing costs in Cambridge have resulted in more and more employees travelling further to their workplace location. The ability to work from home is a valuable employee benefit for many staff, saving time and commuting costs. Measures include:

- Ability to work from home, where appropriate
- Technological support for remote working
- Provision of technology for agile working

Lowering Emissions from our own Fleet

Cambridge City Council has historically invested in low emission vehicles. Later vehicles have proven to be more reliable, as well as being ultra-low emission and cost-effective to run and maintain. Around 10% of the fleet, the smaller vehicles, are EV, including the Mayor's car. The Fleet Management Team continues to assess the requirements for vehicular travel and look for low emission transport alternatives wherever practical and realistically priced.

Table 4.1 shows the Cambridge City Council AQAP measures. It contains:

- a list of the actions that form part of the plan
- the responsible departments/organisations that will deliver this action
- expected benefit in terms of pollutant emission and/or concentration reduction, where applicable
- the timescale for implementation

The list is arranged in alphabetical order of EU Measure Category in Column Three, with sub-lists of EU Measure Classification in Column 4, for Defra's reporting purposes. Each EU category has a different background shade to aid inspection of the list. The key measures are highlighted in bold. The specific measures are in Column Two.

Note that not all measures are applicable for Cambridge, and measures will vary in their impact. They are all included for transparency and to demonstrate the breadth of activities across the councils that will help to improve air quality.

The Annual Status Reports will provide updates on implementation of these measures.

Table 4.1 – Air Quality Action Plan Measures (n/a = not applicable)

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
1	Expansion of Park & Ride services	Alternatives to private vehicle use	Bus based Park & Ride	Camb. County Council/ Greater Cambridge Partnership	Ongoing	Ongoing	TBC	n/a	5 P&R sites	Ongoing	More P&R due under Greater Cambridge Partnership arrangements (see text).
2	Quality Bus Partnerships	Alternatives to private vehicle use	Other	Camb. County Council/ Camb City Council/ Greater Cambridge Partnership	Ongoing	Ongoing	QBP agreement for current services and QBP agreements for all new services	No additional pollution	QBP agreement for current services pending; QBP agreements for new services accepted in principle	Ongoing	-
3	Camshare is one strand of the Travel for Cambridge-shire scheme	Alternatives to private vehicle use	Car and lift sharing schemes	TfC, Camb. County Council	In place	In place	n/a	n/a	5,000 members	Ongoing	http://www.travelcambs.org.uk/car-share/
4	Provision of car park places for car club vehicles	Alternatives to private vehicle use	Car Clubs	Parking Services, Camb. City Council	In place	In place	n/a	n/a	16 cars and 1 van in Zipcar club across Cambridge	Ongoing	More spaces will be available, subject to demand from car club providers. Car clubs are commercially viable

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
5	Provision of on-street car parking places for car club vehicles	Alternatives to private vehicle use	Car Clubs	Infrastructure Team, Camb. County Council	In place	In place	n/a	n/a	16 cars and 1 van in Zipcar club across Cambridge	Ongoing	More spaces to be available, subject to demand from car club providers. Car clubs are commercially viable.
6	Require car clubs in new developments via planning policy/ planning condition/ S106 agreements	Alternatives to private vehicle use	Car Clubs	Environmental Health/ Planning Camb. City Council/ district councils	n/a	Ongoing	n/a	n/a	Not recorded.	Ongoing	Forward-thinking developers are already setting aside car club spaces.
7	Require 1 car club vehicle per 100 parking spaces in new residential development, 1 vehicle per 5,000 m2 in non-residential developments	Alternatives to private vehicle use	Car Clubs	Environmental Health/ Planning Camb. City Council/ district councils	n/a	Ongoing	n/a	n/a	Not recorded.	Ongoing	Forward-thinking developers are already setting aside car club spaces. Require where appropriate to mitigate air quality impact.

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
8	Promotion of electric bike hire/hub schemes	Alternatives to private vehicle use	Other	Environmental Health/ Planning Camb. City Council/ district councils GCP	-	-	n/a	n/a	-	-	Nothing in place at the moment.
9	Develop policies to require electric bike charge hubs and parking in new residential areas without off street parking	Alternatives to private vehicle use	Other	Environmental Health and Planning, Camb. City Council/ district councils	-	-	n/a	n/a	-	-	Nothing in place at the moment. Will need to complement existing cycle parking requirements and space implications. Will need to consider if access is open or restricted.
10	Develop policies to promote electric bike charge facilities in workplaces and car parks/ require in new workplaces	Alternatives to private vehicle use	Other	Environmental Health and Planning, Camb. City Council/ district councils	-	-	n/a	n/a	-	-	Nothing in place at the moment. Will need to complement existing cycle parking requirements and space implications. Will need to consider if access is open or restricted.

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
11	No measure proposed	Environmental Permits	Introduction/increase of environmental charges through permit systems and economic instruments	Camb. City Council	-	-	-	-	-	-	Not applicable in Cambridge. These charges are fixed by Defra.
12	No measure proposed	Environmental Permits	Introduction/increase of environmental funding through permit systems and economic instruments	Camb. City Council	-	-	-	-	-	-	Not applicable in Cambridge. These charges are fixed by Defra.
13	No measure proposed	Environmental Permits	Large Combustion Plant Permits and National Plans going beyond BAT	Camb. City Council	-	-	-	-	-	-	Not applicable in Cambridge
14	No measure proposed	Environmental Permits	Measures to reduce pollution through IPPC permits going beyond BAT	Camb. City Council	-	-	-	-	-	-	Not applicable in Cambridge

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
15	Tighter Emission Limit Values for Medium Combustion Plant located in AQMA	Environmental Permits	Other measures through permit systems and economic instruments	Environmental Health, Camb. City Council	under discussion	-	-	-	-	-	Where applicable
16	No measure proposed	Environmental Permits	Tradeable permit system through permit systems and economic instruments	Camb. City Council	-	-	-	-	-	-	Not applicable in Cambridge

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
17	Last Mile delivery based from P&R sites	Freight and Delivery Management	Delivery and service plans	GCP/ Camb. County Council	Under discussion	-	-	-	-	-	Last Mile deliveries using electric car/taxi and/or bikes
18	Click and Collect hubs at P&R sites	Freight and Delivery Management	Freight Consolidation Centre	GCP/ Camb. County Council	Under discussion	-	-	-	-	-	Useful for commuters
19	Unified Consolidation Centres	Freight and Delivery Management	Freight partnerships for city centre deliveries	GCP/ Camb. County Council	Under discussion	-	-	-	Under discussion	-	Initial phase
20	City Centre restrictions	Freight and Delivery Management	Quiet and Out of Hours delivery	Camb. County Council	In place	In place	n/a	n/a	Complete	Ongoing	HGV not permitted in Cambridge Core Area 10 - 4
21	No measure proposed	Freight and Delivery Management	Route Management Plans	Camb. County Council	-	-	-	-	-	-	Nothing in place at the moment
22	Cycle Delivery services	Freight and Delivery Management	Other	Camb. County Council	In place	In place	n/a	n/a	Complete GCP considering further incentives for cycle deliveries	Ongoing	Outspoken Delivery (Cambridge) use specialist cargo-bikes and Electric vehicles. Deliveroo use cycle deliveries for home-delivery of take-away food. These services are commercially viable.

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
23	Air Quality Policy in Joint Local Plan	Policy Guidance and Development Control	Regional planning – Area-wide strategies	Environmental Health/ Planning Joint team City/SCDC	Ideas considered during 2019	Implementation start upon Local Plan adoption	Air Quality policies in joint Local Plan	n/a	Discussion phase	TBC	A joint Plan will be prepared following merger of planning teams, and policies will be aligned. See text.
24	Air Quality Policy in Local Plan	Policy Guidance and Development Control	Other Policy	Environmental Health/ Planning Camb. City Council	Complete	Implementation starts upon Local Plan adoption	n/a	n/a	Local Plans currently being examined	Ongoing from adoption of Local Plan	City and SCDC have separate Local Plans with Planning Inspector.
25	Adopt/ revise	Policy Guidance and Development Control	Low Emissions Strategy	Environmental Health/ Planning Joint team City/SCDC	2018	2020	Completion of new LES	-	In discussion	TBC	SCDC have a Low Emissions Strategy in place. City Council could adopt similar LES or work with SCDC on joint guidance. May be complemented by 'Clean Air Zone'
26	Supplementary Planning Documents	Policy Guidance and Development Control	Air quality Planning and Policy Guidance	Environmental Health/ Planning Joint team City/SCDC	2017	2018 onwards	Input into production of Sustainable Construction and Development SPD	n/a	In preparation	2018	Update of the 2007 Sustainable Design and Construction SPD to provide guidance for policies contained in the emerging Local Plan
27	Air Quality and Planning guidance document	Policy Guidance and Development Control	Air quality Planning and Policy Guidance	Environmental Health/ Planning Joint team City/SCDC	2018	2018 onwards	Update of Air Quality in Cambridge: Developers Guide	n/a	Not yet started	2019	To provide clarity for developers. To be updated as required.

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
28	Develop guidance based on Defra cost-benefit approach to mitigation	Policy Guidance and Development Control	Air quality Planning and Policy Guidance	Environmental Health/ Planning Joint team City/SCDC	2017	2018 onwards	Production of new guidance to support Policy 36	n/a	Under discussion	2019	To provide a clear and simple procedure to ensure that all new developments are adequately mitigated.
29	Sustainable Procurement Guidance.	Policy Guidance and Development Control	Sustainable Procurement Guidance	District councils City/SCDC	In place	In place	n/a	n/a	Complete	Ongoing	Cambs City procurement team have produced a guide for employees "Buying Green in Cambridge City Council", which covers sustainable issues.
30	Develop policies to require Health Impact Assessments (HIA) at Pre-application stage	Policy Guidance and Development Control	Other	Planning and Public Health Districts/ Camb. County Council	In discussion	For the joint Local Plan/future planning policy	-	-	-	TBC	To ensure that Healthy Communities are part of the design, not an optional add-on

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
31	Air Quality input into Joint Strategic Needs Assessments for Transport and for Built Environment	Policy Guidance and Development Control	Other	Public Health/Environmental Health Districts/Camb. County Council	In discussion	Ongoing	-	-	-	Ongoing	To ensure that Healthy Community strategies are embedded into the JSNA.
32	Public Health to be consulted on preparation of SPDs	Policy Guidance and Development Control	Other	Districts/Camb. County Council	In discussion	For the joint Local Plan	-	-	In place	Ongoing	To ensure that positive health policies are enshrined in SPDs
33	Require one slow EV Charge Point for each dwelling with allocated parking (100% coverage)	Policy Guidance and Development Control	Other	Environmental Health/Planning	In progress	Upon adoption of AQAP	-	n/a	Forward-thinking developers are already installing EV charge points.	n/a	In line with NPPF, IAQM guidance and to be incorporated into building regulations. Recommended /require where appropriate to mitigate air quality impact

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
34	Require one slow EV Charge Point for two dwelling with communal parking (50% coverage)	Policy Guidance and Development Control	Other	Environmental Health/ Planning	In progress	Upon adoption of AQAP	-	n/a	Forward-thinking developers are already installing EV charge points.	n/a	In line with NPPF principle and IAQM guidance Recommended/ require where appropriate to mitigate air quality impact
35	Require one fast EV Charge Point for 1,000m ² non-residential floor space	Policy Guidance and Development Control	Other	Environmental Health/ Planning	In progress	Upon adoption of AQAP	-	n/a	Forward-thinking developers are already installing EV charge points.	n/a	In line with NPPF principle and IAQM guidance Recommended/ require where appropriate to mitigate air quality impact
36	Require one rapid EV Charge Point for 1,000m ² non-residential floor space	Policy Guidance and Development Control	Other	Environmental Health/ Planning	In progress	Upon adoption of AQAP	-	n/a	Forward-thinking developers are already installing EV charge points.	n/a	In line with NPPF principle and IAQM guidance Recommended/ require where appropriate to mitigate air quality impact

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
37	CHP emission standards	Promoting Low Emission Plant	Emission control equipment for small and medium stationary combustion plant	District Councils – shared planning policy team	In discussion	Upon adoption of AQAP	n/a	n/a	Informally in place as and when required for mitigation, via planning condition	2018	All gas CHP to meet low emissions standards, Spark ignition engine: less than 150 mgNOx/Nm3 Compression ignition engine: less than 400 mgNOx/Nm3 Gas turbine: less than 50 mgNOx/Nm3
38	Low NOx boilers	Promoting Low Emission Plant	Emission control equipment for small and medium stationary combustion plant	District Councils – shared planning policy team	In discussion	Upon adoption of AQAP	n/a	n/a	Informally in place as and when required for mitigation, via planning condition	2018	All developments to have low NOx boilers, defined as boilers that meet a dry NOx emission rating of 40mg/kWh.
39	No measure proposed	Promoting Low Emission Plant	Low emission fuels for stationary and mobile sources in public procurement	-	-	-	-	-	-	-	Nothing in place at the moment
40	No measure proposed	Promoting Low Emission Plant	Other measures for low emission fuels for stationary and mobile sources	-	-	-	-	-	-	-	Nothing in place at the moment

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
41	No measure proposed	Promoting Low Emission Plant	Public Procurement of stationary combustion sources	-	-	-	-	-	-	-	Nothing in place at the moment
42	Extension of Smoke Control Area	Promoting Low Emission Plant	Regulations for fuel quality for low emission fuels for stationary and mobile sources	Camb City Council	Not at present	-	-	-	-	-	Not being considered - high cost and workload, for minimal impact See also Public Information
43	Restriction on fuel types used on dwellings moored on river	Promoting Low Emission Plant	Regulations for fuel quality for low emission fuels for stationary and mobile sources	Camb City Council	Not at present	-	-	-	-	-	Not being considered - regulations already in place to cover fuel use and smoke nuisance See also Public Information
44	No measure proposed	Promoting Low Emission Plant	Shift to installations using low emission fuels for stationary and mobile sources	-	-	-	-	-	-	-	Nothing in place at the moment

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
45	No measure proposed	Promoting low emission transport	Company vehicle procurement	-	-	-	-	-	-	-	Councils unable to directly influence private business but can use access policies to incentivise change.
46	“Clean Air Zone”	Promoting low emission transport	Low Emission Zone	Camb City Council/ Camb County Council/ Greater Cambridge Partnership	In discussion phase	Following consultation and agreement on final area and permissions to enter.	CAZ in place	TBC	Feasibility study in progress	2019	See text
47	LEV discount offered as part of policy for residents parking permits	Promoting low emission transport	LEV priority parking	Cambs County Council	At committee stage	2018	Discount offered on residents parking permits to Low Emission Vehicles	n/a	Consultation in progress	2019	-
48	Installation of Rapid and Fast EV charge points for taxis	Promoting low emission transport	Alternative refuelling infrastructure	Camb City Council/ South Cambs DC/ Camb County Council/ Greater Cambridge Partnership	2017	2018	Installation of 18 Rapid and 3 Fast EV chargepoints in Cambridge and South Cambridgeshire	1.5 – 4.5% reduction in NOx emissions	TBC First phase plans under way	2020	Funding from OLEV, Greater Cambridge Partnership, Cambridge City Council
49	Installation of EV charge points for residents	Promoting low emission transport	Alternative refuelling infrastructure	Camb City Council/ Camb County Council/ Greater Cambridge Partnership	2017	2018	Installation of 6 EV chargepoints in residential parking zones	n/a	Funding bid about to be submitted	2018	Will depend if funding bid is successful from OLEV

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
50	Installation of EV charge points for non-residents	Promoting low emission transport	Alternative refuelling infrastructure	Camb City Council/ Camb County Council/ Greater Cambridge Partnership	-	-	n/a	n/a	-	-	Some EV already in car parks Would require additional staff and funding to initiate new projects
51	Installation of EV charge points on lampposts, for residents and non-residents	Promoting low emission transport	Alternative refuelling infrastructure	Camb City Council/ Camb County Council/ Greater Cambridge Partnership	-	-	n/a	n/a	-	-	Consider as part of overall strategy to enable EV uptake
52	No measure proposed	Promoting low emission transport	Public vehicle procurement	Camb County Council	-	-	n/a	n/a	-	-	Nothing in place at the moment
53	Procuring low emission vehicles for own fleet where possible	Promoting low emission transport	Public vehicle procurement	Camb. City Council and shared services	In place	Ongoing	n/a	n/a	Ongoing	Ongoing	10 vans and 2 cars on fleet, around 10%. Replacement with low emission versions of larger vehicles will come forwards when cost difference is closer.
54	Fee reduction for low emission taxis	Promoting low emission transport	Taxi emission incentives	Camb. City Council	2016	2018	Minimum of 9 HCV and 5 PHV per annum per annum from 2018/19	1.5 – 4.5% reduction in NOx emissions	Due 2018	-	See text

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
55	Licensing conditions to require low emission taxis	Promoting low emission transport	Taxi Licensing conditions	Camb. City Council	2016	From 2018	Minimum of 9 HCV and 5 PHV per annum from 2018/19	1.5 – 4.5% reduction in NOx emissions	2 EV and 30 petrol hybrid taxis	-	See text
56	Lowering emissions from public service vehicles (buses and coaches)	Promoting low emission transport	Other	Camb City Council/ Camb. County Council/ Greater Cambridge Partnership	Ongoing	Ongoing	100% buses E6 or better No increase in emissions from additional services	Could be significant	35% bus journey kilometres E6 in Cambridge Core Area	-	See text EV buses being considered

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
57	Home-working policies	Promoting Travel Alternatives	Encourage and facilitate home working	TfC Camb County Council Camb City Council	Ongoing	Ongoing	-	n/a	In place	ongoing	To reduce the need to travel to work
58	Active Travel Infrastructure via GCP measures	Promoting Travel Alternatives	Intensive Active Travel campaign and infrastructure	TfC Camb County Council Greater Cambridge Partnership	Not at present	-	n/a	n/a	-	-	Nothing specific in place at the moment
59	Travel for Cambridge-shire	Promoting Travel Alternatives	Personalised Travel Planning	Camb County Council	Ongoing	Ongoing	n/a	n/a	Not recorded.	Ongoing	Can be required for major sites at point of residents moving in to ensure they are aware of all travel options/ options for travel other than private car.
60	Refresh Cambridge City Council Travel Plan	Promoting Travel Alternatives	Other	Cambridge City Council	In discussion	Winter 2017/2018	Adoption of new Travel Plan	n/a	-	Winter 2017/2018	To work and for work
61	Workplace Travel Plan	Promoting Travel Alternatives	Promote use of rail	TfC Camb County Council	In place	ongoing	n/a	n/a	-		Discounts available for TfC partners

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
62	Cycle parking provision in Local Plan	Promoting Travel Alternatives	Promotion of Cycling	Environmental Services/ Planning District councils	In place	Ongoing	n/a	n/a	-	-	To be carried forward to future Local Plans, with standards reviewed where appropriate.
63	S106 agreements for cycling and walking infrastructure	Promoting Travel Alternatives	Promotion of Cycling	Environmental Services/ Planning District councils	In place	Ongoing	n/a	n/a	Ongoing	Ongoing	Part of development/ planning contributions
64	Cycle parking design guide	Promoting Travel Alternatives	Promotion of Cycling	Environmental Services/ Planning District councils	In place	Ongoing	n/a	n/a	In place	In place	https://www.cambridge.gov.uk/sites/default/files/docs/CycleParkingGuide_std.pdf
65	Schemes and grants	Promoting Travel Alternatives	Promotion of Cycling	Camb City Council/ Camb. County Council/	Ongoing	Ongoing	n/a	n/a	-	-	https://www.cambridge.gov.uk/cycling-and-walking
66	Schemes and grants	Promoting Travel Alternatives	Promotion of walking	Camb City Council/ Camb. County Council/	Ongoing	Ongoing	n/a	n/a	-	-	https://www.cambridge.gov.uk/cycling-and-walking
67	Travel for Cambridge shire Travel Plan Services	Promoting Travel Alternatives	School Travel Plans	TfC Camb County Council	Ongoing	Ongoing	n/a	n/a	Not recorded.	Ongoing	Travel Plan Services offer help with writing, developing, maintaining and monitoring as well as support for Travel Plan implementation

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
68	Travel for Cambridge shire Travel Plan Services	Promoting Travel Alternatives	Workplace Travel Plans	TfC Camb County Council	Ongoing	Ongoing	n/a	n/a	Ongoing	Ongoing	Travel Plan Services offer help with writing, developing, maintaining and monitoring as well as support for Travel Plan implementation
69	Travel for Cambridge shire (TfC)	Promoting Travel Alternatives	Other	TfC Camb County Council	Ongoing	Ongoing	n/a	n/a	Ongoing	Ongoing	TfC offers employers a range of services, tools and resources to support sustainable travel choices and commuting behavior, to help save time and money and improve staff health and wellbeing. The aim is to implement effective travel initiatives that promote cycling, walking, public transport and car sharing to work.

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
70	Cambridge Matters magazine	Public Information	Leaflets	Environmental health and Media Team, Camb City Council	Ongoing	Ongoing	n/a	n/a	Ongoing	Ongoing	Delivered to every household in the district. Air quality articles in each quarter
71	Twitter and Facebook	Public Information	Social media	Environmental health and Media Team, Camb City Council	Ongoing	Ongoing	n/a	n/a	Ongoing	Ongoing	As required
72	Provide information on request	Public Information	Radio	Environmental health and Media Team, Camb City Council	As requested	Ongoing	n/a	n/a	Ongoing	Ongoing	As required
73	Provide information on request	Public Information	TV	Environmental health and Media Team, Camb City Council	As requested	Ongoing	n/a	n/a	Ongoing	Ongoing	As required
74	Website	Public Information	Internet	Environmental health and Media Team, Camb City Council	Ongoing	Ongoing	n/a	n/a	Ongoing	Ongoing	Plenty of information and updates on the City Council website ³⁷

³⁷ <https://www.cambridge.gov.uk/air-pollution>

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
75	Publicity campaign	Public Information	Other	Environmental health and Media Team, Camb City Council	In discussion	2018 onwards	n/a	n/a	n/a	-	Ongoing campaign to provide information about air quality and actions
76	Cam-paigns to provide information about impacts air pollution on health	Public Information	Other	Environmental health and Media Team, Camb City Council, PH Camb County Council	Ongoing	2018 onwards	n/a	n/a	n/a	-	Prepare and disseminate information about health impacts
77	Text Alerts when air quality is poor	Public Information	Other	Environmental health, Camb City Council, PH Camb County Council	In discussion	2018 onwards	n/a	n/a	n/a	-	Will require resource to set up
78	Campaign to provide information about impacts of wood burning, what type of wood to burn and how to burn it efficiently	Public Information	Other	Environmental health and Media Team, Camb City Council	Ongoing	2017 onwards	n/a	n/a	n/a	ongoing	Defra have recently produced information leaflets; these are available from the website and publicised in Cambridge Matters

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
79	Publicity campaign	Traffic Management	Anti-idling enforcement	Environmental health and Media Team, Camb City Council	Ongoing	Ongoing	n/a	n/a	-	Ongoing	Anti-idling information in Cambridge Matters
80	Penalty notices for non-compliance	Traffic Management	Anti-idling enforcement	Camb City Council	In discussion	-	n/a	n/a	-	-	Would need additional resource for enforcement Additional by-laws may be required.
81	Expansion of residents' parking schemes	Traffic Management	Emission based parking and permit charges	Highways Team, Camb County Council	2017	2018	Number of parking spaces in schemes	n/a	Discussion phase	Rolling programme	Will limit commuter traffic
82	Wider expansion of residents' parking schemes	Traffic Management	Emission based parking and permit charges	Highways Team, Camb County Council	2017	2019	Number of parking spaces in schemes	n/a	Discussion phase, tentative	Rolling programme	Will further limit commuter traffic
83	Congestion charging or road user	Traffic Management	Road-User charging/ congestion zones	Infrastructure Team, Camb County Council, Greater Cambridge Partnership	Not currently under discussion	TBC	n/a	-	-	-	May be part of a Clean Air Zone.

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
84	Reconfiguration of road space in Cambridge	Traffic Management	Strategic highways improvements	Infrastructure Team, Camb County Council, Greater Cambridge Partnership	In discussion	TBC	Agreement and implementation of schemes	n/a at this stage	n/a	TBC	County/City/ GCP scheme. See text
85	Creation of better cycling and walking on key routes	Traffic Management	Re-prioritisation of road space	Infrastructure Team, Camb County Council, Greater Cambridge Partnership	In discussion	TBC	n/a	n/a	n/a	TBC	County/City/ GCP scheme. See text Also see Transport and Planning Infrastructure
86	Extension of Core Area schemes – limiting access to city centre	Traffic Management	Access management	Infrastructure Team, Camb County Council, Greater Cambridge Partnership	In discussion	TBC	n/a	Could be substantial in Core Area	n/a	TBC	County/City/ GCP scheme. See text
87	No measure proposed	Traffic Management	Testing vehicle emissions	-	-	-	-	-	-	-	Not required.
88	Review of traffic signals in Cambridge	Traffic Management	UTC, congestion management, traffic reduction	Greater Cambridge Partnership	Review in progress	TBC	n/a	n/a	Report due	n/a	GCP study to review existing infrastructure and consider future technology which may improve traffic flow and reduce idling, and could include bus prioritisation.

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
89	Workplace Parking Levy for employers with more than 300 employees in an area to be specified	Traffic Management	Workplace Parking Levy	Camb County Council/ Greater Cambridge Partnership	In discussion	TBC	TBC	n/a	n/a	n/a	County/City/ GCP scheme. See text
90	No new measures planned	Traffic Management	Parking enforcement	Camb County Council	In place	In place	n/a	n/a	n/a	Ongoing	No further action required unless the civil enforcement team take up penalty notices for idling.

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
91	Improvements to bus routes	Transport Planning and Infrastructure	Bus route improvements	Camb County Council/ Greater Cambridge Partnership	In discussion	TBC	n/a	n/a	Ongoing	Ongoing	County/City/ City Deal scheme. See text A1307 Three Campuses/ Cambourne to Cambridge/Histon Road/Milton Road/City Access
92	New and/or improved cycle routes	Transport Planning and Infrastructure	Cycle network	Camb County Council/ Greater Cambridge Partnership	In discussion	TBC	TBC	n/a	Chisholm Trail plans agreed	TBC	County/City/ City Deal scheme. See text. A10 Royston to Cambridge/A1307 Three Campuses/ Cambourne to Cambridge/Histon Road/Milton Road/City Access/Chisholm Trail/Cross City Cycling/Greenways project
93	New and/or improved walking routes	Transport Planning and Infrastructure	Cycle network	Camb County Council/ Greater Cambridge Partnership	In discussion	TBC	TBC	n/a	Chisholm Trail plans agreed	TBC	County/City/ City Deal scheme. See text. A10 Royston to Cambridge/A1307 Three Campuses/ Cambourne to Cambridge/Histon Road/Milton Road/City Access/Chisholm Trail/Cross City Cycling/Greenways project

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
94	Bike Hire schemes	Transport Planning and Infrastructure	Cycle hire scheme		In place	n/a	n/a	n/a	n/a	n/a	Ofo is trialling a bike hire scheme in Cambridge. This is viable without intervention from local authorities.
95	Improvements to P&R sites	Transport Planning and Infrastructure	Public transport improvements – interchanges and stations	Camb County Council/ Greater Cambridge Partnership	In discussion	TBC	TBC	n/a	n/a	TBC	Greater Cambridge Partnership scheme. See text
96	Piloting rural hubs	Transport Planning and Infrastructure	Public transport improvements – interchanges and stations	Camb County Council/ Greater Cambridge Partnership	In discussion	TBC	n/a	n/a	n/a	TBC	Greater Cambridge Partnership, see text
97	New station to serve the hospital and bio-medical campus	Transport Planning and Infrastructure	Public transport improvements – interchanges and stations	Greater Cambridge Partnership with CBC2020 campus	In discussion	TBC	n/a	n/a	n/a	TBC	Unlikely to be completed in the lifetime of this Plan but important for future.
98	No measure proposed	Vehicle fleet efficiency	Driver training and ECO aids	-	-	-	-	-	-	-	Nothing in place at the moment
99	No measure proposed	Vehicle fleet efficiency	Fleet efficiency schemes	-	-	-	-	-	-	-	Nothing in place at the moment
100	No measure proposed	Vehicle fleet efficiency	Promoting Low Emission Public Transport	-	-	-	-	-	-	-	Nothing in place at the moment
101	No measure proposed	Vehicle fleet efficiency	Vehicle retrofitting	-	-	-	-	-	-	-	See under public transport improvement

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
102	Improve air quality by increasing tree cover	-	-	Camb City Council	In discussion	TBC	-	-	Part of arboricultural policy to increase canopy cover.	TBC	Disruption of air flow intercepting particles as well as absorption into leaf tissue. Favour hypo-allergenic species

Appendix A: Key Actions from Air Quality Action Plan 2008

Projects delivered through the past action plan include:

- Lowered pollution from buses and taxis by requiring better vehicle emission standards from operators. Bus operators must have an improvement plan. Taxis have a strict age limit.
- Secured an Air Quality Grant from the government to carry out real-time emissions monitoring in Cambridge to find out how much pollution is coming out of the vehicle exhausts. The Cambridge Real Emissions Project report³⁸ showed that emissions in the city centre are higher than those expected, and that improvements with increasing Euro standard are not always seen. Petrol hybrid vehicles have very low emissions.
- Provided EV charge points in city centre car parks. Both Queen Anne Terrace and Grafton East car parks have charging points available to the public.
- Secured a grant from the Office of Low Emission Vehicles (OLEV) to look at the prospects for an ultra-low emission vehicle (ULEV) taxi fleet in Cambridge. This was used as the basis for a successful application for £426,000 to OLEV for funding for the installation of 21 Rapid and 3 Fast Charge Points for taxis over the next 3 years, to 2020.
- Introduced policies in the Local Plan to prevent worsening of air quality in the centre of Cambridge.
- Reduced emissions from homes in Cambridge through £5m investment in energy saving measures such as solid wall insulation and new boilers
- Provided a guided busway along a former railway line to bring passengers into Cambridge from the west. The Busway carries more than 3.8 million passengers a year and numbers continue to increase.
- Installed real-time public transport information at City bus stops
- Improved existing cycleways and provided more cycle lanes and pathways
- Incorporated air quality into the Joint Strategic Needs Assessment on Transport and Health

³⁸ <https://www.cambridge.gov.uk/air-quality-news>

Appendix B: Source Apportionment data

Table 1.1 Sources of NOx in the Cambridge AQMA.

City Centre NOx sources	Regional background	Other	Industrial	Roads
Downing Street	10%	10%	0%	80%
Emmanuel Street	12%	13%	0%	75%
King Street	8%	8%	0%	84%
Parker Street	7%	8%	0%	85%
Parkside	14%	15%	0%	71%
Pembroke Street	10%	9%	0%	81%
Regent Street	7%	7%	0%	86%
St Andrew's St	6%	6%	0%	89%
AVERAGE	9%	10%	0%	81%
Ring Road NOx sources				
Catholic Church	15%	13%	0%	72%
Chesterton Road	31%	16%	1%	53%
East Road	19%	18%	0%	64%
Elizabeth Way	14%	9%	0%	76%
Gonville Place	12%	11%	0%	78%
Lensfield Road	19%	14%	0%	66%
Maids Causeway	11%	10%	0%	80%
Montague Road	18%	11%	0%	71%
Newnham Road	10%	5%	0%	84%
Northampton Street	11%	9%	0%	79%
Victoria Avenue	13%	8%	0%	79%
AVERAGE	16%	11%	0%	73%

Table 1.2 Vehicle Percentage contributions of NOx in the AQMA

City Centre	Motorcycle	Car	Taxi	LGV	Bus	HGV
Downing Street	0%	10%	14%	8%	28%	39%
Emmanuel Street	0%	8%	9%	6%	63%	13%
King Street	0%	5%	7%	4%	71%	13%
Parker Street	0%	7%	8%	5%	49%	31%
Parkside	0%	9%	8%	6%	46%	31%
Pembroke Street	0%	11%	14%	9%	26%	39%
Regent Street	0%	7%	9%	6%	51%	27%
St Andrew's St	0%	5%	6%	4%	28%	57%
AVERAGE	0%	8%	9%	6%	45%	31%
Ring Road	Motorcycle	Car	Taxi	LGV	Bus	HGV
Catholic Church	0%	31%	3%	14%	23%	28%
Chesterton Road	0%	43%	4%	24%	15%	13%
East Road	0%	39%	4%	20%	17%	20%
Elizabeth Way	0%	55%	4%	25%	5%	11%
Gonville Place	0%	40%	4%	19%	17%	21%
Lensfield Road	0%	39%	4%	15%	18%	24%
Maids Causeway	0%	15%	20%	12%	20%	34%
Montague Road	0%	55%	4%	25%	5%	11%
Newnham Road	0%	43%	3%	17%	9%	28%
Northampton Street	0%	46%	3%	21%	14%	16%
Victoria Avenue	0%	25%	26%	19%	24%	7%
AVERAGE	0%	43%	4%	20%	14%	19%

Appendix C: How the Reduction in road NOx emissions has been calculated

The following is provided as an example of how to calculate the reduction in road NOx emission required to meet the 40µg/m³ annual mean objective for NO₂. The measured or modelled NO₂ at the worst-case relevant exposure location is 45µg/m³. It is based on the required reduction in the road NOx concentration at the worst-case relevant exposure location.

Step 1: Use the NOx to NO₂ calculator (see para 7.86 of Technical Guidance LAQM.TG16³⁹) to obtain the NOx concentration that equates to the 45µg/m³ NO₂, which in this example is 99.0µg/m³.

Step 2: Obtain the local background concentrations of NOx and NO₂ for the year of interest. For this example these are 39.8 and 28.8µg/m³ respectively, from the background maps (see para 7.68 Technical Guidance LAQM.TG16).

Step 3: Calculate the current “road NOx” concentration (road NOx-current), i.e. the difference between total NOx (calculated or measured) and local background NOx. In this example road NOx-current will be 59.2µg/m³ (99.0 minus 39.8µg/m³).

Step 4: Calculate the road NOx concentration required to give a total NO₂ concentration of 40µg/m³, i.e. the annual mean objective (road NOx-required). This can be done using the NO₂ from NOx calculator by entering a total NO₂ concentration of 40µg/m³ along with the local background NO₂ concentrations. The calculator gives the road NOx-required concentration which in this example is 44.3µg/m³.

Step 5: Calculate the road NOx reduction to go from the road NOx-current to the road NOx-required. In this example the road NOx reduction is 14.9µg/m³ (59.2 minus 44.3µg/m³), which represents a 25.2% reduction in road NOx (14.9/59.2 as a percentage).

1. The measured worst-case relevant exposure location in 2016 is Parker Street, where the continuous analyser measured the annual mean nitrogen dioxide to be 41 micrograms per cubic metre. Using the NOx – NO₂ calculator, this calculates the NOx emissions to be 47.87micrograms per cubic metre.
2. The local background concentrations for the relevant kilometre square are 27.60 micrograms per cubic metre NO_x and 18.75 micrograms per cubic metre NO₂.
3. Thus the current road NOx is 47.87 micrograms per cubic metre
4. The road NOx concentration required to give a total NO₂ concentration of 40 micrograms per cubic metre is 45.4 micrograms per cubic metre
5. $(47.87-45.4)/47.87 \times 100 = 5.2\%$.

³⁹ <https://laqm.defra.gov.uk/technical-guidance/>

Appendix D: Development and Implementation of Cambridge City Council AQAP

This AQAP was prepared by the Environmental Health Department of Cambridge City Council under the direction, support and agreement of the Steering Group which is made up of officers and departments across the city and county councils.

Steering Group

This AQAP was prepared by the Environmental Health Department of Cambridge City Council under the direction, support and agreement of the Steering Group which is made up of the following officers and departments:

Cambridge City Council

Joel Carré (Head of Environmental Services)

Yvonne O'Donnell (Environmental Health Manager)

Jo Dicks (Environmental Quality & Growth Manager)

Anita Lewis (Scientific Officer)

Stephen Kelly (Director of Planning and Economic Development)

Julian Sykes (Planning Policy)

Sarah Dyer (Planning Policy)

Cambridgeshire County Council

Jeremy Smith, (Head of Transport & Infrastructure Policy & Funding)

Iain Green (Public Health - for Liz Robin/Linda Sheridan)

Sonia Hansen (Highways)

Hilary Holden and Paul Rowlinson (Greater Cambridge Partnership)

South Cambridgeshire District Council – ex officio

Paul Quigley (Head of Environment Commissioning)

Soraya Hashemi (Scientific Officer)

The Steering Group met 4 times in January, April, July 2017 and January 2018.

Consultation and Stakeholder Engagement

The Steering Group has consulted with the statutory consultees listed below, as required by Schedule 11 of the Environment Act 1995.

The response to our consultation stakeholder engagement is given in Appendix E.

Consultation Undertaken

Yes/No	Consultee
Yes	Defra
Yes	the Environment Agency
Yes	the highways authority
Yes	all neighbouring local authorities
Yes	other public authorities as appropriate, such as Public Health officials
Yes	bodies representing local business interests and other organisations as appropriate

The Air Quality Action Plan will be officially launched and consulted upon following formal adoption at the Environment Scrutiny Committee in March 2018.

The consultation will follow the procedures set out in Cambridge City Council's consultation toolkit⁴⁰ The Air Quality Action Plan is a 'live' document, so will be updated on a regular basis.

⁴⁰ <http://live.drupal.intranet.ccc.local/consultation>

Appendix E: Table A.1 – Summary of Responses to Consultation and Stakeholder Engagement on the AQAP

Consultee	Category	Response	Comment
Anglia Ruskin University	Academic Institution and Employer	Overall a thorough plan with sensible proposals. Suggest establishment of high profile forum for employers and transport providers to co-ordinate promotional activities such Cambridge car-free days/ weeks, cycling competitions, joints events, sharing travel survey data, etc.	Worth consideration, Steering Group will discuss and decide how to proceed.
Cambridge Past Present Future (CambridgePPF)	Local charity	<p>CambridgePPF welcome this comprehensive report, and are in full agreement with the measures to be taken. The only criticism is that they don't go far enough.</p> <p>Recommend: Change the relationship with the bus operators. As one of the two major sources of NOx, buses have to be tackled as soon as possible. We hope that the Quality Bus Partnership will be effective; otherwise alternative means must be sought.</p> <p>Demonstrate commitment by using stronger words for pushing change. For example, '<i>required</i>' would be better than '<i>encouraged</i>'.</p> <p>Reduce all traffic where possible, and ensure incentives to convert to low NOx.</p> <p>Incorporate this work with other proposals across the city so that a wider, more holistic approach is incorporated. This would include the work the Greater Cambridge Partnership and the Mayor are working on, for example.</p> <p>Comments: A great strength of the plan is the solid body of measurements of emissions that's being built up. It provides good evidence to feed into the current plan, and will be an invaluable baseline in the future.</p> <p>We welcome measures to shift the taxi feet towards low pollution vehicles. Although not a high proportion of</p>	<p>The Buses Act 2017 gives potential additional options for working with operators, through two levels of partnership to franchising. The first level of partnership is broadly similar to the current partnership arrangements, although there are more areas that could be included, however, they remain voluntary.</p> <p>There is more potential control under a franchising agreement, but this is something that only the Combined Authority can pursue. The CA is about to commission a review of passenger transport in Cambridgeshire and Peterborough looking at existing provision and future</p>

		<p>emissions at the moment, that may grow; also this is one area where the Council does have control through the licensing system.</p> <p>The other major source, HGVs, is clearly hard to deal with. It also needs additional data from ANPR to identify vehicles. The plan does not make plain how change will be either coerced or incentivised.</p> <p>Cars are less important to total NO_x in the centre, because they are already largely excluded. However at rush hour the congestion affects all traffic, and leads to increased pollution from idling engines of all types. It's disappointing that (as usual) the plan mentions reducing congestion as an important component of air quality measures but shies away from any really effective measure such as road pricing.</p>	<p>options, and is expected to report in the autumn.</p> <p>Air Quality is an integral part of the GCP work. Reducing traffic flow through demand management measures and seeking low emission solutions to freight are part of the GCP remit and are being actively considered.</p>
Cambridge University Hospital	Major local employer	<p>As public health is the overriding driver for action, this Plan could perhaps provide more depth on the impacts and implications of poor air quality. The majority of substantive references relate to PM_{2.5} which is not identified as a priority issue in the Plan – could perhaps do with more on NO₂. Could also identify (schematically) the range of responsibilities/accountabilities from national government through local authorities, business and commercial organisations, public sector, third sector, community to personal.</p> <p>Would like to know the PM₁₀ legal limit and perhaps any advisory on PM_{2.5}.</p> <p>Ability to monitor real-time emissions of a range of pollutants using small sensors could be interesting to describe, incl. results to date and the future of the</p>	<p>Will include more detail on nitrogen dioxide health impact when COMEAP report is issued. Defra require consideration of PM_{2.5} because there is a PHOF indicator for this pollutant.</p> <p>Will consider a schematic, but will need to retain focus on actions.</p> <p>Information now included.</p> <p>Will discuss provision of this information with third party research project directors.</p>

	<p>project. Perhaps an appendix on the measurement/monitoring infrastructure across Cambridge would be helpful – covering permanent, temporary and ad hoc projects.</p> <p>This seems to show Long Road exceeding NAQO but no reference within the document to this breach – i.e. which bit of Long Road, data source, implications and actions.</p> <p>Could usefully include a section on public and commercial organisational travel planning across Gt. Cambridge – not just in relation to planning obligations but as substantive Corporate Social Responsibility responses. The identification, co-ordination and recognition of these initiatives is very important. Delivering better AQ is a shared responsibility. Should also perhaps reference the contribution of third sector organisations and actions that reach into local communities (including maintenance of new residential development travel plans) and promote personal responsibility (from turning engines off in stationary vehicles to the installation of solar panels).</p> <p>The section on the measures would benefit from a textual introductory section that groups together the main sections of content – describing and summarising the pressure-state-response elements in a more approachable and digestible manner.</p> <p>Combustion plant is a significant section but is not referred to in the main body of the plan. Perhaps, as a good news story through successful management etc. it</p>	<p>This information is in the Annual Status Reports to Defra.</p> <p>This measurement is near the junction of Trumpington Road and measures changes in nitrogen dioxide related to traffic. There are no relevant receptors near to the diffusion tube. Housing is set back from the road.</p> <p>Travel planning in the widest sense is an important tool. This is an interesting suggestion for a workstream that could be developed and will be discussed at the Steering Group.</p> <p>Will revisit for update/future versions of Plan.</p> <p>Acknowledged, but need to be aware of the potential NOx contributions from areas of</p>
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		<p>could be highlighted – i.e. managed in Cambridge so as not to materially contribute to the problem.</p> <p>Could CO₂/GHGs be referenced as pollutants in terms of concentration of atmospheric carbon? The medium to long-term effects of climate change on human health are likely to dwarf and exacerbate those referenced in the Plan. This brings in important wider links to the Cambridge Sustainable City programme etc.</p>	<p>substantial new plant in the future.</p> <p>Carbon/climate change is without the remit of LAQM.</p>
Chamber of Commerce		Waiting response	
Defra	Government	Waiting response	
Environment Agency		<p>Comment: Protecting Air Quality is embedded into the EA objectives and at a local level our main responsibility is for commenting on the contribution from regulated industry on local air quality. We are encouraged by the references to the Medium Combustion Plant Directive (MCPD) within the document. The changing energy generation market will mean that medium combustion plant, including specified generators (see Statutory Instrument 110 2018), will become a bigger feature across East Anglia and within the Cambridge City Council Local Authority Boundary. We are awaiting further DEFRA clarification on how the MCPD will apply and we suggest we need to ensure a closer partnership, working with Local Authorities, on ensuring that industrial sources do not compromise the improvements that are being made on Air Quality from other measures.</p> <p>Recommend: we would suggest that Cambridge City Council, and the County Council, keeps abreast of the changing regulatory requirements under the</p>	Noted.

		Environmental Permitting Regulations for Specified Generators and Medium Combustion Plant and works closely with the local Environment Agency Installations Team at delivering the air quality requirements from the Environmental Permitting Regulations 2018.	
Marshalls Group	Major local employer	Apologies received.	
South Cambridgeshire District Council		<p>Concern about the practical impact of the Theme One, reduce emissions from taxis, on the movements of the taxis licenced by SCDC, as South Cambs and the City have separate licencing regimes. Will there be any entry restrictions/monitoring introduced as part of this measure? If so, this could result in loss of work for SCDC taxi licence holders as South Cambs is not yet enforcing such taxi licensing policy.</p> <p>There are several funding schemes proposed to assist and speed up this transition. Could this include the SCDC taxis?</p> <p>At SCDC we are moving towards facilitating Taxi dedicated EV charging points at major and commercial developments, however no supporting planning policy as such is yet in place to justify this request.</p> <p>SCDC is a partner in OLEV bid and will benefit from rapid chargers in surrounding villages, (locations yet to be confirmed). Is there a budget within the bid to be allocated to SCDC to assist with E-Taxi transition schemes?</p> <p>Will Theme Two, reduce emissions from Buses and Coaches, restrict movements of services travelling through surrounding villages (SCDC)? Does it include those Buses services run by County or Private Operators? Is the budget for improving bus services to</p>	<p>Entry restrictions on vehicles entering any Clean Air Zone established by the Greater Cambridge Partnership.</p> <p>Many taxi drivers (City and SCDC) are already using petrol-hybrid vehicles as they are more economical to run.</p> <p>This is useful. Provision of EV for all residents could be included as part of LES.</p> <p>No specific budget allocated.</p> <p>Any Clean Air Zone will apply to any services passing through central Cambridge.</p> <p>There is no specific budget</p>

		<p>EU VI is funded by S106? Regarding Clean Air Zone, is that chargeable entry restriction applicable to all type of buses and coaches or specific - standard level entry only?</p> <p>Theme Three, reduce emissions from HGVs will be beneficial if extended to SCDC, however practicalities are yet to be considered.</p> <p>SCDC has similar approach in place for the other themes.</p>	<p>for improving bus services to EU VI. CAZ details are yet to be determined.</p>
University of Cambridge	Academic Institution, Employer and major developer.	<p>Supportive of the Action Plan and proposed measures in general.</p> <p>Comment. The University's draft Transport Strategy sets a target of 75% of work journeys to be made by sustainable modes and the Universal bus service, subsidised by the University, is run with Euro VI vehicles, the cleanest diesel engines available. We feel that that action plan should make reference to actions already being taken by key stakeholders – for example the investment in Euro VI compliant buses for the Universal bus service. In addition, the AQAP should acknowledge that public transport proposals within the Greater Cambridge Partnership area (of which both the City Council and the University are partners) and Combined Authority are evolving rapidly - a lot of the context is already out of date e.g. replacement of WPL with an environmental congestion charge; and the potential for moving towards a mass transit system eg CAM metro.</p> <p>Recommend. Stronger emphasis on the need for the development planning process to deliver workplace travel plans secured through s106 agreements which are effectively monitored and enforced by the planning authorities.</p>	<p>Plan was up to date at time of circulation and checked by GCP partners. Will include a reference to the ongoing rapid evolution of GCP proposals.</p> <p>Will be working on improvements to development planning process during 2018.</p>

		Improve signalling at junctions to improve bus flow; revisit locations of bus stops; driver training for bus drivers; EV charge points for buses	GCP has a signalling improvement project; bus stop locations are revised on an ad hoc basis, EV charge points for buses will be introduced when feasible.
The draft Air Quality Action Plan was sent out to the statutory consultees. However, some individual responses were received from within these organisations. Their responses are set out below.			
John Carroll	Private Individual	The action plan is missing a section that tells one about whether nation/industry wide standards have been reached for the design, charging capacity and fees for charging points. One can see only too easily how the plug on one's car may not fit into the available charging socket or the volt-amp rating is inappropriate for one's particular car. One can also see a 'marvellous' opportunity for ripping off car owners with excessive fees for using charging points. The report makes charging points sound like simply switching on a light. That might not be the case unless considerable thought and international agreements have been made. The lack of this information in the action plan suggests a failure of preparation around a key requirement of the plan (i.e. the success of charging points). This failure can prepare the whole plan to fail or lead to expensive retro-fitting.	These points are being considered as part of the projects to introduce more EV charge points.
Gillian Moore	Private Individual	Reducing pollution from buses, coaches and HGVs should be a higher priority than tackling pollution from taxis. The Council should forbid tourist buses from keeping their engines on when stationary, and should require the	Acknowledged. The themes are not listed in order of priority. There is a working group of officers and members from

		<p>buses to park at Park & Ride sites when they have dropped off their passengers.</p> <p>It will be important not just to reduce emissions through electrification but to reduce traffic, especially by the worst polluters, or at the very least not allow it to grow as Cambridge expands.</p>	<p>both councils looking at these issues.</p> <p>Traffic reduction is an objective of the GCP.</p>
Peter Landshoff	Personal, active member of local organisations.	<p>The number of older people (more susceptible to poor air quality) is increasing.</p> <p>Public transport needs to improve, with more frequent services to all parts of Cambridge and within Cambridge, and at all times of day. Better waiting facilities are required (correct information, shelters, seating) to encourage and enable use.</p>	<p>Noted.</p> <p>Improved public transport offering and facilities will encourage uptake.</p>
Private Individual	Personal	<p>The measures proposed, while heading in the right direction, are failing to grasp the bull by the horns and deal with the primary causes of the problem.</p> <p>The rapid expansion of Cambridge is leading to the problems of a large metropolis.</p> <p>The worst air pollution is near the bus station where many people are exposed.</p> <p>The mandated reduction in emissions is insufficient.</p> <p>The frequency of bus services is insufficient to persuade people out of their cars; on the other hand, many run mostly empty during the day, emitting more pollutants than the equivalent number of cars.</p> <p>Recommends: move jobs out of Cambridge where there is an excess of dormitory over employment accommodation (through the planning process); force buses, taxis, HGV entering the city to be electric; introduce a congestion charge for non-electric cars.</p>	<p>Steering Group will discuss role of spatial planning.</p> <p>Clean Air Zone will reduce emissions from cars, taxis and buses.</p> <p>Electric HGV are not yet available, however GCP are considering how movement of freight will be managed in the future.</p>

Private Group	Residents of Brierley Walk area, north Histon Road	<p>In agreement with the measures.</p> <p>The easiest and most effective way of reducing air pollution is to significantly reduce the number of vehicles using the arterial roads leading into Cambridge.</p> <p>Recommend a new large Park and Ride near to the junction of the B1049 with the A14, either at Impington Farm or on the land between the Holiday Inn and the Guided Bus Way at the foot of the bridge.</p> <p>The three arterial roads on the north and west side of the City, Histon Road (B 1049), Huntingdon Road (A1307) and Barton Road (A603) should have Park and Rides, to accommodate the massive 30 % increase in traffic which is predicted by 2031.</p> <p>The cost of any P&R should be subsidised for parking fees and /or bus fares.</p> <p>Recommend. Retain or replace the hedge along the Histon Road between Blackhall Road and Brownhall Road (to continue to provide residents with privacy and protection from air pollution and vehicle noise) - should proposals to widen the Histon Road to accommodate a bus lane and cycle lanes under the City Deal which would necessitate destroying the hedge.</p>	<p>GCP is looking at new potential P&R site to accommodate traffic growth, as well as expansion and improvement of existing P&R sites.</p> <p>The GCP is considering funding options to subsidise parking at the P&R sites. A final decision had not been confirmed at the time of writing.</p>
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Appendix F: Reasons for Not Pursuing Action Plan Measures

Table B.1 – Action Plan Measures Not Pursued and the Reasons for that Decision

Action category	Action description	Reason action is not being pursued (including Stakeholder views)
	Complete table for all measures that will not be pursued.	Add a 2-3 sentence summary for each action
	To be completed after the launch	

Appendix G: Policy 36 Local Plan 2014

Policy 36: Air quality, odour and dust

Development will be permitted where it can be demonstrated:

- a. that it does not lead to significant adverse effects on health, the environment or amenity from polluting or malodorous emissions, or dust or smoke emissions to air; or
- b. where a development is a sensitive end-use, that there will not be any significant adverse effects on health, the environment or amenity arising from existing poor air quality, sources of odour or other emissions to air.

According to the end-use and nature of the area and application, applicants must demonstrate that:

- c. there is no adverse effect on air quality in an air quality management area (AQMA);
- d. pollution levels within the AQMA will not have a significant adverse effect on the proposed use/users;
- e. the development will not lead to the declaration of a new AQMA;
- f. the development will not interfere with the implementation of the current Air Quality Action Plan (AQAP);
- g. any sources of emissions to air, odours and fugitive dusts generated by the development are adequately mitigated so as not to lead to loss of amenity for existing and future occupants and land uses; and
- h. any impacts on the proposed use from existing poor air quality, odour and emissions are appropriately monitored and mitigated by the developer.

Supporting text:

4.50 Pollution to air can arise from many sources and activities, including traffic and transport, industrial processes, commercial premises, energy generation, agriculture, waste storage/treatment and construction sites. This policy relates to air pollution from all potential sources, in any potential form and includes dust, fumes and odour.

4.51 The primary local impacts on air quality on Cambridge are from road transport and domestic, commercial and industrial heating sources, such that an air quality management area (AQMA) was designated in the central part of Cambridge in August 2004. Pollution to air can also arise from industrial processes, commercial premises, energy generation,

agriculture, waste storage/treatment and construction sites. Despite increasing economic activity and consequent population increases, the application of air quality management and transport policy has not led to an increase in air pollution in Cambridge. It is important to ensure that development proposals continue to contribute to and enhance the natural and local environment throughout their lifetime.

4.52 Applicants shall, where reasonable and proportionate, prepare and submit with their application a relevant assessment, taking into account guidance current at the time of the application. The criteria for requiring a dust risk assessment/management and/or an air quality assessment are set out in the Air Quality in Cambridge Developers' Guide. Some applications may require appropriate pollution prevention or mitigation measures to be acceptable. Some development may also require a permit under the Pollution Prevention and Control Act 1999.

Appendix H: Greater Cambridge Partnership projects

Greater Cambridge Partnership projects

The A10 Royston to Cambridge Foot and Cycleway

A high quality, consistent foot and cycle link extend from Cambridge all the way through to Royston, aligning with the A10 route.

The A1307, Three Campuses to Cambridge

Provision of better bus, walking and cycling options for commuters along the A1307, linking communities and employment sites between Haverhill and Cambridge.

The preferred options include:

- bus lanes along the A1307 in Linton and between Babraham and Cambridge
- bus-only road from Babraham Road Park & Ride to the Cambridge Biomedical Campus
- new Park & Ride site near the A11
- high-quality cycle routes
- safe walking routes
- road safety improvements between Horseheath and Linton

Cambourne to Cambridge

A bus priority scheme which aims to create better bus journeys between Cambourne and Cambridge, and improve cycling and walking links.

The Chisholm Trail

A new walking and cycling route, creating a mostly off-road and traffic-free route between Cambridge Station and the new Cambridge North Station. It will link to Addenbrooke's Hospital and the Biomedical Campus in the south to the business and science parks in the north.

The north-to-south route which closely follows the railway line, provides a quicker and safer route across Cambridge. It would be largely off-road or along quiet streets, avoiding busy junctions and would link up green spaces in Cambridge including: Coldham's Common, the Leper Chapel Meadows and Barnwell Lake area, and Ditton Meadows (as well as Stourbridge Common beyond).

City Access

This package of proposed measures aims to tackle congestion within Cambridge by the creation of a transport system that meets the needs of our growing city. It plans to achieve a reduction in peak-time traffic levels in Cambridge by 10-15% by 2031.

It aims to help more people get into, out of and around the city by sustainable means, offer better alternatives to travel by car and boost economic growth and quality of life.

The City Access package of proposed measures include:

- pedestrian and cycling infrastructure
- public space and air quality
- better bus services
- travel planning
- smart technology
- traffic management
- workplace parking levy
- on-street parking management (including Controlled Parking Zones)

Cross City Cycling

A cycling scheme made up of five different projects across Cambridge.

- Each scheme aims to improve walking and cycling links to schools and employment centres.
- They will help to reduce congestion and improve air quality, health and road safety.

The Greenways project

This aims to establish a high-quality network of 12 separate routes into Cambridge from surrounding towns and villages, from approximately five to ten miles away. They will primarily be commuter cycle paths, but with additional benefits for pedestrians, horse riders and leisure users.

- A 'Greenway' will be an attractive route segregated from traffic or on quiet roads. The aim is to increase levels of cycling and walking, to reduce congestion as the city grows and to improve the health of the population. Parts of each route exist already, but some may need significant improvement or have missing links.

The Histon Road project

This aims to improve the bus, cycle and walking infrastructure to make these options a more attractive alternative to travel by car.

- Bus priority measures could include: bus lanes, smart signals to prioritise buses, and side-road closures to reduce the need for signals, which add to journey times along the road.

The Milton Road project

This plans to provide faster and more reliable bus journeys into the city, as well as safe and high-quality cycling and pedestrian facilities along its length.

Smart Cambridge was established as a programme by the City Deal Board in August 2015, bringing together local businesses, researchers, councils and partners to explore how data, innovative technology and better connectivity can help to transform the way people use the city's transport network, reduce congestion and boost the local economy.

Rapid Mass Transit Strategic Options Appraisal

An independent review of overground and underground transport options for the Greater Cambridge area to assess a range of options and their impact and viability for supporting economic growth, improving accessibility and connectivity, and addressing current congestion and delay in and around the city.

- The transport modes to be considered in the review include light rail, monorail, bus rapid transit, affordable very rapid transport (AVRT) as well as any others to be put forward by the chosen consultant.
- The Rapid Mass Transit Strategic Options Appraisal was published in January 2018 (available [here](http://scams.moderngov.co.uk/documents/s104227/Cambridge%20Mass%20Transit%20-%20CAM%20Proposition_for_Jan%202018%20Meetings_v3.pdf) http://scams.moderngov.co.uk/documents/s104227/Cambridge%20Mass%20Transit%20-%20CAM%20Proposition_for_Jan%202018%20Meetings_v3.pdf).
- Joint project with Combined Authority

Smart Signals

The Greater Cambridge Partnership has agreed to fund a study of the city's traffic signals. The aspiration is to understand the current provision and what might be possible in the future, to consider options for managing the flow of people across the transport network and enabling sustainable transport priority.

Glossary of Terms

Abbreviation	Description
AQAP	Air Quality Action Plan - A detailed description of measures, outcomes, achievement dates and implementation methods, showing how the local authority intends to achieve air quality limit values'
AQMA	Air Quality Management Area – An area where air pollutant concentrations exceed / are likely to exceed the relevant air quality objectives. AQMAs are declared for specific pollutants and objectives
AQS	Air Quality Strategy
ASR	Air Quality Annual Status Report
Defra	Department for Environment, Food and Rural Affairs
EU	European Union
LAQM	Local Air Quality Management
NO ₂	Nitrogen Dioxide
NO _x	Nitrogen Oxides
PM ₁₀	Airborne particulate matter with an aerodynamic diameter of 10µm (micrometres or microns) or less
PM _{2.5}	Airborne particulate matter with an aerodynamic diameter of 2.5µm or less

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Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the [Public Sector Equality Duty](#) to have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther, Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk or phone 01223 457046. Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, (graham.saint@cambridge.gov.uk or 01223 457044).

1. Title of strategy, policy, plan, project, contract or major change to your service:
Cambridge Air Quality Action Plan, 2017 - 23
2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)
Not available
3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?
<p>To improve air quality and thus public health in Cambridge</p> <p>Air pollution in parts of Cambridge is above the EU Limit Values and the National Air Quality Objectives for Nitrogen Dioxide and therefore an Air Quality Action Plan was declared in 2004. A joint Air Quality Action Plan was adopted in 2008, which is now due for review and update. Cambridge City Council has a statutory responsibility to work towards reducing levels of air pollution under the Local Air Quality Management regime and may be fined if EU targets are not achieved.</p> <p>Poor air quality causes illness and vulnerable people - the old, the young and the already unwell - are most likely to suffer. Public Health data attributed 257 premature deaths in Cambridgeshire in 2010 to Particulate Air Pollution, compared with 34 from Road Traffic Accidents.</p> <p>Most air pollution in Cambridge is caused by traffic, around 65-80%, depending upon location. Air quality will remain under pressure due to the growth of the City and beyond as more people and jobs come to the area to live and work. Work to date has focussed on constraining traffic, through traffic restriction and planning policy, and accelerating improvement in the EURO engine standards of Bus and Taxi fleets. Future improvement is dependent on accelerating and stimulating the shift to low and ultra-low emission vehicles for both public and private fleets in combination with continued traffic constraint.</p>
4. Responsible Service
Environmental Health

5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick those that apply)

- Residents of Cambridge City
 Visitors to Cambridge City
 Staff

Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here):

None, other than above.

6. What type of strategy, policy, plan, project, contract or major change to your service is this? (Please tick)

- New
 Major change
 Minor change

7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)

- No
 Yes (Please provide details): Cambridgeshire County Council, Greater Cambridge Partnership

8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?

Yes, Environment Scrutiny Committee March 2015.

9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?

Not applicable

10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

(a) Age - Any group of people of a particular age (e.g. 32 year-olds) , or within a particular age range (e.g. 16-24 year-olds) – in particular, please consider any safeguarding issues for children and vulnerable adults

Will benefit the elderly and very young, as they are more likely to be negatively impacted by poor air quality.

(b) Disability - A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities. (In this section please also include impacts of policies on carers.)

Will benefit those with existing health conditions, especially those with cardio-vascular problems, as they are more likely to be negatively impacted by poor air quality.

(c) Sex – A man or a woman.

Neutral

(d) Transgender – A person who does not identify with the gender they were assigned to at birth (includes gender reassignment that is the process of transitioning from one gender to another)

Neutral

(e) Pregnancy and maternity

There is some evidence indicating that poor air quality can lead to low birth weight.

(f) Marriage and civil partnership

Neutral

(g) Race - The protected characteristic 'race' refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Neutral

(h) Religion or belief

Neutral

(i) Sexual orientation

Neutral

(j) Other factors that may lead to inequality – in particular – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty

There is some evidence that people in low income groups are more likely to live in areas of poor air quality, so overall this plan should be positive.

11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqlA accordingly.)

Not applicable

12. Do you have any additional comments?

no

13. Sign off

Name and job title of lead officer for this equality impact assessment: Anita Lewis, Scientific Officer

Names and job titles of other assessment team members and people consulted:

Jo Dicks, Environmental Quality & Growth Team Manager

Yvonne O'Donnell, Environment Health Manager

Date of EqIA sign off: 26/02/2018

Date of next review of the equalities impact assessment: 26/02/2020

Sent to Helen Crowther, Equality and Anti-Poverty Officer?

Yes

x No

Date to be published on Cambridge City Council website (if known):

Appendix C Summary table of AQAP measures

Measure No.	Measure	Lead Authority	Progress to Date	Estimated Completion Date	Comments
CAMBRIDGE CITY COUNCIL MEASURES					
4	Provision of car park places for car club vehicles	Parking Services, Camb. City Council	16 cars and 1 van in Zipcar club across Cambridge	Ongoing	More spaces will be available, subject to demand from car club providers. Car clubs are commercially viable. No funding required.
6	Require car clubs in new developments via planning policy/ planning condition/ S106 agreements	Environmental Health/ Planning Camb. City Council/ district councils	Not recorded.	Ongoing	Forward-thinking developers are already setting aside car club spaces.
7	Require 1 car club vehicle per 100 parking spaces in new residential development, 1 vehicle per 5,000 m2 in non-residential developments	Environmental Health/ Planning Camb. City Council/ district councils	Not recorded.	Ongoing	Forward-thinking developers are already setting aside car club spaces. Require, where appropriate, to mitigate air quality impact.
9	Develop policies to require electric bike charge hubs and parking in new residential areas without off street parking	Environmental Health and Planning, Camb. City Council/ district councils	-	-	Nothing in place at the moment. Will need to complement existing cycle parking requirements and space implications. Will need to consider if access is open or restricted.
10	Develop policies to promote electric bike charge facilities in workplaces and car parks/ require in new workplaces	Environmental Health and Planning, Camb. City Council/ district councils	-	-	Nothing in place at the moment. Will need to complement existing cycle parking requirements and space implications. Will need to consider if access is open or restricted.
15	Tighter Emission Limit Values for Medium Combustion Plant located in AQMA	Environmental Health, Camb. City Council	-	-	Where applicable
23	Air Quality Policy in Joint Local Plan	Environmental Health/ Planning Joint team City/SCDC	Discussion phase	TBC	A joint Plan will be prepared following merger of planning teams, and policies will be aligned. See text.

Measure No.	Measure	Lead Authority	Progress to Date	Estimated Completion Date	Comments
24	Air Quality Policy in Local Plan	Environmental Health/ Planning Camb. City Council	Local Plans currently being examined	Ongoing from adoption of Local Plan	City and SCDC have separate Local Plans with Planning Inspector.
25	Adopt/ revise	Environmental Health/ Planning Joint team City/SCDC	In discussion	TBC	SCDC have a Low Emissions Strategy in place. City Council could adopt similar LES or work with SCDC on joint guidance. May be complemented by 'Clean Air Zone'
26	Supplementary Planning Documents	Environmental Health/ Planning Joint team City/SCDC	In prepara-ion	2018	Update of the 2007 Sustainable Design and Construction SPD to provide guidance for policies contained in the emerging Local Plan
27	Air Quality and Planning guidance document	Environmental Health/ Planning Joint team City/SCDC	Not yet started	2019	To provide clarity for developers. To be updated as required.
28	Develop guidance based on Defra cost-benefit approach to mitigation	Environmental Health/ Planning Joint team City/SCDC	Under discussion	2019	To provide a clear and simple procedure to ensure that all new developments are adequately mitigated.
29	sustainable procurement guidance	District councils City/SCDC	Complete	Ongoing	Cambs City procurement team have produced a guide for employees "Buying Green in Cambridge City Council", which covers sustainable issues.
33	Require one slow EV Charge Point for each dwelling with allocated parking (100% coverage)	Environ-mental Health/ Planning	Forward-thinking developers are already installing EV charge points.	n/a	In line with NPPF, IAQM guidance and to be incorporated into building regulations. Recommended/require where appropriate to mitigate air quality impact
34	Require one slow EV Charge Point for two dwelling with communal parking (50% coverage)	Environ-mental Health/ Planning	Forward-thinking developers are already installing EV charge points.	n/a	In line with NPPF principle and IAQM guidance Recommended/ require where appropriate to mitigate air quality impact
35	Require one fast EV Charge Point for 1,000m ² non-residential floor space	Environ-mental Health/ Planning	Forward-thinking developers are already installing EV charge points.	n/a	In line with NPPF principle and IAQM guidance Recommended/require where appropriate to mitigate air quality impact

Measure No.	Measure	Lead Authority	Progress to Date	Estimated Completion Date	Comments
36	Require one rapid EV Charge Point for 1,000m ² non-residential floor space	Environ-mental Health/ Planning	Forward-thinking developers are already installing EV charge points.	n/a	In line with NPPF principle and IAQM guidance Recommended/require where appropriate to mitigate air quality impact
37	CHP emission standards	District Councils – shared planning policy team	Informally in place as and when required for mitigation, via planning condition	2018	All gas CHP to meet low emissions standards, Spark ignition engine: less than 150 mgNOx/Nm3 Compression ignition engine: less than 400 mgNOx/Nm3 Gas turbine: less than 50 mgNOx/Nm3
38	Low NOx boilers	District Councils – shared planning policy team	Informally in place as and when required for mitigation, via planning condition	2018	All developments to have low NOx boilers, defined as boilers that meet a dry NOx emission rating of 40mg/kWh.
42	Extension of Smoke Control Area	Camb City Council	-	-	Not being considered - high cost and workload, for minimal impact See also Public Information
43	Restriction on fuel types used on dwellings moored on river	Camb City Council	-	-	Not being considered - regulations already in place to cover fuel use and smoke nuisance See also Public Information
70	Cambridge Matters magazine	Environmental health and Media Team, Camb City Council	Ongoing	Ongoing	Delivered to every household in the district. Air quality articles in each quarter
71	Twitter and Facebook	Environmental health and Media Team, Camb City Council	Ongoing	Ongoing	As required
72	Provide information on request	Environmental health and Media Team, Camb City Council	Ongoing	Ongoing	As required
73	Provide information on request	Environmental health and Media Team, Camb City Council	Ongoing	Ongoing	As required

Measure No.	Measure	Lead Authority	Progress to Date	Estimated Completion Date	Comments
74	Website	Environmental health and Media Team, Camb City Council	Ongoing	Ongoing	Plenty of information and updates on the City Council website ¹
75	Publicity campaign	Environmental health and Media Team, Camb City Council	Ongoing	Ongoing	Ongoing campaign to provide information about air quality and actions
53	Procuring low emission vehicles for own fleet where possible	Camb. City Council and shared services	Ongoing	Ongoing	10 vans and 2 cars on fleet, around 10%. Replacement with low emission versions of larger vehicles will come forwards when cost difference is closer.
54	Fee reduction for low emission taxis	Camb. City Council	Due 2018	-	See text
55	Licensing conditions to require low emission taxis	Camb. City Council	2 EV and 30 petrol hybrid taxis	-	See text
60	Refresh Cambridge City Council Travel Plan	Cambridge City Council		Winter 2017/2018	Travel to work and for work
62	Cycle parking provision in Local Plan	Environmental Services/ Planning District councils	-	-	To be carried forward to future Local Plans, with standards reviewed where appropriate.
63	S106 agree-ments for cycling and walking infra structure	Environmental Services/ Planning District councils	Ongoing	Ongoing	Part of development/ planning contributions
64	Cycle parking design guide	Environmental Services/ Planning District councils	In place	In place	https://www.cambridge.gov.uk/sites/default/files/docs/CycleParkingGuide_std.pdf
78	Campaign to provide information about impacts of wood burning, what type of wood to burn and how to burn it efficiently	Environmental health and Media Team, Camb City Council	n/a	Ongoing	Defra have recently produced information leaflets; these are available from the website and have been publicised in Cambridge Matters

¹ <https://www.cambridge.gov.uk/air-pollution>

Measure No.	Measure	Lead Authority	Progress to Date	Estimated Completion Date	Comments
79	Anti-idling enforcement	Environmental health and Media Team, Camb City Council	Ongoing	Ongoing	Anti-idling information in Cambridge Matters
80	Anti-idling Penalty notices for non-compliance	Camb City Council	-	-	Would need additional resource for enforcement Additional by-laws may be required.
102	Improve air quality by increasing tree cover	Camb City Council	Part of arboricultural policy to increase canopy cover.	TBC	Disruption of air flow intercepting particles as well as absorption into leaf tissue. Favour hypo-allergenic species
CAMBRIDGESHIRE COUNTY COUNCIL					
3	Car and lift sharing schemes (Camshare)	TfC, Camb. County Council	5,000 members	Ongoing	Camshare is one strand of the Travel for Cambridge-shire scheme http://www.travelcambs.org.uk/car-share/
20	Out of hours deliveries, freight management, City Centre access restrictions	Camb. County Council	Complete	Ongoing	HGV not permitted in Cambridge Core Area 10 - 4
22	Cycle Delivery services	Camb. County Council	Complete GCP considering further incentives for cycle deliveries	Ongoing	Outspoken Delivery (Cambridge) use specialist cargo-bikes and Electric vehicles. Deliveroo use cycle deliveries for home-delivery of take-away food. These services are commercially viable.
47	LEV discount offered as part of policy for residents parking permits	Camb County Council	Consultation in progress	2019	-
59	Personalised Travel Planning Travel for Cambridgeshire	Camb County Council	Not recorded	Ongoing	Can be required for major sites at point of residents moving in to ensure they are aware of all travel options/ options for travel other than private car.
61	Workplace Travel Plan	TfC Camb County Council	-		Discounts available for TfC partners
67	Travel for Cambridge shire Travel Plan Services	TfC Camb County Council	Ongoing	Ongoing	Travel Plan Services offer help with writing, developing, maintaining and monitoring as well as support for Travel Plan implementation

Measure No.	Measure	Lead Authority	Progress to Date	Estimated Completion Date	Comments
68	Travel for Cambridge shire Travel Plan Services Workplace Travel Plans	TfC Camb County Council	Ongoing	Ongoing	Travel Plan Services offer help with writing, developing, maintaining and monitoring as well as support for Travel Plan implementation
69	Travel for Cambridge shire (TfC)	TfC Camb County Council	Ongoing	Ongoing	TfC offers employers a range of services, tools and resources to support sustainable travel choices and commuting behavior, to help save time and money and improve staff health and wellbeing. The aim is to implement effective travel initiatives that promote cycling, walking, public transport and car sharing to work.
81	Expansion of residents' parking schemes	Highways Team, Camb County Council	Discussion phase	Rolling programme	Will limit commuter traffic
82	Wider expansion of residents' parking schemes	Highways Team, Camb County Council	Discussion phase, tentative	Rolling programme	Will further limit commuter traffic
CAMBRIDGE CITY COUNCIL AND CAMBRIDGESHIRE COUNTY COUNCIL					
30	Develop policies to require Health Impact Assessments (HIA) at Pre-application stage	Planning and Public Health Districts/ Camb. County Council			To ensure that Healthy Communities are part of the design, not an optional add-on For future joint Local Plan
31	Air Quality input into Joint Strategic Needs Assessments for Transport and for Built Environment	Public Health/Environmental Health Districts/ Camb. County Council	-	Ongoing	To ensure that Healthy Community strategies are embedded into the JSNA.
32	Public Health to be consulted on preparation of SPDs	Districts/ Camb. County Council	In place	Ongoing	To ensure that positive health policies are enshrined in SPDs
57	Home-working policies	Camb County Council Camb City Council	In place	Ongoing	Reduce the need to travel

Measure No.	Measure	Lead Authority	Progress to Date	Estimated Completion Date	Comments
65	Promotion of cycling with Schemes and grants	Camb City Council/ Camb. County Council/	Ongoing	Ongoing	https://www.cambridge.gov.uk/cycling-and-walking
66	Promotion of walking with Schemes and grants	Camb City Council/ Camb. County Council/	Ongoing	Ongoing	https://www.cambridge.gov.uk/cycling-and-walking
76	Campaigns to provide information about impacts air pollution on health	Environ-mental health and Media Team, Camb City Council, PH Camb County Council	n/a	-	Prepare and disseminate information about health impacts
77	Text Alerts when air quality is poor	Environ-mental health, Camb City Council, PH Camb County Council	n/a	-	Will require resource to set up
CAMBRIDGE CITY COUNCIL AND CAMBRIDGESHIRE COUNTY COUNCIL, AND THE GREATER CAMBRIDGE PARTNERSHIP					
1	Expansion of Park & Ride services	Camb. County Council/ Greater Cambridge Partnership	5 P&R sites	Ongoing	More P&R due under Greater Cambridge Partnership arrangements (see text).
2	Quality Bus Partnerships	Camb. County Council/ Camb City Council/ Greater Cambridge Partnership	QBP agreement for current services pending; QBP agreements for new services accepted in principle	Ongoing	
8	Promotion of electric bike hire/hub schemes	GCP/ Camb. County Council	-	-	Nothing in place at the moment.
17	Last Mile delivery based from P&R sites	GCP/ Camb. County Council	-	-	Last Mile deliveries using electric car/taxi and/or bikes
18	Click and Collect hubs at P&R sites	GCP/ Camb. County Council	-	-	Useful for commuters

Measure No.	Measure	Lead Authority	Progress to Date	Estimated Completion Date	Comments
19	Unified Consolidation Centres	GCP/ Camb. County Council	Under discussion	-	
46	"Clean Air Zone"	Camb City Council/ Camb County Council/ Greater Cambridge Partnership	Feasibility study in progress	2019	See text
48	Installation of Rapid and Fast EV charge points for taxis	Camb City Council/ South Cambs DC/ Camb County Council/ Greater Cambridge Partnership	TBC First phase plans under way	2020	Funding from OLEV, Greater Cambridge Partnership, Cambridge City Council
49	Installation of EV charge points for residents	Camb City Council/ Camb County Council/ Greater Cambridge Partnership	Funding bid about to be submitted	2018	Will depend if funding bid is successful from OLEV
50	Installation of EV charge points for non-residents	Camb City Council/ Camb County Council/ Greater Cambridge Partnership	-	-	Some EV already in car parks Would require additional staff and funding to initiate new projects
51	Installation of EV charge points on lampposts, for residents and non-residents	Camb City Council/ Camb County Council/ Greater Cambridge Partnership	-	-	Consider as part of overall strategy to enable EV uptake
56	Lowering emissions from public service vehicles (buses and coaches)	Camb City Council/ Camb. County Council/ Greater Cambridge Partnership	35% bus journey kilometres E6 in Cam-bridge Core Area	-	See text EV buses being considered

Measure No.	Measure	Lead Authority	Progress to Date	Estimated Completion Date	Comments
58	Active Travel Infra-structure via GCP measures	TfC Camb County Council Greater Cambridge Partnership	-	-	Nothing specific in place at the moment
83	Congestion charging or road user charging	Infra-structure Team, Camb County Council, Greater Cambridge Partnership	-	-	May be part of a Clean Air Zone.
84	Reconfiguration of road space in Cambridge	Infra-structure Team, Camb County Council, Greater Cambridge Partnership	n/a	TBC	County/City/ GCP scheme. See text
85	Creation of better cycling and walking on key routes	Infra-structure Team, Camb County Council, Greater Cambridge Partnership	n/a	TBC	County/City/ GCP scheme. See text Also see Transport and Planning Infrastructure
86	Extension of Core Area schemes – limiting access to city centre	Infra-structure Team, Camb County Council, Greater Cambridge Partnership	n/a	TBC	County/City/ GCP scheme. See text
88	Review of traffic signals in Cambridge	Greater Cambridge Partnership	Report due	n/a	GCP study to review existing infrastructure and consider future technology which may improve traffic flow and reduce idling, and could include bus prioritisation.
89	Workplace Parking Levy for employers with more than 300 employees in an area to be specified	Camb County Council/ Greater Cambridge Partnership	n/a	n/a	County/City/ GCP scheme. See text
91	Improvements to bus routes	Camb County Council/ Greater Cambridge Partnership	Ongoing	Ongoing	County/City/ City Deal scheme. See text A1307 Three Campuses/ Cambourne to Cambridge/Histon Road/Milton Road/City Access

Measure No.	Measure	Lead Authority	Progress to Date	Estimated Completion Date	Comments
92	New and/or improved cycle routes	Camb County Council/ Greater Cambridge Partnership	Chisholm Trail plans agreed	TBC	County/City/ City Deal scheme. See text. A10 Royston to Cambridge/A1307 Three Campuses/ Cambourne to Cambridge/Histon Road/Milton Road/City Access/Chisholm Trail/Cross City Cycling/Greenways project
93	New and/or improved walking routes	Camb County Council/ Greater Cambridge Partnership	Chisholm Trail plans agreed	TBC	County/City/ City Deal scheme. See text. A10 Royston to Cambridge/A1307 Three Campuses/ Cambourne to Cambridge/Histon Road/Milton Road/City Access/Chisholm Trail/Cross City Cycling/Greenways project
95	Improvements to P&R sites	Camb County Council/ Greater Cambridge Partnership	n/a	TBC	Greater Cambridge Partnership scheme. See text
96	Piloting rural hubs	Camb County Council/ Greater Cambridge Partnership	n/a	TBC	Greater Cambridge Partnership, see text
97	New station to serve the hospital and bio-medical campus	Greater Cambridge Partnership with CBC2020 campus	n/a	TBC	Unlikely to be completed in the lifetime of this Plan but important for future.



Item

SHARED SERVICES – 3C Building Control, Shared Waste, Greater Cambridge Planning 2018/19 Business Plans

To:

Councillor Rosy Moore, Executive Councillor for Environmental Services and City Centre

Councillor Kevin Blencowe, Executive Councillor for Planning Policy and Transport

Environment Scrutiny Committee 13 March 2018

Report by:

Stephen Kelly, Joint Director of Planning and Economic Development

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Not a Key Decision

1. Executive Summary

Approval is sought for the 2017/18 business plans for the 3C Building Control, Shared Waste and Greater Cambridge Planning services. The principles of which were approved by this Council on the 13th July 2015 at Strategy and Resources Committee, Environment Scrutiny on 17 October 2014 and Strategy and Resources on 3 July 2017.

The attached business plans reflect the progress that has been made over the last year, establishing and stabilising operational structures, controlling costs, and beginning to deliver on the ambitious objectives of the original business plans. The business plans, along with the strong working relationships between the partner organisations have seen the shared services increasingly support new ways of working, and the potential for greater efficiencies within the organisations particularly around the use of technology and modernisation.

The 2017/18 business plans will be required to be endorsed at all partners individual governance committees. It is therefore recommended that Executive Councillor delegates authority to the Shared Service Management Board to agree final amendments to the business plans in line with comments received from all partner committees.

2. Recommendations

The Executive Councillor for Executive Councillor for Environmental Services and City Centre is recommended:

- 1) To approve the 2018/19 Shared Waste business plan attached as Item 6a of the agenda pack.
- 2) To delegate authority to the Shared Service Management Board to agree final amendments to the business plans in line with comments received from all partner individual Councils

The Executive Councillor for Executive Councillor for Planning Policy and Transport is recommended:

- 3) To approve the 2018/19 3C Building Control and Greater Cambridge Planning Service business plans attached as Item 6b and 6C of the agenda pack.

- 4) To delegate authority to the Shared Service Management Board to agree final amendments to the business plans in line with comments received from all partner individual Councils

3. Background *Page: 3*

- 3.1. In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a lead authority model for shared services, where an agreed lead council would be responsible for the operational delivery of a service. It was also proposed that impacted staff would be employed by the lead council via a Transfer of Undertakings (Protection of Employment Regulations) or TUPE Transfer as it is more commonly known.
- 3.2. The business case to allow building control shared service to move forward were approved at the same time and as a result, the three proposed shared services formally consulted with impacted staff and their representatives over the summer. Subsequently, preparations were made for the implementation phase, with a go-live date of 1st October 2015 (the date from which the nominated lead councils would become the Employing Authority and staff would transfer).
- 3.3 On 3 July 2017, Cambridge City Council and South Cambridgeshire District Council approved a business case for a Greater Cambridge Shared Planning Service. After consultation Cambridge City Council staff are proposed to be TUPE'd to South Cambridgeshire District Council on 1 April 2018.
- 3.4 In October 2014, Cambridge City Council and South Cambridgeshire District Council approved a business case for a Shared Waste Service. After consultation Cambridge City Council staff TUPE'd to South Cambridgeshire District Council.
- 3.5 The partner councils had previously agreed that the achievement of the following outcomes is primary objective of sharing services:
 - Protection of services which support the delivery of the wider policy objectives of each Council
 - Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
 - Savings through reduced managements costs and economies of scale

- Increased resilience and retention of staff
 - Minimise the bureaucracy involved in operating the shared service
 - Opportunities to generate additional income, where appropriate
 - Procurement and purchasing efficiencies, and
 - Sharing of specialist roles which individually, are not viable in the long-term
- 3.5 Since go-live each shared service has been working to review staffing structures, working practices and overall service provision in order to deliver the desired outcomes of the shared service partnership, as outlined above. As the business plans demonstrate, a lot of this work is now complete, providing a stable platform on which to proceed.
- 3.6 A key objective for each of the services has been the development of a set of forward-looking business plans that set out the key priorities, objectives, activities and measures of success for each service. Whilst the content of the business plans is still developing along with the services the plans for 2018/19 can be found at Appendix 1. It is recommended that the business plans are endorsed to enable the Shared Services to work to an agreed direction and deliver against an agreed set of objectives.
- 3.7 The attached business plans have been consulted with the Lead Members at each of the Councils. Their role is to provide advice and oversight, to challenge and recommend for endorsement the shared service business plan and budgets.
- 3.8 2018/19 business plans for 3C ICT, 3C Legal and Shared Internal Audit service will be presented to the Strategy and Resources Scrutiny Committee on 19 March 2018.
- 3.9 As agreed in the original business cases for Shared Services a Shared Services Annual Report for 2017/18 will be presented to this Committee at the meeting scheduled for 2 July 2018. This report will update members on benefits, progress and issues for the financial year 2017/18.
- 3.10 The 2018/19 business plans will be required to be endorsed at all partners individual Executives. It is therefore recommended that Executive Councillors delegate authority to the Shared Service Management Board to agree final amendments to the business plans in line with comments received from all partner committees.

4. Implications

(a) Financial Implications

Financial implications have been included in the budgets at the partner Councils.

(b) Staffing Implications

There are no staffing implications.

(c) Equality and Poverty Implications

An EqIA has been carried out for this project and submitted in July report to Strategy and Resources Committee, no changes.

(d) Environmental Implications

Low Positive Impact.

Reduction in accommodation and energy use associated will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

(e) Procurement Implications

There are no procurement implications.

(f) Community Safety Implications

There are no community safety implications.

5. Consultation and communication considerations

This will be conducted in accordance with the Councils agreed policy.

6. Background papers

These background papers were used in the preparation of this report:

Shared Services Report – Strategy and Resources – 13 July 2015

Shared Waste Report – Environment Scrutiny – 17 October 2014

Shared Planning Report – Strategy and Resources – 3 July 2017

7. Appendices

Shared Waste Service 2018/19 Business Plan

Greater Cambridge Planning Service 2018/19 Business Plan

3C Building Control 2018/19 Business Plan (Exempt Document)

8. Inspection of papers

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

Stephen Kelly, Joint Director of Planning and Economic Development

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Suzanne Hemingway, Strategic Director

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**BUSINESS PLAN FOR
Greater Cambridge Shared Waste Service (GCSWS)
2018/19**

Service Leads		
GCSWS Head of Waste Resources	Trevor Nicoll	
	Cambridge City Council	South Cambridgeshire District Council
Director	Suzanne Hemingway	Mike Hill
Lead Councillor	Cllr Rosy Moore	Cllr Mark Howell

APPROVED BY	Status	Date
M Hill & S Hemingway	Draft	
M Hill & S Hemingway	Final	

Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the regular meetings between Head of Service and 2 Directors. Quarterly performance reports will be submitted to the Waste Board and each organisation's senior management team.</p> <p>An annual review of the service is prepared each year for both organisations to use as required.</p>	
Version FINAL	Date 26/02/2018



SECTION 1 – CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the 2018/19 Business Plan for the Greater Cambridge Shared Waste Service, a shared service for Cambridge City Council and South Cambridgeshire District Council. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

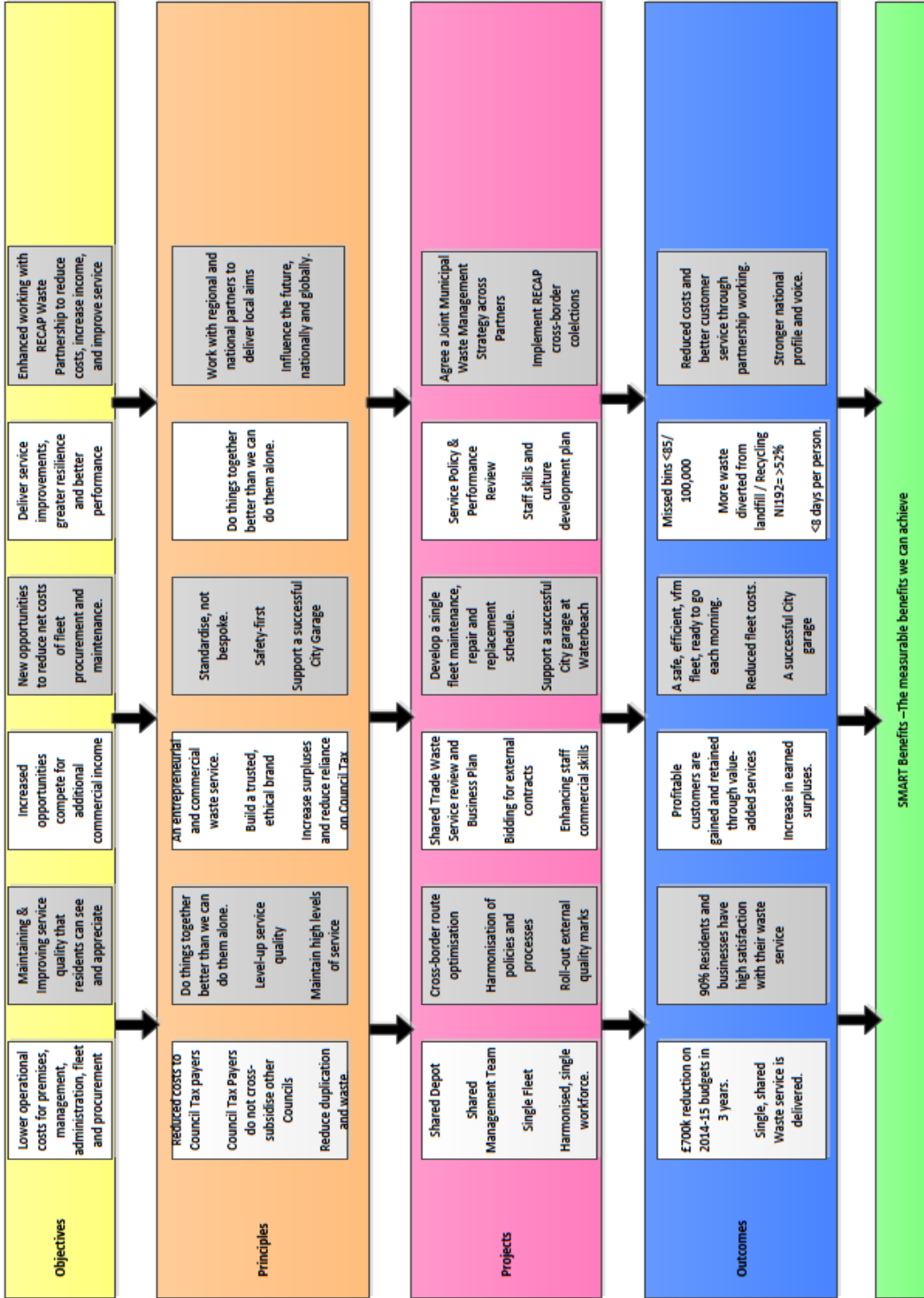
It is envisaged that this business plan will be built on and will be revised as required.

B. DESCRIPTION OF THE SERVICE

Vision

A shared waste service, wholly-owned and run by the local authorities, with a single management structure and workforce, located at Waterbeach Depot using a single fleet of vehicles for residents Cambridge City and South Cambridgeshire.

Vision – A single, shared waste service, wholly-owned and run by the local authorities, with a single management structure and workforce, located at Waterbeach Depot using a single fleet of vehicles for Cambridge City & South Cambridgeshire.



Description of the service

The Cambridge City and South Cambridgeshire Single Shared Waste Service now includes:

	CCC	SCDC	Notes
Domestic Refuse Collection			
- Residual Waste	✓	✓	
- Organic Waste	✓	✓	SCDC operate a monthly winter collection service and provide additional organics bin free of charge. CCC retain the alternate weekly collection service through the winter and charge for additional organics bin.
- Recycled Waste	✓	✓	SCDC and CCC operate a fully co-mingled service.
Policy and communications on Waste Management	✓	✓	
Commercial Waste	✓	✓	
Street Cleansing	x	✓	CCC retains Streets and Open Spaces separate from the GC Shared Waste Services.

The Service collects recycling and waste from 121,581 households and over 25000 commercial customers across both council areas. The Service uses socio-demographic profiling information to gain insight into its customers.

Staffing

All staff in the Shared Service are now employed by SCDC and work on behalf of CCC and SCDC. A Shared Management Team comprises of a Head of Waste; Waste Operations Manager; Waste Policy, Change and Innovation Manager; and Commercial Waste Manager. A re-organisation of wider office based staff has been undertaken in 2016/17 to reflect the business needs of the shared waste service. The current organisational structure of the service is shown in Appendix 1. All staff and vehicles are now located at Waterbeach depot.

Governance

The role of the Shared Waste Board is to:

- oversee delivery of the shared waste service;
- oversee performance within the budget and policy framework set by both Councils
- provide advice and recommendations on waste policy matters to both Councils; and
- deliver the Councils' objectives.

Aims & Priorities

The key objectives of the shared waste service are to:

- deliver a safe and legally compliant service;
- maintain and improve service quality that residents can see and appreciate;
- lower operational costs, particularly in the areas of premises, management, administration, fleet and equipment costs;
- increase opportunities to market and compete for additional business, for instance in relation to



trade waste;

- find new opportunities to reduce net costs in relation to fleet procurement and maintenance;
- achieve service improvements, greater resilience and better performance, through shared knowledge and experience;
- enhance opportunities to work with other Cambridgeshire local authorities via the RECAP Waste Partnership to reduce waste collection and disposal costs, improve income and secure service improvements;
- Deliver the KPIs for the service; deliver the ongoing benefits of a shared service through change and innovation.

Key external stakeholders are:

- Cambridge City and South Cambridgeshire Councils residents and businesses;
- RECAP Partnership (other partners are Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council and Peterborough City Council);
- Elected Members;
- Area Committees and Parish Councils;
- Commercial supply – chain contractors;
- Community Groups and Volunteers – Recycling Champions, Cambridge Sustainable Food, Cambridge Carbon Footprint, Parish and Area groups;
- ICT System Providers;
- Local Media;

C. FINANCIAL OVERVIEW

2018/19 Budget assumptions are as follows:

- Inflation increase of 1% on pay for SCDC staff, 2% on staff still on City payscales
- Inflation on non-pay is at 2.6%
- Fuel is budgeted at the same budget level as last year i.e.:
 - £800k for waste services and £59k for street cleansing based on 2017-18 fuel usage budget (846,000 litres at £1.015 per litre)
- The only other changes for GCSWS built into the base budget were in relation to the bids:
 - £80k growth/staffing
 - £10k for additional landlord costs at Waterbeach depot
 - (£35k) net commercial trade surplus

	2018-19 Waste Collection - SWS £000	2018-19 Street Cleansing - SCDC Only £000	2018-19 Total £000
Staffing	5,053	419	5,472
Premises Related Expenses - inc Depot Running Costs	246	25	271
Transport Related Expenses	2,165	224	2,389
Supplies and Services	463	23	486
Communications	35	0	35
Contracted Services - including waste disposal	1,767	70	1,837
Miscellaneous	21	5	26
Capital Financing Costs	223	113	336
TOTAL GROSS EXPENDITURE	9,973	879	10,852
INCOME	(5,285)	(15)	(5,300)
TOTAL NET EXPENDITURE	4,688	864	5,552



The allocation of costs and income for each authority has until now where possible been based on actuals. Now that the service is integrated in terms of vehicles, crews, and office teams, the basis for allocations has been clarified through the agreement of an MoU (to clarify governance, and cover finance, insurance, etc.). This will then change the current forecast allocations which will be reprofiled in Q2/3 to ensure the realistic year end position of CCC and SCDC is understood as early as possible. Allocations will remain within agreed MTFS budget targets for each Council.

D. STAFFING OVERVIEW

The new office structure is now in place and the embedding of new roles and responsibilities is a focus for the teams, along with training and support for staff during probation and beyond. While the policy team and the number of dedicated Team Managers has reduced, the new structure has added resources to the team overall, a reflection of legal requirements to operate a large fleet, ensuring the health and safety of the workforce and growing the commercial business to continue to provide profit for reinvestment.

Current there are 179 posts within the service, the following tables provide some information and an outline of the current organisational structure is in Appendix 1.

Female	12
Male	167
Grand Total	179

Office	24
Operational	155
Grand Total	179

	SCDC	CITY
Grade 02	71	23
Grade 03	44	19
Grade 04	3	3
Grade 05	6	2
Grade 06	4	1
Grade 07	1	0
Grade 08	1	0
Grade 10	1	0
Total	131	48

Position	Number of Staff
Commercial Waste & Projects Manager	1
Commercial Waste Business Support Officer	1
Commercial Waste Sales Co-ordinator	3
Data Analyst Manager	1
Data Project Support Officer	2
Fleet and Service Asset Manager	1
Head of Waste Resources	1
Mechanical Cleansing Driver	3
Operations Programme Manager	2
Refuse & Recycling Operative	79
Refuse Driver	60
Street Cleansing Operative	13
Team Manager	5
Waste Operations Manager	1

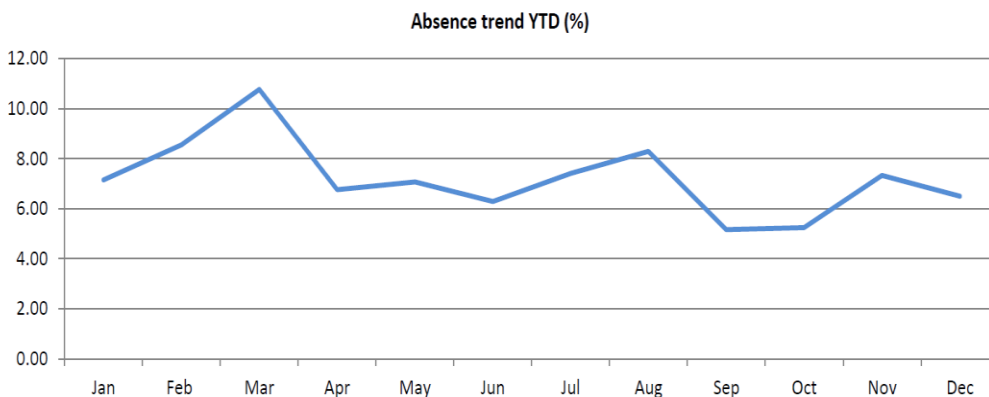
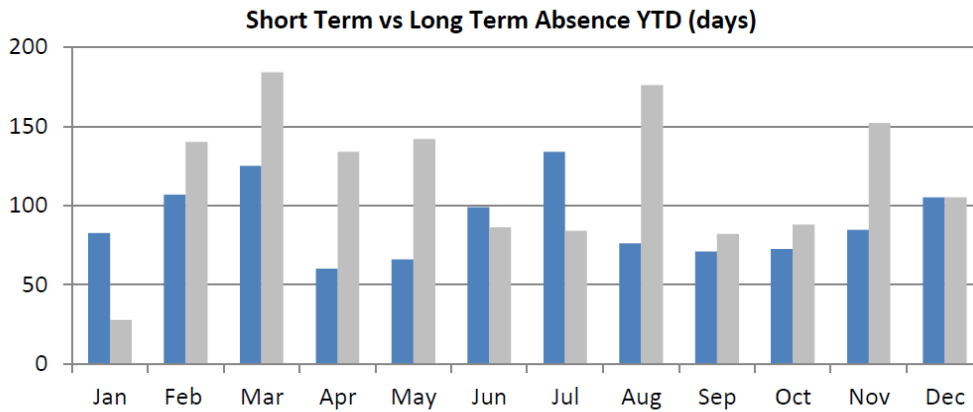
Waste Policy, Change and Innovation Manager	1
Waste Project Officer	5
Grand Total	179

Skills and capacity issues

- Recruitment of Refuse Vehicle drivers – a national shortage has led to difficulties filling vacancies. During 2017/18 continuous processes of recruitment developed, and we have continued our “grow-our-own” approach to take on new trainees.
- Commercial skills – growing our sales, marketing, business development, and cost management skills are key to growing our commercial waste offerings.
- Build a team that are skilled and empower to develop, and embrace new ways of working and processes.
- Need to build staffs IT skills to support developments at all levels.

Sickness issues

During 2017 the service has experienced a high level of sickness both short and long term. An active programme has been implemented in to reduce sickness as the high sickness level will have a direct financial burden on the service as sick drivers and operatives will need to be replaced with agency staff to ensure that all work is completed.





Quarter	Sick days per quarter
01/01/17 - 31/03/17	5.33
01/04/17 - 30/06/17	4.67
01/07/17 - 30/09/17	4.54
01/10/17 - 31/12/17	4.22
Total for 2017	18.76

E. LOOKING BACK; LOOKING FORWARD

Much has been achieved so far in developing a Shared Service, but there is more progress to be made:

Progress in 2015	Joint management team recruited and £140k savings made.
	Co-location of crews and vehicles to Waterbeach depot.
	Joint procurement of wheeled bins – lower cost per bin achieved through economies of scale
	Joint communications planning – sharing knowledge and experience to design and implement targeted behavioural change campaigns.
Progress in 2016/17	Commercial Waste team joined the Service.
	Commercial waste service development review completed.
	Consultation and TUPE transfer.
	Consultation and restructure of staff.
	All remaining staff relocated to Waterbeach depot.
	Domestic round changes planned and delivered.
	Budget review and reallocation.
Progress in 2017/18	Bedding in of major round changes.
	Embedding new roles and activities, including process reviews.
	Fleet management changes – management, maintenance and renewal.
	Move to fully commingled service in SCDC.
	Focus on H&S training and monitoring
	Grow profit of commercial business.
	Deliver a service wide ‘Metal Matters’ recycling focus communications campaign.
	Supported successful procurement of a new, single service management software across service, replacing 2 legacy systems.
	Developed and implement a service identity under the “Greater Cambridge” brand
	Work with RECAP partners on contract reviews and partnership opportunities.
Plans for 2018/19	Ongoing review of round changes.
	Implement new digital end-to-end customer & business processes supported by new, single, shared ICT system.
	Develop and deliver prioritised policy changes, including start times and green waste.
	Confirming the detailed MoU for the service.
	Complete to grow volunteer groups across the whole service area.
	Part 3 agreement review for crew members.
	Develop structured training and validation scheme.
	Continue to focus on H&S of complete operation.

	Grow profit of commercial business.
	Review of SCDC Street Cleansing.
	Lead in the implantation and imbedding of new single service management software across service.
	Service wide material quality campaign to reduce contamination in the recycle.
	Work with RECAP partners on contract reviews and partnership opportunities.
	Review commercial waste structure and roles.

The further success of the service will be observed by

- Achievement of savings defined in the business plan.
- Growth of the Commercial Waste Service
- Fully embed a single shared waste service identity
- Increase in the percentage of waste diverted from landfill
- High level of resident satisfaction with recycling and waste collections
- Creation team that is proud of the service and take pride in their work (in part measured by Successful Collection, Sickness Absence Levels and Staff Survey)
- High level of satisfaction with street cleanliness – South Cambridgeshire

Opportunities and Risks/Threats

Political

- Increasing financial pressures due to reductions in Central Government funding.
- Political policy and legislative changes at local and national level.
- Bolder decision-making and greater scope for innovation.

Economic

- Fluctuations in recyclable materials prices either increasing or decreasing costs or viability.
- Fluctuating fuel prices either increasing or decreasing operational costs.
- Loss of key contractors
- Anticipating customer needs and responding to key competitors in trade waste market

Environmental

- Legislative requirements to collect recyclable materials separately rather than co-mingled may be extended to include additional materials, such as food waste.
- Increasing industry requirements for better quality recyclable materials to compete with virgin materials markets and opportunities to achieve greater income to the authorities.
- Drive to increase proportion of waste diverted from landfill which can call for simplification rather than segregation.

Social

- Ability to meet the demand of housing growth within Cambridge City and South Cambridgeshire and opportunity through this to develop new recycling schemes e.g. underground banks.
- Residents do not use schemes as designed, increasing collection and processing costs and opportunities for closer engagement with communities/policy review to improve recycling behaviours.
- Media interest in plastics and recycling.



Technological

- Re-design of vehicles, bins and ICT to support development of optimised collection schemes.
- Development of integrated systems and software to achieve service efficiencies.

F. COMMUNICATION AND CONSULTATION

Current key messages for the service include:

- Reduce black-bin waste to reduce landfill, its environmental impacts and its costs.
- Re-use and reduce waste – buy what you need, re-use when you can.
- Focus on high quality recycle.
- Recycle, recycle, recycle via your blue bin.
- Support community volunteering groups to keep the environment clean and litter-free.
- Increase reporting of fly-tipping, littering and dog-fouling. We will communicate enforcement successes
- Councils' are actively working together to reduce costs.

A Communication Plan will be developed , to include:

- Evidence based focus for targeted campaigns.
- Internal and external stakeholders.
- Key messages to communicate and timescales.



SECTION 2 – OPERATIONAL PLAN 2017/18

This Section sets out the “Business as Usual” priorities and the activities that Shared Waste Services will undertake to deliver services to residents.

2018/19 will be a year in which we predominantly focus on customer-focused, outward-looking business as usual after a prolonged period of internally-focused operational change. While it is imperative that we take the time to make a new structure and roles work, continue to achieve excellent service delivery while doing so, and carefully track and measure our progress, the Service is committed to refocusing on working with our communities, engaging and influencing residents to achieve recycling behaviour change, and developing our commercial waste offer and service to business customers.

	Priorities for the service	State where these priorities are outlined	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Collect all residents’ and businesses’ bins safely and with great customer service on the due day.	Corporate plans	Fully staffed and trained crews safely collect on safe bin lorries every day	All bins collected No health & safety issues Delivered within budget	A clean, healthy City and District, with highly satisfied residents and Councillors	Michael Parsons



	Priorities for the service	State where these priorities are outlined	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
2	Increase in the percentage of waste diverted from black bins & landfill / Increase quality and quantity of recycle material	Corporate Plans / Joint Municipal Waste Management Strategy (JMWMS)	Reviewing and changing policies to support this. Effective resident and business communications and influencing; Effective enforcement	Reduced tonnage of black bin waste Less recycle in black bins Increased comms Support increased successful flytipping enforcement.	Reduced environmental impact from waste Reduced disposal costs for County Council Increased income from recycled materials sales for the service. Residents change their behaviours.	Rebecca Weymouth-Wood
3	High level of resident satisfaction with waste and recycling collections	Corporate Plans	All bins collected on due day; excellent customer service; excellent response to complaints	Aim for all bins collected (with 99.5% success rate KPI) High number of compliments for waste crews High satisfaction with complaints resolution	Residents happy with the service, understand and fulfil their role in effective waste management.	Michael Parsons



	Priorities for the service	State where these priorities are outlined	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
4	Creation of a GCSWS team that is proud of the Service and take pride in their work	Corporate Plans	Lead and implement the service plan and improvement projects; champion effective communication within the service.	Colleagues feel part of and pride in the service. High staff engagement with service and Councils' priorities High job satisfaction for staff	High staff pride reported High levels of customer service and resident and business satisfaction Commercial customers are gained and retained	Trevor Nicoll



	Priorities for the service	State where these priorities are outlined	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
5	High level of satisfaction with street and environment cleanliness in South Cambridgeshire.	Corporate Plan	<p>Review SCDC street cleansing service to enhance the local environment in partnership with our Parishes and villages.</p> <p>Develop Community-led initiatives to promote and support community litter picks, street sweeping, re-use and recycling projects</p> <p>SCDC Street Cleansing staff out each day as per plan.</p> <p>Support effective enforcement.</p>	<p>Satisfaction survey, analysis of service request information, operational input and complaints</p> <p>Satisfaction survey, analysis of work undertaken and extent of volunteer input</p> <p>Streets and routes, particularly those between rural villages, and trunk road lay-bys and slips roads, are clear of litter.</p> <p>Flytips are collected quickly and effectively investigated and enforced.</p>	A clean, healthy District in which residents and businesses are proud to live and work.	Michael Parsons



	Priorities for the service	State where these priorities are outlined	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
6	Develop the Greater Cambridge Shared Trade Waste Service to help fund waste and recycling across the area.	MTFS Corporate Plan	Sales teams understand customer needs and convert sales Operational teams collect commercial bins on due day with high levels of customer care and satisfaction. Marketing plan in action. Service is reviewed (approach, outcomes, resources and structure).	Increase in customer base with increase satisfaction. Increase in service income. Increased numbers of businesses recycling.	A clean, healthy City and District, with highly satisfied businesses, residents and Councillors. Reduced costs. Councils' MTFS targets achieved.	Greg Hutton-Squire
7	Work with RECAP waste partners to achieve collective cost efficiencies, reduce costs, and minimise waste sent to landfill	JMWMS	Workshops with Members, communities and staff. Active member of the RSOG and Operations panel. Work closely with RECAP Partnership Manager	Clear benefits to routine procurement and major waste management contracts, agreed by Council partners.	Improved savings through better coordination of waste management and communication activities across partners. Reduced waste in black-bins and going to landfill.	Trevor Nicoll / Rebecca Weymouth-Wood / Michael Parsons



	Priorities for the service	State where these priorities are outlined	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
8	Work with RECAP waste partners to activity manage the MRF contract.	JMWMS	Active contract management. Work closely with RECAP Compliance Officer and Amry Cespa.	Reduction of the unit cost of recycle processing via an enhanced rebate.	Improved relationship with contactor for remaining of contract period; improved supply-chain management of material.	Trevor Nicoll / Rebecca Weymouth-Wood
9	Redesign customer and operational processes to improve customer service and reduce costs via the implementation of the new waste ICT system.	Corporate Plan	Strong project management and involvement of multiply service including Customers Service, Resources, ICT and Communication	Improved customer journey and efficacies in the management of the service	10% increase in online transactions 10% increase in calls dealt with at first point of contact	Trevor Nicoll/ Tony Allan/ Jen Holah



SECTION 3: 2018/19 SERVICE DEVELOPMENT ACTIVITIES

Development objective	Continue delivery of a shared waste service programme and achieve remaining outcomes.	Describe the desired outcome – what will it look like when it has been achieved?	Successful integration of services (including processes and ways of working), clear and established basis of operating as a shared service and tracking of savings / efficiencies.	Lead officer	Trevor Nicoll
Is this a Project? (Yes/ No) and description	<p><i>Will the work involve changes to operations, structures and processes? Yes</i> <i>Is the work temporary i.e. does it have a defined start and end? Yes</i> <i>Is the work unique? Yes</i> <i>Will the work give rise to uncertainties and opportunities over and above those typically encountered in the course of business as usual? Yes</i> This is a Programme comprising multiple projects.</p>				
Business Benefits			How will it be measured?		
1. Clarity on and agreement of previous savings and achieve in-year savings according to agreed October 2014 principles.			Service outturn 2018/19		
2. Workable, agreed and implemented MoU for the Service, including financial principles, insurance and governance, and fleet.			Agreed by both SCDC and CCC at the right level.		
3. Implementation of integrated end to end service management system			Delivered within scheduled dates. Provide a saving compared with the current cost of handling end to end customer transaction.		



4. Consideration and delivery of modern operation processes to support the resource and personnel management within the service.		Provide a saving compared with the current cost of handling. Make reporting of management information easier.	
5. Consideration and publication of clear operational policies cover to complete collection area.		Members to agree clear operational policies	
Outputs & products	Resources	Responsible Officer	Target delivery date
1. Agreed set of financial figures from service inception to date.	Led by Head of Service with support from finance and insurance colleagues and directors.	Trevor Nicoll	May 2018
2. MoU in place; service working to it; MTFS revised	Led by Head of Service with support from legal, finance and insurance colleagues and directors.	Trevor Nicoll	May 2018
3. Yotta system implement, including interfaces with customer services, business support, website, vehicles, and finance	Lead by 3C ICT, supported project team.	Tony Allan	July 2018
4. Less staff intensive processes delayed and be operated for PPE, sickness, and holiday management	Lead by Jen Holan and Michael Parsons, with involvement of HR and Team Managers	Michael Parsons	October 2018
5. Published operation policies that enable service to operate at a high standard and deliver operation savings.	Lead by Rebecca Weymouth-Wood, working closely with Waste Board Members and Directors	Rebecca Weymouth-Wood	July 2018



Key risks

- Time available while operational demands remain high.
- Support from Finance on detailed financial assessments.
- Timescales for and clear route for sign-off in each authority.
- In-house licenced staff resource and alternative staffing plans.



Development objective	Development Shared Commercial Waste Service to increase commercial waste income.	Describe the desired outcome – what will it look like when it has been achieved?	Growth in Commercial Waste Service surplus year-on-year by specified amount; reviewed structure and approach to delivery.	Lead officer	Greg Hutton-Squire, with support from Trevor Nicoll.
Is this a Project? (Yes/ No) and description	<p><i>Will the work involve changes to operations, structures and processes? Yes</i> <i>Is the work temporary i.e. does it have a defined start and end? Yes</i> <i>Is the work unique? Yes</i> <i>Will the work give rise to uncertainties and opportunities over and above those typically encountered in the course of business as usual? Yes</i> This is a project.</p>				
Business Benefits			How will it be measured?		
1. Delivery of an additional £35K surplus over 2017/18 budget.			Commercial Waste Service monthly management accounts; and income/expenditure reports.		
2. Reduced costs through service integration / rationalisation.			Reduced operational costs		
3. Revised pricing strategy and Improved commercial skills amongst staff			Increased profitable contracts, customer retention and budget surplus		
4. Increased profitable customer retention, including continued use of weighing.			Increased profitable contracts, customer retention and budget surplus		
5. The operation and structure of the Commercial Waste Service is reviewed and changes implemented to ensure its fitness for purpose and profitability.			Review and recommendation agreed by Directors and supported by Waste Board.		



Outputs & products	Resources	Responsible Officer	Target delivery date
<ul style="list-style-type: none"> • Re- modelled commercial collection rounds • Services harmonisation / process review • Profit • Structure review 	Commercial waste team, with support from Head of Service, finance, policy team (data analysts) and external contractor as required.	Greg Hutton-Squire	October 2017

Development objective	Review of South Cambridgeshire Street Cleansing Service.	Describe the desired outcome – what will it look like when it has been achieved?	An efficient and well planned street cleansing operation routinely achieving standards which are understood and supported by SCDC residents.	Lead officer	Michael Parsons.
Is this a Project? (Yes/ No) and description	<p><i>Will the work involve changes to operations, structures and processes? Yes</i> <i>Is the work temporary i.e. does it have a defined start and end? Yes</i> <i>Is the work unique? Yes</i> <i>Will the work give rise to uncertainties and opportunities over and above those typically encountered in the course of business as usual? Yes</i> This is a project.</p>				
Business Benefits			How will it be measured?		
1. An efficient and realistically resourced programme of street cleansing is designed.			The service is reviewed and re-designed in accordance with good practice.		
2. Value for money is achieved and innovation is encouraged.			The service is benchmarked and value understood; innovation has added value.		
3. The service is operationally ready to achieve the standards set in 2019/20.			Monitoring and feedback will show this.		



Outputs & products	Resources	Responsible Officer	Target delivery date
<ul style="list-style-type: none"> • Revised service standards • Resources plan (vehicles and operatives) • Innovative approaches adopted (e.g. involving volunteers, community payback etc.). 	Street Cleansing Team Managers, Head of Service, finance, policy team and external contractor / project manager as required.	Michael Parsons	October 2018



SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

Priority	Key Performance Indicators	Dependencies (<i>ICT, Finance, Human Resources, accommodation etc</i>)	Key risks to delivery (<i>include how these will be mitigated</i>)
1	% bins successfully collected on due day (target 99.5%)	<p>ICT – resolving current software compatibility issues; ensuring the new ICT solution is fit for purpose and implemented smoothly.</p> <p>Human Resources – whether we have staff available and Agency contracts working well to ensure all crews go out as planned.</p> <p>Vehicles – ensure that we have maintain vehicles via Cambridge City Fleet Service</p> <p>Traffic – Major Road building programme in area.</p>	<p>Progress of 3CICT project; funding needed to deliver 3CICT solution.</p> <p>Sickness absence levels and absence of agency staff cover mean staff are unavailable to collect bins. National shortage of HGV drivers means it is challenging to keep the team fully staffed.</p> <p>Vehicles are replaced at the correct timescale and that fleet management is strong.</p> <p>Monitor road closures and have secondary routes if possible.</p>

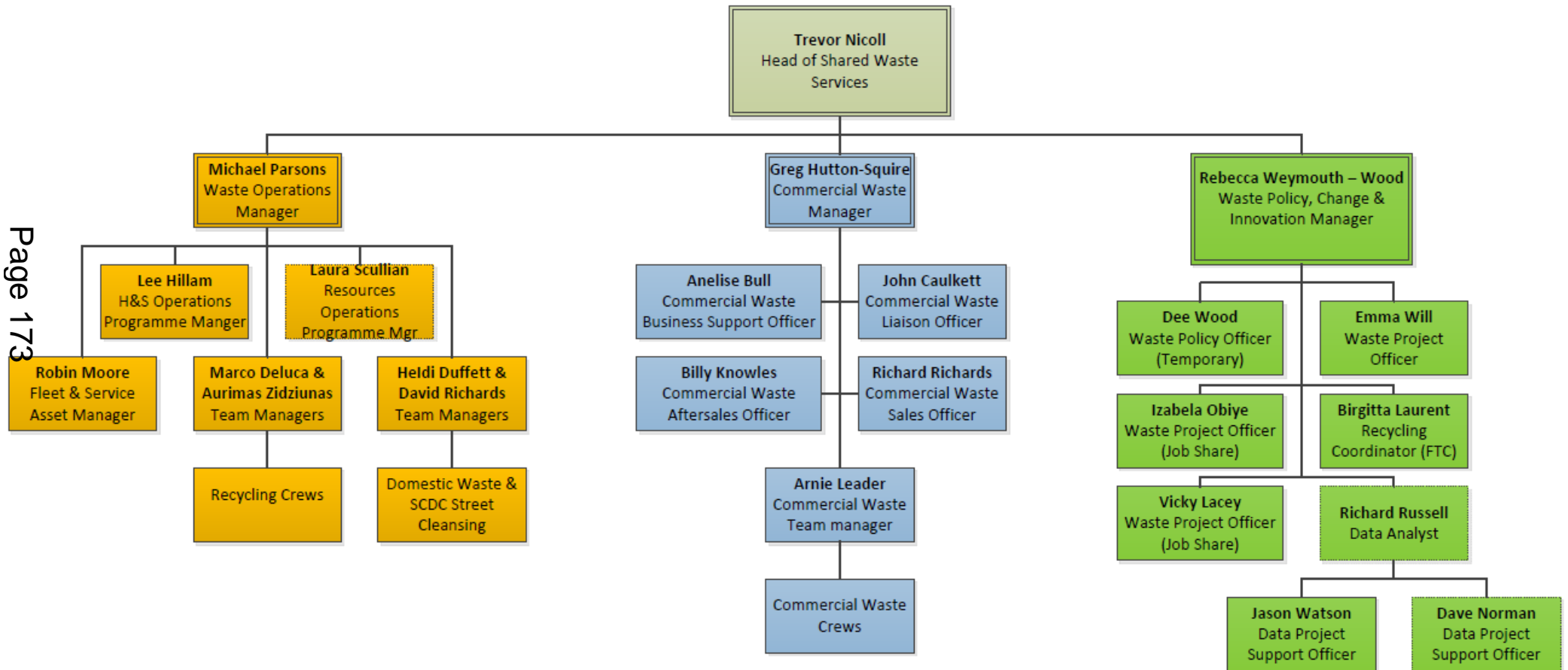


2	% recycling rate (target 50%) and tonnages for each of waste streams	Residents External contractor - Amey.	Resident failing to recycling, This contract is a key risk at present due to global recycling markets uncertainly and quality of material. Strong active management of contractors and good communications to residents will reduce the risk.
3	Sickness absence (days absence / fte) A service target for both long and short term sick for 2018 of 14 days per fte. The sickness outturn for 2017 was 18.76 days per fte	Human Resources – to support managers.	The increased focus on absence management requires line managers to be trained, supported and unwavering. They also need HR support on an ongoing basis, and to take a consistent approach. Early progress is good.

These measures are reported quarterly through the Quarterly reporting to the Waste Board. Additionally the Service records these monthly and we supply these figures as required by each authority.

Appendix 1 – Staff Structure

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BUSINESS PLAN FOR GREATER CAMBRIDGE PLANNING SERVICE 2018/19

Service Leads		
Head of Shared Service	Stephen Kelly	
	Cambridge City Council	South Cambridgeshire District Council
Director	Stephen Kelly	Stephen Kelly
Lead Councillor	Cllr Blencowe	Cllr Turner

APPROVED BY	Status	Date
Management Board	Draft	24/01/2018
Shared Services Partnership Board	Draft	16/02/2018
Joint Advisory Committee	Draft	16/02/2018

CCC/SCDC Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be quarterly at the Shared Service Management Board meetings and then submitted quarterly to the Shared Service Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Quarterly performance reports will be produced to report on performance against key performance indicators agreed in the business plans, budget position and wider benefits.</p> <p>An annual report on the progress of shared services will be produced and presented at the relevant committees of partner authorities in the June/July cycle.</p>	
Version FINAL	Date 26/02/2018



**GREATER CAMBRIDGE
SHARED PLANNING**

Greater Cambridge Planning Service Vision

Vision

“To be recognised as one of the UK’s best planning services demonstrated by quality of outcomes, meeting our targets and cost effectiveness

Objectives

A single, unified "Greater Cambridge" planning capability serving each of the participating Councils.

To build and retain a positive reputation consistent with the aspiration set out in the vision

A shared capacity and capability in a way that seizes opportunities for efficiency whilst providing quality services that meet the needs of users and the community at the lowest net cost.

To be flexible - in deployment and delivery

Principles

1. A single, unified "Greater Cambridge" planning capability serving each of the participating Councils.

- Move to a single employer for all staff
- Service delivery with geographically identifiable (and informed) teams.
- A single “brand” and protocols about “how we work”
- A shared set of distinct values across multiple sites/media formats

2. To build/retain a positive reputation consistent with the aspiration set out in the vision

- High quality programme management and business support systems and the delivering high quality outputs to internal and external parties
- A development quality threshold that others aspire towards and we are proud of
- An employer of choice (Royal Town Planning Institute learning partner)
- Best in class employment offer
- A proactive approach to understanding and assessing the needs of our customers and responding constructively to feedback.

3. A shared capacity and capability in a way that seizes opportunities for efficiency whilst providing quality services that meet the needs of users and the community at the lowest net cost.

- Services and process designed around meeting clearly understood customer needs
- Adoption of the principles of LEAN thinking to improve efficiency in delivery
- The use of good data to promote critical enquiry and drive measurable and continuous improvement
- Empowered staff with delegated responsibility to meet customer requirements and solve issues
- That value adding discretionary services will be provided on the basis of securing cost recovery.
- That the service offer will be available to others beyond Greater Cambridge where capacity exists

4. To be flexible - in deployment and delivery

- To promote collaboration and enterprise in delivery – a focus on outcomes not just outputs
- Flexible deployment and working provisions for staff
- Support systems and architecture based upon “Council anywhere” principles



SECTION 1 – CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Greater Cambridge Planning Service, part of CCC/SCDC Shared Services, for 2018/19.

It describes a range of measures identified through 2017/18 and envisaged to bring about the delivery of the business outcomes in the business case.

Based upon the work to date, the following objectives have been identified:

- To create and deliver an effective programme for the creation of a single, unified "Greater Cambridge" planning capability serving the Planning Committees of each of the participating Councils
- To build a shared capacity and capability within the combined teams (and provide opportunities to support others) in a way that seizes opportunities for efficiency and quality improvements by providing services and products (including additional charged services) that meet the needs of users and the community at the lowest net cost.
- To deliver a service that can be flexible - in deployment and delivery
- To build/retain a reputation for professionalism, staff development, the delivery of high quality outcomes and competent "business management" amongst peers and partners

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

B. DESCRIPTION OF THE SERVICE

1. Description & Functions of the Greater Cambridge Planning Service

The Service provides the complete delivery capability for the two partner authorities consistent with their statutory responsibilities as the Local Planning Authority for their respective areas.

This includes:

1. *Development Management*
2. *Strategic Site Development/Major projects*
3. *Planning Enforcement*
4. *Planning Policy and Strategy*
5. *Land Charges*
6. *Application Support*
7. *Specialist Advice Services*
8. *Business Support*



1. Development Management

The Development Management function includes assessment and recommendations on planning and other related applications including visiting every application site as well as:

- Negotiating legal agreements to ensure that new development is well integrated into Greater Cambridge
- Providing pre-application advice to members of the public, elected members, planning agents and other council departments
- Providing management and advocacy for planning and related appeals made to the Secretary of State on Planning Decisions
- Working closely with officers in other sections of the council and external organisations such as Registered Social Landlords and the Highways Authority (Cambridgeshire County Council) to deliver high quality new development
- Providing Member and Community training and development support as appropriate

2. Strategic Site Development/Major Projects

The service contains the respective Council capabilities for the “development management” and promotion and consideration from pre-application through to completion of major strategic growth sites/projects. Activities include:

- Making assessments and recommendations on planning applications relating to strategic/large growth proposals including the effective programming and reporting on progress of planning and related infrastructure threads.
- Providing community engagement capacity for associated with the evolution, development and implementation of major strategic planning proposals across the districts
- Negotiating legal agreements to ensure that the new developments provide elements such as community facilities, schools, local amenities and open space
- Providing advice to members of the public, elected members and developers

Working closely with officers in other sections of the council and external organisations such as Cambridgeshire County Council and other stakeholders such as the Environment Agency, Cambridgeshire NHS and Registered Social Landlords to deliver high quality sustainable and healthy new development.

3. Enforcement

Planning enforcement includes the investigation of alleged breaches of the planning and related regulations by individuals or businesses.

The service also works closely with partners notably the County Council and other District Council services including Environmental Health Services.

The service will also lead on the investigation and prosecution of offences through the Courts under the planning and related acts on behalf of the Local Planning Authority.

Monitoring delivering and quality of development.

4. Planning Policy and Strategy

The service provides the capability to the two partner authorities to prepare and adopt the statutory development plan for the area in line with the obligations falling to the two Councils and set out in the planning Acts. In addition, the service provides the following additional capabilities Expertise in strategic planning to engage in national, regional and local projects and initiatives, including the Combined Authority and GCP, that can further advance the qualities of Greater Cambridge and deliver strategic improvements and local opportunities:

- Capacity to facilitate and engage in the development of partner strategies to support the delivery of “local Plan” objectives
- Ensuring cross boundary coordination on strategic planning matters through engagement on the Duty to Cooperate
- The development of advice and formal guidance to support development such as Supplementary Planning Documents and development briefs
- Provides specialist advice on policy development relating to climate change and sustainable design and construction
- Providing policy advice on planning applications
- Provides specialist sustainable design and construction advice for corporate projects
- Provides the capability and capacity to plan and manage strategic infrastructure provision, including the introduction and operation of a Community Infrastructure Levy alongside Planning Conditions and Obligations
- Provides capability to support local Neighbourhood planning
- Coordinates and prepares the production of the Annual Monitoring Report which contains information about the effectiveness of planning policies in delivering the strategic outcomes sought across Greater Cambridge and highlighting emerging issues requiring intervention to address

5. Land Charges

Provides the coordinating role on the response to Local land charge search requests that are received and answered within Development Management at SCDC and within Application Support at CCC. The service is also responsible for maintaining the statutory local land charge register for the Greater Cambridge area.

6. Application Support

The service provides specialist technical and administrative support relating to the processing of all planning application types, tree works, and associated administrative work for the entire administrative area of the two Councils. The service works closely across the operational areas outlined to deliver the end to end process for planning decision making including validating applications, support for planning committees, issue of decision notices and processing planning appeals and applications to discharge planning conditions.

7. Specialist Advice Services

The service provides Urban Design, Conservation, Landscape, Horticultural and Ecology expertise to underpin the delivery of planning and related conservation activities consistent with statutory duties and the management of a complex, rich historic environment across the two Local Authority areas. This includes:

- Specialist advice to members of the public, planning agents and other council departments and input into a wide range of private and public sectors projects and development proposals
- Support for the preparation of policies and guidance relating to the built and natural environment including urban design and the historic environment
- Partnership working with other sections of the council and external organisations such as Cambridgeshire County Council
- Natural/Historic Environmental management such as the critique of Environmental Impact Assessments and the preparation of Conservation Area Appraisals, Habitat assessments, Suburbs and Approaches Studies and inventory of Buildings of Local Interest, Architectural studies and codes
- Management of Design and Conservation Panel
- Specialist training for officers and members of the City Council and other local authorities on built and natural environment issues

8. Business Support

The service provides business support functions by working closely with all operational areas. The team lead on business improvements and efficiencies across the service, covering process, compliance and stakeholder engagement, working with the Leadership team to develop and deliver the business plan to ensure long-term competitiveness of the service. In addition through the use of business information, intelligence and customer engagement the team will support the corporate commitment to delivering exceptional customer service standards by engaging and establishing strong relationships with residents and Members to gain a greater insight to customer needs and aspirations.

FINANCIAL OVERVIEW

SCDC / Cambridge

The total budget breakdown for Planning and Strategic Planning and Transportation Portfolios in the budget submitted for Cabinet approval is as follows:

	SCDC	CCC	Total
TOTAL STAFFING COSTS	£4,123,025	£2,297,690	£6,420,715
TOTAL OVERHEADS/ SERVICE COSTS	£3,063,802	£1,457,960	£4,521,762
TOTAL EXPENDITURE	£7,186,287	£3,755,650	£10,941,937
TOTAL INCOME	£2,266,050	£2,042,780	£4,308,832
NET	£4,920,777	£1,712,870	£6,633,105

Financial Strategy:

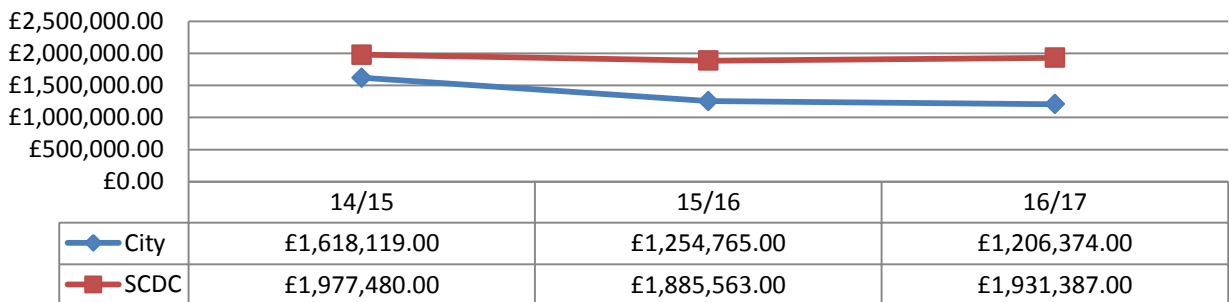
The cost of the planning service to both Councils is a net cost; significant service costs are offset annually by a range of sources of income received.

The primary costs for both SCDC and CCC services relate to the direct costs of employing staff. Each service then has a range of corporate costs (determined using formula) and direct service costs covering a range of services/products including for example ICT which are expended as a direct cost of the service operation.

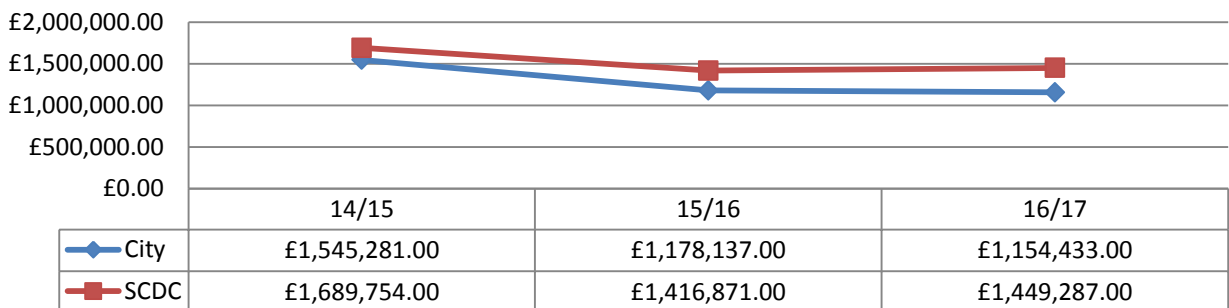
Income is derived from three sources:

1. Regulated fees - these are fees received in response to nationally prescribed fee regulations (such as for planning applications, search fees etc.).
2. Discretionary Fees - income from a suite of discretionary, charged services - such as pre-application advice or costs received through "planning performance agreements" which pay for specialist advice or services and staffing on major projects. These "fees" can only be secured on the basis of "cost recovery" as opposed to "with profit".
3. Grants and other income – a range of income sources (such as through awards of costs from effective prosecution or appeals) or grant payments for project or thematic outcomes - such as previous planning performance payments from government.

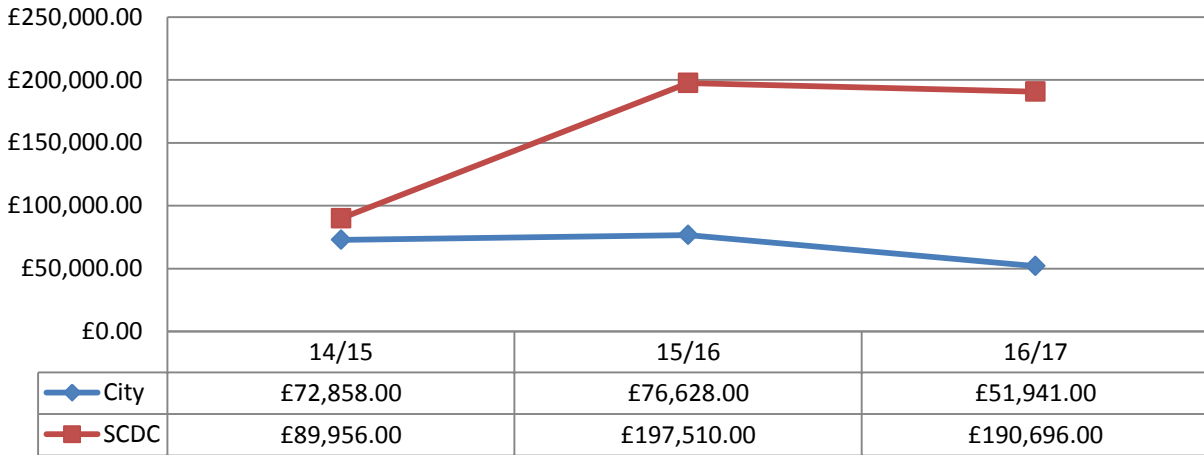
Total income 2013/14 - 2016/17



Planning application income 2013/14 - 2016/17



Pre-Application income 2013/14 - 2015/16



The formation of the shared service provides a number of opportunities to impact positively upon the net cost of the service to the two authorities by focusing on both careful management of costs and the expansion of opportunities to secure additional income. Through 2018, the service will be carrying out a fundamental review of staff structures and roles, and income, focusing on the removal of duplication and promoting new opportunities to secure income. Consultation with staff on the new organisational structure will take place later in the year, and the SLA dealing with the apportionment of costs (and income) will be concluded in the Spring. The service will therefore be revisiting this business plan in the autumn once these significant components of the “net cost” have been re-set. In the meantime, the following are areas of focus for the service.

Costs

The creation of the shared service provides an opportunity to remove duplication and to optimise the effective deployment of technical and professional staff around both efficient implementation of systems and process, and to enable additional income to be earned through re-assignment of staff to new fee earning areas. Significant expenditure in recent years has arisen because of the turnover and recruitment of staff, and the exceptional costs of temporary staff in operational and managerial roles. The service has already been able to reduce costs for the management function of the shared service as a result of joint appointments for the Head of Service post. Proposals for the shared management team will also realise a modest reduction (circa £30K) in the cost of the second and third tier management within the service.

The service will be creating a dedicated business management team (with manager) to enable more effective workforce planning and staff development (to reduce turnover and absence costs). The team will also allow better management and deployment of staff to meet needs across the wider area - particularly specialist staff will also improve agility and reduce current clumsy recruitment and re-assignment costs for the service and the respective councils. The business management capability will improve purchasing and procurement alongside staff utilisation – in parallel whilst driving a unified business process for both offices. Targeted capability (on business processes) should also realise opportunities to improve data and positively impact upon "cost recovery" through income and new service proposals better utilising existing staff capabilities (such as in the consultancy and policy teams).

In addition to direct staff costs, there are also indirect costs arising from duplication of activity (such as separate ICT systems). Support services in both organisations are also duplicated, and operate with two policy frameworks and processes. This is expected to remain for a period of some 2 years following TUPE after which streamlining and refinement of costs (and cost apportionment) is expected to be undertaken - providing for potential cost savings elsewhere in the organisation subject to member. Work is ongoing within the service to agree a Service Level Agreement to cover cost assignment for future years - reflecting the evolutionary nature of the partner's relationship and charging regimes.

Each of the two Councils has made provision for specific planning outcomes to be delivered, either jointly or through specific budget allocations. This is most apparent in the commissioning of Planning policy and enforcement outcomes in the most recent budget rounds. The new FMS will allow the service to prioritise staff resources towards fee earning activities (alongside a new approach to commissioning based upon prioritisation and the management of staff resources to existing cost envelopes).

Joint Projects

- Adoption of SCDC/CCC Local Plan
- Commencement of evidence studies for new Joint Local Plan
- Development of Local CIL
- Area Action Plan for CNFE
- Affordable housing and S106 SPD
- Land North of Cherry Hinton SPD
- Revision of Both local development schemes
- Production of Annual Monitoring Report

SCDC projects

- Continued Support for 13 Neighbourhood Plans
- Bourn Airfield New settlement SPD
- Waterbeach New settlement SPD

CCC projects

- Adoption of Mill Road SPD
- Adoption of Mitchams Corner SPD
- Support for Newnham Neighbourhood Plan

Service specific Costs

Both Planning Services' account for their costs differently - and work is ongoing as part of the FMS roll out to seek to unify around a common account. Nevertheless, the shared service expects to be able to simplify and reduce service specific costs through several means.

In the first instance, the phased implementation of a common ICT platform will result in both direct (supplier) savings alongside indirect (support costs) benefits – once the revised system has been implemented. Simplified procurement and improved contract management of suppliers via the newly created business team is also expected to reduce risks on project/contract cost overruns and enable more effective utilisation of (scarce and expensive) professional staff time onto core (fee earning) activities using principles of subsidiarity. Both Councils operate separate decision making processes (including separate committees) and will continue to be liable for their explicit

cost risks (such as for planning appeals). Further dialogue with Members on choices to improve the financial efficiency of these existing arrangements will therefore be part of the shared service journey in future.

Corporate costs

Both Councils levy a range of "corporate" service charges for a suite of services using differing formula. As the service migrates to a single authority, the service team will be reviewing with each Council existing shared support costs. This is likely to need to form part of a wider project with other shared services and Members which explores how costs should be assigned in the future.

Income

The budgets of both Councils contain targets for income:

Regulated income

The government has recently introduced changes to planning fees, subject to commitments from the LPA that this income will be re-invested into planning services. The certainty surrounding wider economic and political changes (notably the property and investment markets response to Brexit) means that reliably predicting future income from regulated planning fees is difficult. The timing of "major" planning application fees in particular, can impact upon year end forecasts but is outside of the LPA control. Income from regulated fees differs between the two organisations and can be "lumpy" - depending upon development patterns especially where large strategic developments are promoted. The service is therefore currently focusing on improving the quality and timeliness of data to allow for greater agility in the use and deployment of resources. The service will also be using the management information and aligned workflows to allow benchmarking of unit costs to help track levels of "cost recovery." (see PI's below) This will help drive "lean" reviews and will allow dialogue around service standards/costs with both partners as future budget requirements are settled.

Because SCDC has a more variable fee income profile in recent year the Council has set aside a reserve for the potential fall in application fee income arising from economic /environmental circumstances. Accounting for fee shortfalls will need to be recognised in the SLA. There is currently no similar provision in the City area -where fees are more consistent (based upon past patterns of activity).

Discretionary Fees

Both Services currently provide a range of discretionary services in exchange for a fee. The current fee schedules for pre-application services are different and a project is therefore underway to harmonise products, fees and costs across the area. The discretionary services are provided based on cost recovery but have consistently failed to achieve this objective due to very low figures for hourly staff costs. Both services provide expert staff into pre-application processes at significantly lower rates than the market (who charge anywhere up to £1800 per day* compared to circa £320 for the LPA's. The service has already expanded the scope of its activities to include being commissioned to bring forward early delivery of planning policy (to support growth) and the City Council has participated in an advanced payment service agreement with the University to provide dedicated support to a large user of the planning service. Lessons learnt from that project



are expected to be taken forward for other large projects (and the service offers provided).

In addition to the above, the Service is exploring the scope to secure additional income through offering specialist expertise available within the planning service more widely across the Country. Preliminary discussions have already taken place with potential partners to explore the scope of this future income opportunity. Engaging with this opportunity will require active rationing of resource use within the two services or the introduction of systems to release specialist staff (of high value) from low added value internal activities. Given the stage of implementation of the shared service, this aspiration is not planned to be deliverable until 2019/20.

In respect of management and monitoring, both Councils have historically sought to levy charges for monitoring S106 agreements. Recent court and appeal judgements have served to reduce the scope of such payments (and hence cost recovery). The Community Infrastructure Levy (CIL) regulations provide for charging authorities to apply up to 5% of levy receipts towards the cost of managing the charge regime. Depending upon the charge set, this is likely to provide a greater income to offset monitoring costs than S106. Whilst the net benefits of CIL/ vs S106 may mitigate this benefit the service does expect to bring forward in 2018/19 a new CIL.

Grants and Other Income

In addition to fees for services provided, the Planning service has previously benefitted from "performance" related income from government (both directly in the form of planning delivery grant) and indirectly in the form of New Homes Bonus (NHB). NHB forms part of the Council's wider budget setting programme. Consultation recently has suggested that in future LPA's may be subject to a "housing delivery test" - which may offer additional financial freedoms around "regulated" fee setting as well as potential penalties for "non- delivery." The service expects to monitor closely the incentives within any proposed "test" to minimise the adverse effects.

In the meantime, the service will continue to seek opportunities for joint working with partners to offset costs of delivery. The Spaces and Movement SPD is an example of such collaboration with the Greater Cambridge Partnership - with the planning service providing skills and expertise and GCP providing consultancy and project management support.

MTFS

Given the ongoing implementation of the shared planning service project, the considerable economic uncertainty prevailing upon income in the lead up to Brexit, and the unclarified implications of the "planning delivery test," forecasting the net cost of the service into the longer term is uncertain. However, the current focus on improved workflows, removal of duplication, unified ICT and improved management of recruitment/workforce to reduce exceptional staff "costs" will have a positive impact upon "cost" this year. Whilst proposed changes to improve cost recovery around discretionary services/pre-application will impact positively on income. The service has committed (above) to review this business plan in the autumn once the phase 2 re-structure and revised charging regime are in place and once the Implementation and Business Manager roles within the new service are filled. In the meantime, it is not expected that net cost in 2018/19 will exceed the current budget provisions (including one off implementation costs) made within both Authorities budgets for 2018/19.

D. STAFFING OVERVIEW

The combined service on its current assumptions has a total of 159 staff equal to 142 FTE equivalent posts, with a total salary cost (including on costs) of £6.12M. This includes staff who are not currently within the planning service (such as the application support team in the CCC, who provide support to the planning and tree application process as well as local land charges), some of whom are dedicated to the delivery of the service and will therefore be subject to TUPE provisions as the service seeks to move to a single employer. It should be noted that as the final staffing structure emerges in Summer 2018, this figure may change as staff are identified as potentially in or out of scope across both Councils.

	SCDC*	CCC**	Total
Total number of staff	82.00	68.00	150
FTE	79.00	55.59	134.59
Agency + Consultant	5.00	4.00	9
Fixed Term	5.00	12.00	17
Permanent + Perm not in Planning Service	72.00	52.00	124

* Includes Executive Support and Local Land Charges

** Includes Application Support, Local Land Charges and S106 Officers, excludes Trees

As stated in the original business case for the service staffing is to be reviewed during 2018/19. This process is already underway and a summary of planned activity is covered off in Section F of this document. A summary of activity already completed or underway if covered off in Section E of this document also.



E. LOOKING BACK

The last 12 months has seen two parallel threads of work for the services; firstly, the work associated with the creation of the Greater Cambridge Planning service and; secondly, the operation of the statutory planning service for both Cambridge City Council and South Cambridgeshire District Council under a single Joint Director of Planning and Economic Development.

Creation of Greater Cambridge Planning Service

Following agreement in principle reached in 2015, in July 2017 the decision was made for the Planning Services at SCDC and CCC to join together into a new shared service to provide all of the functions of the District Councils operating as the Statutory Local Planning Authority for the “Greater Cambridge” area.

A number of activities have been completed or are already underway to assist in the delivery of this project.

- A project board is in place consisting of Stephen Kelly, senior management and Project Manager, the board meet on a 3 weekly basis to review the project progress and project work streams.
 - An experienced project manager (Mike Holmes) with change and planning experience has been recruited to assist with the delivery of the project
 - PRINCE2 methodology is in use for the project management with detailed working documents in place i.e. communications plan, stakeholder’s analysis and risk/issue logs
- Project Initiation Documents have been approved by the SCDC/CCC Joint Advisor Group
- The proposed Business Case for the formation of the Greater Cambridge Planning Service was approved by SCDC and CCC Members in July 2017
- Communication and Stakeholder plan was set and agreed
 - A monthly staff newsletter updates staff in SCDC and CCC on progress of the projects with a Q&A section to address concerns and questions. Regular staff briefings have been held and are in the project plan going forward
 - A Member steering group has been set up and meet regularly to review the project progress and give advice when needed
 - Regular highlight reports have been provided to the Steering Group and Executive Members in SCDC and CCC
- A consultation on the proposals for the new Greater Cambridge Planning Service including the proposed New Management Structure and TUPE transfer of staff from CCC to SCDC took place between 21st August and 25th September 2017 and an outcome report published on 23 November 2017
- On the 4th December a second consultation on the revised proposed management structure commenced and informed staff of the new TUPE transfer date of the 1st April. The second consultation ended on 29nd January 2018. An outcomes report will be published in February 2018



- ICT – Work has been carried out assessing current systems, future requirements and soft market testing. The next phase is to procure a supplier and implement system
- Recruitment – A contract with an agency has been approved to assist with the recruitment to the senior management roles within the service after a procurement exercise. Recruitment to the Head of Implementation role is underway
- Branding – A logo has been agreed for the service (which is on the top of this document) as well as brand guidelines for its use

Planning Service – Operation

The two planning services have continued to operate a full suite of planning services for both Local Planning Authorities. The focus has been on continuing to secure effective and timely delivery of planning decisions – to secure high quality development outcomes across both districts. In addition, the policy teams have jointly focused on the progression of the statutory local plans for the two districts through towards adoption.

A significant quantum of new development has been successfully secured through the strategic sites and development management processes whilst extensive engagement of our specialist expertise has helped to secure high quality outcomes across these new growth proposals and in work on SPD's for targeted new development areas. The performance of the two planning services and consistency of approach has also started to converge over the year with the focus on increasing understanding and improving alignment and working practice across the area. Highlights include:

- The conclusion of the Local Plan Examinations Hearings (after 3.5 years) for both local Plans in summer 2017 and publication of “final” modifications in January 2018
- Preparation and publication of a Neighbourhood Planning Toolkit and support to local communities developing neighbourhood plans for their areas
- The adoption of conservation appraisals for Cambridge City Centre and drafting Foxton conservation area appraisal
- The determination of proposals for strategic growth at Northstowe, Cambourne West, Wing, Trumpington Meadows, West Cambridge, North West Cambridge, Babraham Research Institute Cambridge Biomedical Campus (CBC) and the approval of a new relocated engine testing facility on Cambridge East to facilitate delivery of the Wing residential development
- Commencement of work on SPD's for Waterbeach and Bourn new settlements. SPDS for Grafton Centre and Land North of Cherry Hinton progressed through public consultation and targeted for final Member agreement in February 2018
- The successful transfer of St Denny's Church of East Hatley back to community management



- The successful transfer of a redundant historic church back to community management
- Consistent achievement of all national performance indicators for application processing across both planning services throughout the year.
- Significant milestones reached in the delivery of Eddington, Northstowe and the Cambridge Biomedical campus
- Ongoing redevelopment of CB1 Station Area to deliver on Local Plan vision for an improved transport interchange
- The re-starting of work on the Cambridge Northern Fringe East Area Action Plan
- Successful prosecutions for the breach of planning regulations at SCDC securing fines and legal costs of £34,000. There were no cases in CCC
- A successful “planning open day” event in Cambridge and Cambourne extending the reach of the service to the community.
- Provided timely responses to local plan consultations by Uttlesford, Central Beds, East Cambs
- Sponsored 6 post-graduate students to become qualified Planning Officers

F. LOOKING FORWARD

Creation of Greater Cambridge Planning Service

- **TUPE of staff April 2018**
Subject to consultation outcomes, CCC planning staff will TUPE to SCDC at employing authority on 1 April 2018
- **Management Structure April 2018**
Subject to consultation outcomes, recruitment to the new management structure will commence in March 2018 and posts are anticipated to be filled by July 2018
- **Remaining Staff Structure April 2018 – March 2019**
Once the senior management structure is in place and posts are appointed to, the senior management team will focus on the development of the complete structure and further define the future operating arrangements. This will involve analysis of workloads, demand on the service and processes with a view to adopting best practices and maximising efficiencies. This stage will include a review of the activities which are undertaken outside the current services (having regard also to TUPE), for example trees and landscaping, and an assessment of the impact of the new planning service on wider council's service areas that are not in scope, for example the existing customer contact arrangements. The development of the specialist services capability will also be covered during this phase.

Once this structure is developed a further formal consultation process will be carried out with staff and unions in accordance to the agreed policies at both partner authorities. Implementation will then be delivered on a phased work programme.

- **Accommodation Review – March 2018 – August 2018**

The service will continue to maintain a presence at both Cambridge and Cambourne. Nevertheless, one of the aims of the service is to work in a flexible and agile way aligned to both partners' individual office accommodation and future investment and delivery strategies. There will be no immediate changes in the locations of individual teams until the future structure is known – although collaboration between officers in different offices engaged on specific tasks is expected to increase

Once the office accommodation is reviewed it is expected that a phased implementation of any accommodation changes, to meet wider corporate programme timelines will be required, learning the lessons from previous shared services projects.

- **Review of Shared Service Business Plan October 2018 - December 2018**

See above. Given the current status of the shared planning service and its ongoing recruitment of the management team, the service will re-visit this existing service plan upon conclusion of the Phase 2 staff re-structure and appointment of all senior management roles.

- **Workforce Strategy October 2018 – March 2019**

Investing in the delivery and development of a unifying workforce plan to bring together both teams under a single organisation culture.

- **Procurement and Implementation of ICT solution April 2018 – October 2019**

Begin implementation by April 2018. A planned is being developed to implement the system by October 2018. The roll out of new workflows across the service aligned to the enhancement of digital capability is likely to be phased and will follow an evolutionary pathway towards a digital planning application process.

- **Branding April 2018 – March 2019**

With the anticipated increased use of the Greater Cambridge brand throughout the year a number of areas will be addressed to assist in this being a success i.e. review of internal and external facing websites, redesigned templates, stakeholder communications and workshops, use of local and national media.

Planning Service – Business as Usual

The operational objectives have been aligned to the proposed organisational structure to be implemented in phase 1. This provides for Assistant Directors leading Strategy and Delivery and for a centralised Business Development team.

Strategy Outcomes

- Conclusion and adoption of the Statutory Local Plans for both Areas
- Commission the evidence base to inform the Joint Local Plan
- Begin preparations for a new Local Plan with Cambridge City Council to manage a sustainable future growth for the area
- Conclusion of SPD's for new settlements (Waterbeach and Bourn Airfield new settlement) and strategic development sites (Grafton Centre)
- Development of the Joint CIL for Greater Cambridgeshire
- Final Adoption of SPD's "on hold" pending Local Plan adoption plus preparation of a joint SPD for affordable housing and S106
- Progression of the Cambridge Northern Fringe East AAP through to issues and options stage
- Continuing to support Parish Councils and local communities in the preparation of Neighbourhood Plans and village design guides
- Expansion of strategic planning capability to enable greater reach and collaboration on the wider Greater Cambridge geography – reflecting the important strategic work of the service (notably Greater Cambridge Partnership and the Combined Authority)
- The commissioning of the Greater Cambridge green infrastructure framework across the area and development of a spaces and movement SPD for Cambridge
- Transfer of Landbeach Tithe barn on a long term lease to a local community charity
- Reviewing Councils involvement Statement of community involvement/LDS

Business Services

- Achieving targets for performance on all application types
- The gathering and analysis of monitoring data for reporting and informing strategies and improvements to service delivery
- Review and re-alignment around a single service offer to users – consistent with the service vision. This is likely to focus upon internal (processes and delegations) and external (pre-application services and web services) workstreams
- Effective performance, programme and budget management systems to grow the reputation and resilience of the new service and allow effective high-quality management of service outcomes



- A further round of resident and business engagement “roadshows” to build improved relationships with businesses, parishes and Communities across the Shared service area
- Review of systems and processes for discretionary services
- Responsive customer services
- Consistently meeting targets on suite of service performance indicators
- Member protocol scheme of delegation
- Member training
- Phased implementation of a programme to realign processes, services and systems to secure improved customer experience

Delivery Outcomes

- Continuing to determine applications for and secure early implementation on homes and jobs on strategic development sites across the area; including Southern Fringe and Cambridge Biomedical Campus, Wing, Land North of Cherry Hinton, North West Cambridge, Darwin Green, Cambourne West, Waterbeach and Northstowe
- Effective determination of planning applications to deliver new homes/amenities on “high profile” sites such as CB1, Darwin Green and a suite of controversial 5-year land supply sites in villages
- Ensuring the early delivery of homes and jobs and associated infrastructure to support the housing and economic needs of the area
- Supporting economic growth in the area by securing economic growth of the area on appropriate allocated sites across Greater Cambridge
- Supporting Council self-build programme to deliver new homes
- Development of enforcement policy

G. COMMUNICATION AND CONSULTATION

Creation of Greater Cambridge Planning Service

There is a communication plan in place for this project, some of items covered are:

- Staff – Staff will be communicated through the use of briefings, shared intranet, meetings, service newsletters and consultation documents
- Members – The service will report through existing shared service governance arrangements. A Members Steering Group, consisting of the two portfolio holder, director and project manager, is in place and meets monthly for project updates
- Stakeholders – A stakeholder plan is incorporated into the communications plan and identifies stakeholders and the appropriate channel and level of communication required

Planning Service – Business as Usual

The service already operates a feedback process for SCDC decisions and is expecting to review and extend that process through implementation of the new ICT solution. In Spring 2018, the service proposes to carry out multi-site “road shows” targeted at residents to raise awareness and improve openness about the service and its objectives amongst users. Both Services hold bi-annual “agents” forums and SCDC has a quarterly Parish Forum of which 2 each year are focused primarily on planning matters.

Through 2018, the service will continue to reach out to the development community via Local Bodies (Cambridge Ahead, Cambridge Construction Awards) and targeted partnership working with public (County, GCP and CA). Once the full managed team are in place, capacity to extend the dialogue with key landowners/promoter’s developers building upon existing lines of communication will grow. The service is already fully embedded in the area forums at the City and networked with local community bodies such as FeCRA, University, and Cambridge PPF etc.



SECTION TWO – OPERATIONAL PLAN 2018/19

This Section sets out the “Business as Usual” priorities and the activities that Greater Cambridge Planning Service will undertake to deliver value-adding services to customers.

Page 194	Priorities for the service	State where these priorities are outlined (i.e. Corporate plans, ICT strategy)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Phased implementation of the shared planning service	Corporate priority	See business case	A new Joint planning service for Greater Cambridge	Improved resilience, enhanced capability and potentially lower net cost delivery of a nationally significant growth agenda through the planning process	Implementation Manager



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Page 195	2 Adoption of Cambridge City/South Cambridgeshire District Local Plans	Corporate plan	Conclusion of consultation and await outcome of Inspectors report – prior to Councils resolutions	An up to date development plan for greater Cambridge Area	Greater control of development and the ability to align infrastructure investment and related funding (CIL etc.) to a single coherent development strategy for the areas. Providing a context for bringing forward new strategic developments including Bourn Airfield, Waterbeach and land North of Cherry Hinton. Less disruptive/speculative development in the area	Caroline Hunt/Sara Saunders
	3 Strategic Development programme	Corporate plan/Local Plans	Submission/Determination of planning applications on strategic sites across the Districts	Planning Decisions on key strategic local plan sites Commencement of housing and employment related development on Darwin Green, Wing, Northstowe PH2, Grafton Centre, CBC, West Cambridge	Significant new place making and growth opportunities underpinning delivery of the spatial vision for the Greater Cambridge Area	Assistant Director for Delivery



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4	Progression of the CNFE Area Action Plan and suite of SPD and a CIL to underpin managed growth and enhancement of the area	Local Plan	Commissioning of consultants and preparation of Issues and options draft for AAP Adoption of SPD's for strategic growth sites Adoption of spaces and movement SPD Introduction of a CIL for the area	Support for HiF Bid process by AW/CCC Opportunity to secure sustainable growth at scale to support economic and housing needs of the area A clear "vision" for spaces and movement across the City with engaged and progressive debate on City Centre access Implementation of a new infrastructure funding regime providing additional income for infrastructure	Sustainable and managed growth with engaged and activated communities working alongside the Councils/LPA Significant contribution to strategic housing & economic growth Framework for securing high quality development Mechanisms for funding infrastructure delivery	Caroline Hunt/Sara Saunders
5	Workforce Strategy	Corporate Plan	Creation of a microsite to showcase Greater Cambridge Planning Service Review staff development processes - flexible deployments/promotion opportunities to provide agility across service	Fully staffed planning service that meets needs of business and opportunity to sell expertise to external organisations	Recruitment of staff to fill vacancies, reduce turnover and increase customer/staff satisfaction levels. Adopted workforce strategy and clear recruitment offer and appointment process	Business Delivery Manager



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6	Customer Insight and Engagement	Corporate Plan	Analyse customer feedback and review customer engagement processes. Establish a customer focused approach with the teams through training and development.	Greater insight to customer needs and aspirations. Reduce number of complaints and an increase in service compliments. A service provider that offers value for money.	Enhanced reputation of the Greater Cambridge Shared Planning Service. Increase in staff morale.	Business Delivery Manager
7	Communications Strategy	Corporate Plan	Implement Greater Cambridge branding – incl. emails/letter templates Review how we engage with key stakeholders.	Planning Service has a clear identity associated with a consistent level of quality	Reinforce identify of unified planning service and the areas the service covers	Business Delivery Manager



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Priority	Performance Measures (provide a list only - target information is included in section 4)	Dependencies (ICT, Finance, Human Resources, accommodation etc)	Key risks to delivery (include how these will be mitigated)
1	(Phased implementation of the shared planning service) Please refer to the approved business case approved July 2017	See Business Case	
2	(Adoption of Cambridge City/South Cambridgeshire District Local Plans)	<ul style="list-style-type: none"> • ITC – GIS/mapping/website update/Server capacity • Monitoring capability • Member, Officers & Stakeholder Training • Impact of Data Protection Regs 	<ul style="list-style-type: none"> • Inspectors Reports • Legal Challenge/Appeals • 5YHLS • Changes to National Planning Policy



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3	(Strategic Development Programme)	<ul style="list-style-type: none"> • Communications/community engagement • Staff resources/project management • SPDs progress • County Council engagement – Highways and Education • Infrastructure delivery • CA and wider stakeholder engagement 	<ul style="list-style-type: none"> • Regulatory processes • Economic uncertain, housing market, and Delivery rates • Successful recruitment • Quality outputs
4	(Progression of the CNFE Area Action Plan and suite of SPD and a CIL to underpin managed growth and enhancement of the area) Caroline/Sara to update	<ul style="list-style-type: none"> • ITC – File sharing, web platform, CIL Module • HIF Bid & DCO • County Council – transport, waste and minerals plan • Staffing and Project Management • Evidence base, SA/SEA • S106 alignment of processes 	<ul style="list-style-type: none"> • Unsuccessful HIF Bid • Changes to National Planning Policy • Shared corporate compliance • Regulatory processes • Audit, governance and budgetary systems • Quality outputs



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5	<p>(Workforce Strategy)</p> <ul style="list-style-type: none"> • Establishing a compelling recruitment proposition • Reduced turnover of staff • Effective management of skilled workforce required to meet workloads 	<ul style="list-style-type: none"> • External training resources • Resource to develop training programme • Communications team • Effective performance management & monitoring systems 	<ul style="list-style-type: none"> • Funding to invest into the service – monitor of budgets to identify any underspends/additional fee income that can be reinvested • Lack of staff engagement due to caseloads – reallocation of work to enable officers to attend training courses
6	<p>(Customer Insight and Engagement)</p> <p>Customer satisfaction rating</p>	<ul style="list-style-type: none"> • ICT reporting capabilities • Resources to analyse feedback, identify and deliver enhanced customer care improvements 	<ul style="list-style-type: none"> • ICT capabilities – ensure correct level of funding and resource is available • Staff buy-in - Explaining importance of delivering quality customer service and invest in staff development • Lack of engagement from customers – engage with customers to explain why engagement is important with the planning service as their feedback with drive measures to improve quality of customer care standards • Lack of customer intelligence – ensure surveys are in formats accessible to residents without planning jargon and not time consuming



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7	<p>(Communications Strategy)</p> <ul style="list-style-type: none"> • Higher attendance at Forums e.g. Agents, Parish Forums • Higher use of pre-applications 	<ul style="list-style-type: none"> • ICT (use of digital media) • Resources – capacity to create and delivery communications strategy 	<ul style="list-style-type: none"> • ICT capabilities – ensure correct level of funding and resource is available • Lack of staff, Member and stakeholder engagement – stakeholder mapping exercise to establish level and detail of communication required
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SECTION 3: 2018/19 SERVICE DEVELOPMENT ACTIVITIES

Guidance on completing action plan tables for service improvement work and projects

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Development objective	Review of ICT infrastructure	Describe the desired outcome – what will it look like when it has been achieved?	A single, paperless workflow for both LPA to enable the agile processing of planning and related applications from multiple locations	Lead officer	Implementation Manager
Is this a Project? (Yes/ No) and description	Yes – proposal will result in the greater Cambridge Planning Service operating to a single ICT solution and workflow for the processing of planning and related applications				
Business Benefits			How will it be measured?		
Reduction in number of contracts for ICT services (from 2 to 1) consistent with ICT strategy and allowing improved support			Cost of ICT contracts for Planning application processing		
Singular workflow solution providing resilience and greater capacity within support teams – plus capacity to create “super users” within service to optimise system			No of staff trained on future ICT solution. ICT support costs		
Opportunities to consolidate other user systems onto a lower cost corporate platform (depending upon final decision re product)			Corporate costs for “total” ICT solution		
Outputs & products		Resources	Responsible Officer	Target delivery date	
The service will operate to a single supplier with an enhanced paperless workflow for all Planning and related applications		£200K estimate (subject of capital bid)	Implementation Manager	December 2018	
Key risks		Procurement delays implementation, 3C ICT capacity to implement in 2018/19, Delays on implementation, inadequate user training, poor workflow design, ICT “network” capacity inadequate, Software solution not available			



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Development objective	Phase 2 shared service project implementation	Describe the desired outcome – what will it look like when it has been achieved?	Completion of the new “structure” with appropriate consultation, recruitment and engagement to secure shared service delivery	Lead officer	Implementation Manager
Is this a Project? (Yes/ No) and description	Yes – see business case approved July 2017				
Business Benefits			How will it be measured?		
Greater resilience of planning service with lower staff turnover and maintaining high quality outcomes at lower net cost (see business case 2017)			Performance (see above), Net cost		
Outputs & products	Resources	Responsible Officer	Target delivery date		
A new “shared service” for Greater Cambridge	£280K (from planning fee increases)	Stephen Kelly	December 2018		
Key risks	See business case 2017				

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Development objective	Review and development of shared Planning Enforcement Policy/Strategy	Describe the desired outcome – what will it look like when it has been achieved?	A shared Planning Enforcement Policy and procedures	Lead Officer	Assistant Director of Delivery
Is this a Project? (Yes/ No) and description	Yes – consistent approach to Planning Enforcement across Shared Planning Service				
Business Benefits			How will it be measured?		
<ul style="list-style-type: none"> Greater resilience of enforcement Consistent approach to enforcement across Greater Cambridge Higher quality outcomes Additional income generated from proceeds of crime Pro-active monitoring of conditions Greater transparency on enforcement activity 			<ul style="list-style-type: none"> Reduced turnover of staff and higher staff morale – staff feedback/survey Investigations taking less time to process – performance reporting Improved cost recovery through fines and pursuit of POCA 		
Outputs & products	Resources	Responsible Officer	Target delivery date		
<ul style="list-style-type: none"> Revised processes/ guidance alongside ICT implementation Increased discretionary income for service to reduce Net cost –promotion of South Cambridgeshire’s drone 	<ul style="list-style-type: none"> Existing service resource ICT/Web based services Financial service, to ensure revised charging is optimised 	Assistant Director of Delivery	March 2019		
Key risks	Staff engagement, requirements demanded from ICT solution, political support for extended charges				



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Development objective	Introducing commercial practices	Describe the desired outcome – what will it look like when it has been achieved?	Reduction of the net cost of the service	Leader Officer	Business Development Manager
Is this a Project? (Yes/ No) and description	Project outline – reduce net cost of service by reviewing charging regime for pre-application and planning performance agreements. Promotion and encouragement of the use of the pre-application service, to reduce the amount of “free go” applications – “Get it right first time”. Review of processes to optimise efficient methods of working. Marketing of in house skills, such as urban design advice. Explore other avenues for income generation, example – one off fee paid to have your application checked before submitting – ensuring all of the correct documents, forms are submitted				
Business Benefits			How will it be measured?		
<ul style="list-style-type: none"> • Reduction of net cost of the service • Effective workforce planning – ensuring correct level of perm/temp resources are available to deliver the service and effective use of skills and staff Reduction of cost in determining planning applications • Delivering of majors sites in more timely manner • Increased customer satisfaction • Reduced “failure demand” 			<ul style="list-style-type: none"> • Monitoring against budget • Effective resource management • Improved and consistent performance figures • Customer satisfaction ratings • Increase in “discretionary” income 		
Outputs & products		Resources	Responsible Officer	Target delivery date	
<ul style="list-style-type: none"> • Revised Pre-application/planning performance agreements charging regime • Revised processes/ guidance alongside ICT implementation • Increased discretionary income for service to reduce Net cost • Marketable service/partnership using internal skillsets 		<ul style="list-style-type: none"> • Existing service resource • ICT/Web based services • Financial service, to ensure revised charging is optimised 	Business Development Manager	March 2019	
Key risks		Political support for extended charges, economic prosperity and continued service demand in the local development market.			



SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

These are currently in development and will form part of the partnership agreement for the service.

National BVPI indicators

Major Applications determined in time

Minor Applications determined within time

Other applications determined within time

Quality of Decision making (Designation criteria)

Combined Housing trajectory (5Years plus)

New/affordable homes completed and permitted

Net cost of service (City/SCDC)

Number of enforcement notices served

% of service costs recovered

% of invalid applications

Number of householder applications with extensions of time



% of staff professionally qualified /working towards a vocationally specific qualification in planning

Customer satisfaction levels

Ratio of applications subject to pre-app approved

Number of pre-apps

% of conservation areas with current area action plan

% of applications received through portal

NB – the suite of PI's by which the SLA for the service is monitored is still under development and is partly dependent upon ICT capability to report. A final schedule will be prepared in due course.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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