

**CAMBRIDGESHIRE COUNTY
COUNCIL**

**STRATEGY FOR SUPPORTING NEW
COMMUNITIES**

2015-2020

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1. Executive Summary

The Supporting New Communities Strategy sets out how Cambridgeshire County Council (CCC) will support people moving into new communities across the county. A successful community is one where there is co-operation, trust, neighbourliness, social networks and participation; a community that has as little intervention from public services as possible but access to support where it is needed. The focus of this strategy is how we will work to ensure new communities have this network of people-centred support on the ground from the point when the first residents move in. The County Council cannot provide this support on its own but has a role to play, alongside partners and the community, in helping to build communities as well as help those who are more vulnerable to ensure that everyone is safe, healthy, independent and able to fulfil their full potential.

Although CCC has a variety of roles in planning and preparing for new communities, the scope of this Strategy is exclusively on people centred support. It is strongly linked to the wider framework of planning functions established within CCC but it is vital to recognise that these functions are not within the scope of this document.

CCC people centred support vision for new communities:

- Ensure that infrastructure in new communities is designed to meet the needs of the community now and in the future
- Support the development of a self-supporting, healthy and resilient community by helping to build people's capacity to help themselves and others in order to create a good place to live, improve outcomes, support economic prosperity and make people less reliant on public services.
- Ensure that where people's needs are greater than can be met within community resources they are supported by the right services and are helped to return to independence

The scale of development within the county is considerable. Rapid growth alongside reducing budgets has made planning and working with partners and the community even more essential in achieving this vision. Working closely with all organisations who share CCC vision for new communities will include organisations and groups of every size, including, district, city and parish councils, schools, health providers and commissioners, national, county wide and local voluntary groups and community groups.

As each new community is different with different strengths and weaknesses, the Strategy does not detail exactly what support will be available in new communities but rather provides a flexible approach which is able to respond to local need. To help guide CCC and partners the Strategy details four guiding principles: community resilience, partnership working, co-location and innovation, to aid the design and delivery of support to new communities. However, recognising the need for a formally stated evidence-base to support future requests for funding and to influence planning applications this Strategy is accompanied by the Supporting New Communities Level of Requirements Framework. This framework provides more detailed clarification on the key CCC support requirements in new communities but still does not limit CCC ability to respond to local need.

The delivery of the Strategy will be managed by the Planning for Growth Project Board and each CCC directorate will have a nominated link person who will feed information between their directorate and the board. If CCC has been successful in achieving the vision for new communities, all people within the communities will feel and be safe, resilient and independent, healthy and maximize community potential.

Vision for New Communities

Ensure that infrastructure in new communities is designed to meet the needs of the community now and in the future

Support the development of a self-supporting, healthy and resilient community by helping to build people's capacity to help themselves and others in order to create a good place to live, improve outcomes, support economic prosperity and make people less reliant on public services.

Ensure that where people's needs are greater than can be met within community resources they are supported by the right services and are helped to return to independence

Understanding New Communities
Challenges & Opportunities

Principles to guide design and delivery

- **Community Resilience** – Invest in supporting the formation of community cohesion by developing and promoting activities to provide opportunities for the community to establish social networks and support the development of more formal community groups so they are equipped to deliver targeted long term support
- **Partnership working** – CCC will work in partnership with all organisation who share CCC's vision for new communities. This will include internal, external, and community partnerships.
- **Co-location** – share facilities with other organisations which will encourage community cohesion, and provide more convenient and efficient service delivery to new communities
- **Innovation** – support, encourage and provide innovative thinking to inspire new approaches to better support new communities.

Delivered by

- Planning for Growth Project Board
- CFA New Communities Service Leads Working Group
- 0-19 Place Planning Working Group
- Site Specific Working Groups

How will we know if we have been successful?

New communities will be:

- Safe
- Resilient and independent
- Healthy
- Maximise community potential

2. Introduction

2.1. Vision

The Strategy sets out how Cambridgeshire County Council (CCC) will support people moving into new communities across Cambridgeshire. When thinking about what makes a successful community, factors such as neighbourliness, trust, safety, participation within the community, healthy environment and access to facilities and services are often on the top of people's lists. Research has shown when choosing where to live, residents of new developments consider these things as important factors in their decisions (Rowlands & Tice, 2006). Social capital is associated with better levels of health, better education attainment, and better chances of employment and lower crimes rates (CCC/NHS, 2010). Building social capital is essential for a successful and sustainable new community. Therefore, when planning for new communities it is imperative that CCC consider community and social issues alongside the design and physical issues in the planning process.

The Strategy reflects the current need for CCC to manage demand for services within available resources by focusing less on traditional service delivery and more on equipping and empowering the new community to help itself. Communities that are more connected and resilient need fewer public services, create good places to live and improve outcomes. People are not passive recipients of services; they have an active role to play in creating better outcomes for themselves and others.

There are three visions that provide the foundation to the CCC Strategy for Supporting New Communities:

- Ensure that infrastructure in new communities is designed to meet the needs of the community now and in the future
- Support the development of a self-supporting, healthy and resilient community by helping to build people's capacity to help themselves and others in order to create a good place to live, improve outcomes, support economic prosperity and make people less reliant on public services.
- Ensure that where people's needs are greater than can be met within community resources they are supported by the right services and are helped to return to independence

These three visions contribute to the achievement of sustainable development by supporting the development of strong, vibrant and healthy communities as detailed in the National Planning Policy Framework (NPPF).

This Strategy is not intended to provide a blue print of CCC services that can be applied to every new community. It is important to recognise the benefit of a flexible approach that reflects local need and promotes resilience within the community. This Strategy will not replace or duplicate existing strategies or the need for service planning to be undertaken at a team level and within that, the ability to design services that are flexible and needs-led. Rather, this Strategy identifies a set of principles that form the basis to steer the design and delivery of support for the new community as it evolves. The Strategy will be reviewed and updated periodically to reflect progress and in light of new information. The Strategy has been updated to reflect the findings of the 2016 New Housing Developments and Built Environment Joint Strategic Needs Assessment. .

2.2. Scope

The planning system plays an important role in facilitating social interactions and creating healthy, inclusive communities (NPPF, 2012). Traditional neighbourhood planning that creates safe and secure environments, adequate open space and an environment that encourages healthy lifestyle is important for the creation of a sustainable new community. However, this alone will not create healthy, inclusive communities. Therefore, although the Strategy recognises the vital importance of traditional neighbourhood planning and infrastructure such as roads, broadband connectivity, drainage and transport in new communities, the remit of this Strategy is exclusively on people-centred support.

It is vital to recognise that this Strategy does not cover all the functions of CCC in the planning of new communities but is rather one part of an essential process in the development of healthy, sustainable new communities. For example, Public Health (PH) has an essential role to play in neighbourhood design that is not reflected in this Strategy, but other roles of PH such as provision of Health Visitors are.

The Strategy reflects the importance of considering people centred support in the early stages of any new community as it progresses through the planning process. It also documents how services delivering people centred support to those moving into new communities should approach planning and delivery of their services in keeping with the Strategy's vision.

2.3. Complementary Strategies and Key Supporting JSNA:

- Transforming Lives Strategy: a new strategic approach for social work and social care for adults in Cambridgeshire
- Adult Learning and Skills Strategy Framework 2012-2020
- Cultural Infrastructure, Community Needs and Growth: A reference document for CCC position in relation to cultural service provision in the new communities in the County.
- Library Services in Cambridgeshire: developing our approach for the future, 2015
- Emotional Wellbeing and Mental Health of Children and Young People 2014-2016
- Community Resilience Strategy 2015
- Public Mental Health Strategy 2015-18
- Breaking the Cycle: A strategy for tackling child and family poverty and economic disadvantage in Cambridgeshire 2014-17
- Domestic Abuse Strategy 2014-18
- New Communities JSNA 2010
- Health and Wellbeing Strategy 2012-2017
- Older Peoples Strategy
- Accelerating the Achievement of Vulnerable Groups of Children and Young People within Cambridgeshire Strategy 2014-16
- New Housing Developments and the Built Environment JSNA 2015/16

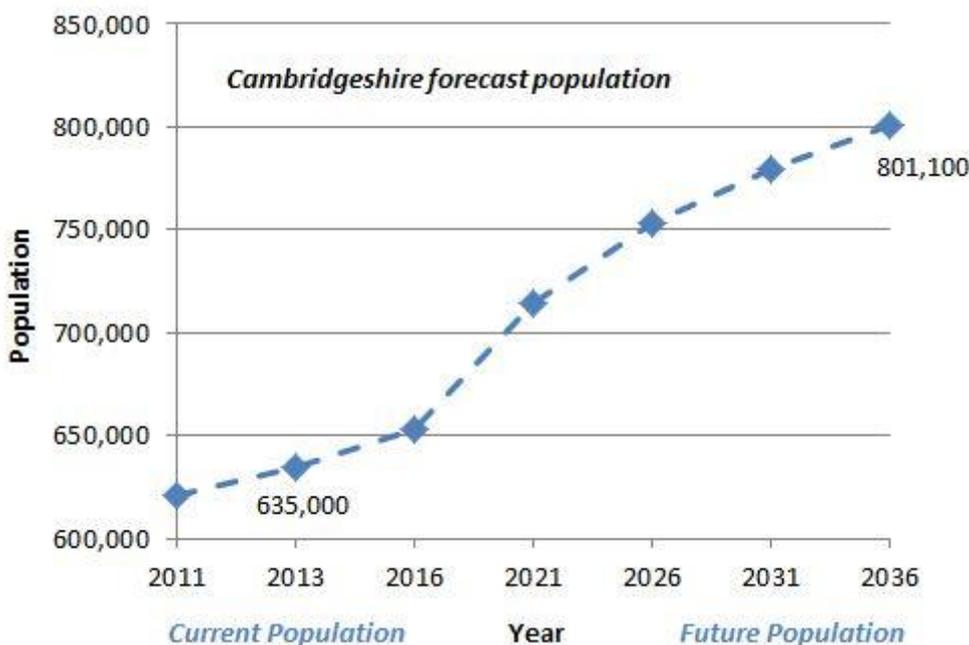
3. Where We Are Now

3.1. New Communities in Cambridgeshire

Cambridgeshire is an area of rapid population growth. Forecasts show that the population of Cambridgeshire is predicted to grow by just over 25% by 2036 (CCC, 2015)

The scale of development planned is considerable, within the next three years construction will be underway on five major sites and a number of smaller but significant developments. According to the Strategic Housing Market Assessment, between the period of 2011-2031 an additional 75,000 dwellings are needed in Cambridgeshire. From 2011-2014 there have been 7667 dwelling completions, leaving just over 67,000 homes still required. 32,307 dwellings are formally committed for development (those with planning permission or allocated for development) and within the next five years over 10,000 of these homes are expected to be completed (CCC, Monitoring Planning Policies, 2014).

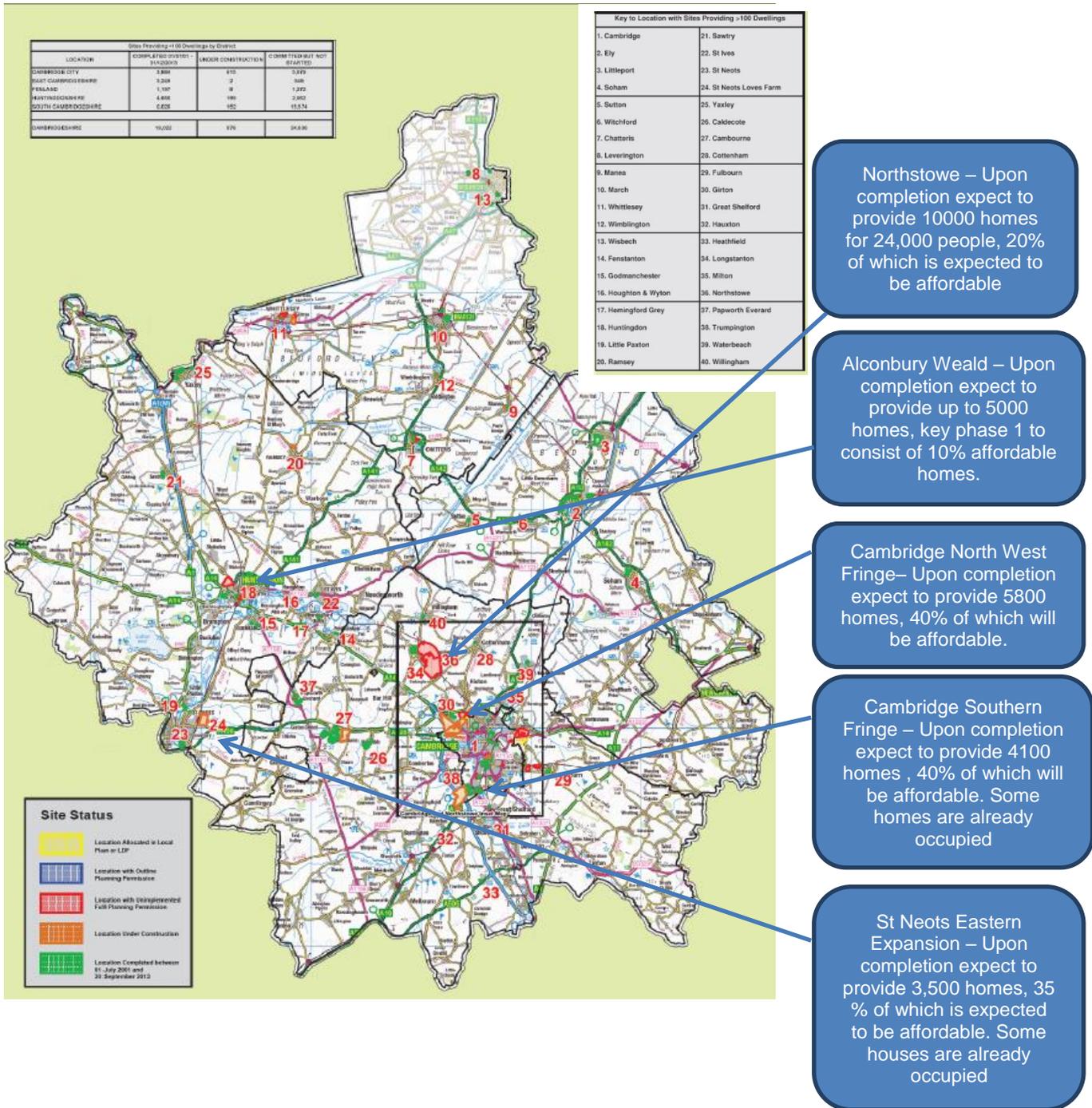
Figure 1 Forecast population growth in Cambridgeshire



Development sites are planned throughout the county but the major sites are located in South Cambridgeshire, Cambridge City and Huntingdonshire. [Appendix 2](#) provides further details on the growth sites across the county.

Cambridgeshire has already experienced large new developments in recent years – most notably Cambourne. In 2013-14 3147 houses were built within larger sites (sites of over 100 dwellings) contributing to just over half of the new dwellings (CCC, Monitoring Planning Policies, 2014).

Figure 2 Map of growth sites across Cambridgeshire with five of the larger sites highlighted.



3.2. Challenges Associated with New Communities

New communities tend to have **higher needs** (CCC/NHS, 2015/16) and these needs tend to **escalate more quickly** than in more established communities (CCC, 2010). Moving to a new community isolates people from their normal support networks. Much of the research into new towns or new communities has established clear links between loneliness, poor mental health and antisocial behaviours with a lack

of community cohesion and social networks which are greatly influenced by lack of access to community facilities and supportive services.

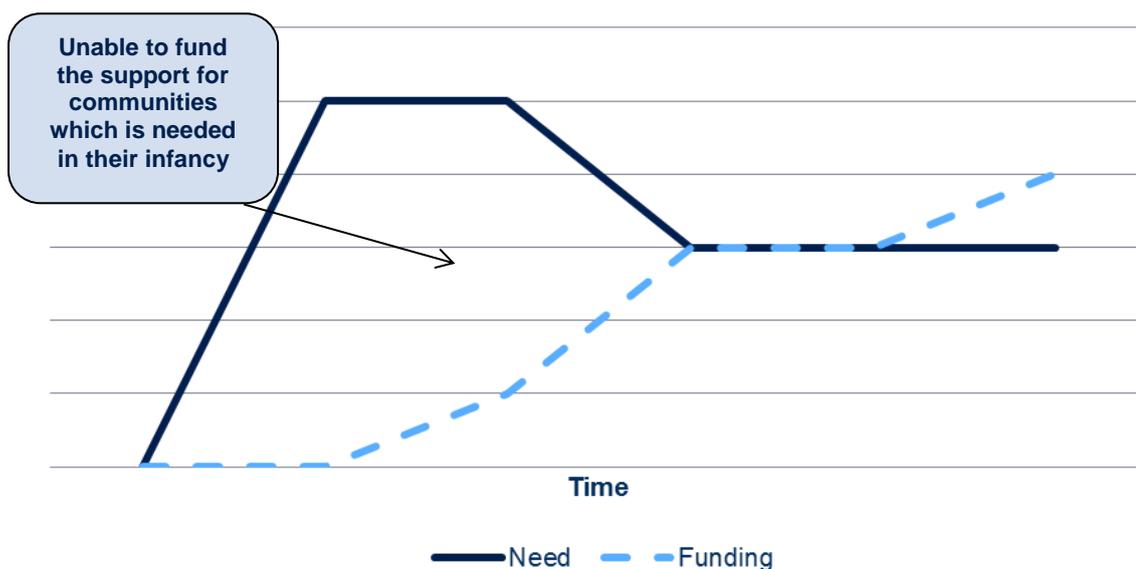
In small isolated social groups, as you would see in a new community, **social behaviours can become entrenched** (Durkheim, 1972). If negative social behaviours become engrained early on, they are likely to be passed on to newcomers and will be difficult to change.

It is **impossible to know who will move into a new community** making it difficult to plan and prepare support. Although new communities tend to have a young age structure, each new community is different and will attract different groups due to its location. Although new communities are unlikely to be a major contributor to the growth in older people in the county (this growth in the older population is predicted to come from those who are already living in Cambridgeshire who will get older as time passes), consideration must be given to the future of the new community. With a build out rate of 20 to 30 years a significant proportion of those early entrants to a community will be older by the completion of the new community.

The **transient nature** of new communities due to **high levels of private renting, higher levels of social housing** and **different population characteristics to the surrounding area** add to the difficulty in planning and ensuring appropriate levels of services available for new communities.

New communities **increase financial pressure** on CCC but **provide very little additional income for CCC in the early years of the new community**. The Council's Strategic Framework, part of the overall Business Plan, supports the economic growth of the county and the need for more homes. However, since Revenue Support Grants from central government were locked at 2012-13 levels there is no longer a link between how quickly the county's population increases and the amount of funding CCC receives via the main grant from Government. Therefore the only income gained from new developments is based on Council Tax, New Homes Bonus and business rates received. As only 20% of the New Homes Bonus is received by CCC and there is little to no income generated by business rates in the first few years of development, CCC is unlikely to receive sufficient income to cover the cost of servicing a new community as it forms. Furthermore, gaining funding from section 106 planning obligations is becoming more difficult to secure, especially for support related services, due to pressure to build housing and the recent economic downturn which has hampered site viability.

Figure 3 Illustration of funding gap in new communities



3.3. Opportunities Available in New Communities

A new development creates a brand new community all starting in the same situation; everyone is new therefore everyone has something that **connects them**. New developments also attract people and families with a desire to make a fresh start (Platt, 2007). With the right support and infrastructure, this connection and attitude can foster a want to help build a positive community and support each other in order to benefit themselves and their family.

New communities offer an opportunity to **design optimal solutions** rather than be constrained by existing models. What and how the community receive and access support and services can be designed and delivered without having to work within and be bound by existing, sometimes inflexible, models present in established communities.

The early residents of a new community are often 'pioneers;' they have a passion to 'get it right' which can be fostered and formed into **passionate community leaders** dedicated to building a resilient, sustainable and inclusive community. Pioneers are willing to do the work to achieve an established positive community; one which relies less on public services.

New communities have the added benefit of new, **purpose built infrastructure** that is designed to suit people's lives and needs now while being flexible for changes in the future. Housing can also be designed to be adaptable to provide space for families to grow and people to age without having to move away from their home and community where they have become established.

4. How We Will Achieve Our Vision

To achieve the vision for new communities CCC will need to maintain a flexible approach that reflects the local needs of each individual new community. In addition, the following principles have been considered in light of the increasing pressure on public services and the continued emphasis on needing to do more with less. To aid the design and delivery of support and services within the challenging context of reducing budgets the following principles will guide CCC to achieve our vision for new communities.

4.1. Community Resilience– self-support rather than intervention

To support the formation of resilient communities CCC will shift focus from meeting the needs of individuals to increasing the emphasis on supporting the growth of resilient communities who can help themselves and each other. Although many of CCC services must target those who have higher needs or are considered vulnerable, CCC also recognises the importance of supporting the whole community.

CCC must take an asset based, whole community approach firstly to prevent people from becoming in need but also because it will take the whole community to truly build a self-supporting, healthy community. All members of the community have a role to play in supporting one another. To support the community CCC will need to draw from local people, facilitate community leaders to create opportunities, co-produce activities and services, provide 'anchor' spaces for this to happen such as libraries and community hubs, enhance social capital and encourage the community to recognise that they can solve problems and form an active, cohesive community within the real or perceived constraints they may have. Evidence shows that people most like to get support from others who are like them, and to co-produce services and resources that are of local value.

Figure 4 Home Library Scheme

Project: At Home Library Service

189 volunteers across the county visit the most vulnerable in society. Using the local library, they select and deliver books to people's homes and provide information and general companionship. A recent initiative is helping people to use digital spoken word books rather than traditional listening cassettes.

Investing in supporting the formation of social networks can have considerable benefits to the public sector and the community as a whole. People who have strong social capital tend to overall have greater wellbeing, are happier, contribute to the local economy and are able to manage and improve their own health, situation and have a greater sense of belonging (CCC/NHS, 2010). Social networks help form a cohesive community that is resilient and more likely to intervene if they see problem behaviour taking place (known as 'collective efficacy'), such as intervening if they see a child being harmed in the street; there is also a link to lower crime and anti-social behaviour, and lower perceptions of crime and disorder (Young Foundation, 2012). There is considerable benefit for CCC to invest in supporting the formation of social capital and building the community resilience by playing a more active role in community building.

Building community resilience in new communities will involve understanding the strengths, knowledge, interests and skills of those who move in and then empowering them to form the links with others in the developing community who either share these attributes or would benefit from them. These simple connections will form the foundation of a cohesive resilient community. CCC will need to work in close partnership with other organisations such as District/City councils, Voluntary (national, county and local organisations) and Community groups/organisations in order to facilitate this process, actively supporting the formation of new groups, providing professional guidance and removing barriers in the early stages. Developing Site Specific Working groups, a key finding in the 2015/16 New Housing Developments and the Built Environment JSNA, will provide a mechanism to achieve this, bringing together professionals working on the ground with community development workers, community leaders and those offering higher level support.

Supporting the growth of resilient communities at a time of substantial growth and reducing resources will require preparation and an alignment of resources alongside partner organisations, CCC will not be able to achieve this in isolation. Whilst it will not remove all demand on CCC services there is evidence to suggest it will reduce levels of demand offering considerable returns to CCC. It is important to note this is still a light touch approach; the intention is not to dictate to the community nor to act as big brother in the background, but to dedicate time to act as a facilitator, sharing knowledge, data, facilities and resources in order to inform the community and enable it to respond to its own needs.

Figure 5: An example of open data to support the formation of community networks

Project: New Mums Network

In Denmark, new mothers are routinely offered a list of the email addresses of other new mothers living in the same area. It is up to them whether they follow this up, however the offer is there to help build new networks of support

Supporting new communities to build resilience forms part of the wider CCC community resilience vision that Cambridgeshire will be a place where people are part of well networked communities, and where they get the right help to play an active role within their neighbourhoods. Transformative change of this nature requires an improvements to the way we communicate with local communities, focusing more on people helping people, Members having a proactive role as community leaders, building a workforce that is equipped with the skills needed for new ways of working, working locally in areas which are accessible to local people, and working closer with wider partners creating better forums for sharing insight and jointly platforms for commissioning and delivering service.

Figure 6: An example of facilitating community building

Project: Stepping Stone Project

Stepping Stone project funded by Sports England and Cambridgeshire County Council, works with individuals on a one to one basis to assess their sporting needs, interests and requirements. It then links them up with a local inclusive sports clubs and providers who are able to welcome them as a participant, coach, official or volunteer. At the same time, the project works alongside the clubs to ensure they are equipped to provide the appropriate support.

Funded by Sport England and the County Council, the programme has engaged adults and young people aged 14 plus into over 15 different sports including horse riding, trampolining and sailing amongst others. For example, 'Nick' wanted to join an archery club but his special needs had always been a barrier. Stepping Stone has made it possible for him to train regularly and build his confidence. He no longer feels he is missing out and enjoys being a member of his local club.

Since its launch in April 2013, the Stepping Stone project has helped more than 75 people with a long term health need or disability access and begin to participate in sport on a regular basis.

Figure 7: Time Credits in Wisbech

Project: Time Credits

Volunteers at the Orchard Church of England Primary School in Wisbech have amassed 1000 hours in volunteering time as part of a brand new scheme, Cambridgeshire Time Credits. Time Credits help their community by giving their time to projects and organisations and as a thank you receive time credits. These can be used to access events, training and leisure services, such as The Light Cinema, Elgoods Gardens and New Vision Fitness Centre, or to trade time with neighbours.

Overall, 171 volunteers in Wisbech have earned over 2000 Cambridgeshire Time Credits helping their local community, including window cleaning, supporting sessions at the local youth club, maintenance and reading clubs.

The programme is being run by Spice, a social enterprise specialising in time credits and is funded by Cambridgeshire County Council and CHS Group.

The Children Centres in Wisbech are also taking part in the scheme. Members recently organised a Bingo event at the Queen Mary Centre to help bring the community together and offer an opportunity for members to spend their credits. From marketing, to ticket sales, the group organised the event and earned credits, they plan to put on further events in the future.

Time Credit member Lauren who volunteers at the Children Centre added: 'It's a journey that's just beginning, I am making new friends and enjoying new opportunities that the scheme brings'.

4.2. Partnership working – a multi-organisational approach to supporting new communities

To create vibrant, healthy and sustainable new communities, CCC will work in partnership with all organisations who share its vision for new communities. This includes district/city councils, parish councils, national and local voluntary organisations, faith, community groups and other statutory services including schools, police, fire and rescue and health.

Lessons learnt in previous new communities have shown that service and support can often appear disjointed and confusing to new residents. With so many organisations sharing the same objective but failing to adopt a joined up approach to delivery there will be a tendency for duplication of support in

some areas and gaps in others. Duplication of support is not only a disservice to the residents of the new communities but it is a waste of already reducing resources. The development of high quality, co-ordinated support for new communities will improve the quality and availability of support to residents, ensure best use of assets and the most efficient use of limited resources. Achieving this will require organisations and agencies to work collaboratively. This will include working across organisational boundaries between statutory, voluntary, community and independent sectors.

Internal partnerships: excellent communication and multi-disciplinary team working are key elements to successful partnership working within an organisation and fundamental to ensuring a streamlined approach to provision. Therefore a cross directorate internal working group (New Communities Service Leads Working Group) has been set up to provide a mechanism for co-design of support across the authority to be explored and realised.

External Partnerships: the CFA New Communities Team and officers from across CCC will actively engage with the existing multi agency partnerships, such as the Area Partnerships, when designing, planning, and delivering services to new communities. For the specific and detailed planning required for new communities CCC will fully support and actively engage with the formation of site specific working groups encouraging representation from multiple organisations.

Community Partnerships (engaging the community): Forming partnerships with the emerging and surrounding community along with the voluntary sector provide significant opportunities to the design and delivery of services in new communities. If public services can be co-created by state and civil society working together more creatively, it may be possible to expand the total resources available to improve quality of life in an area, even with state spending in decline (Hambleton, Howard, & al, 2012). CCC will actively work alongside the District Councils to engage the local community by offering a variety of ways the community can get involved ranging from basic communication to ensure the residents are aware of what is going on in the development, to community forums and meetings that will influence the planning and delivery of services.

Figure 8: An example of community partnership and social innovation: Family by Family, Australia

Project: Family by Family

Family by Family is a new model of family support co-designed with families in South Australia that aims to enable more families to thrive and fewer to come into contact with crisis services.

The programme works by finding, training and resourcing families who have overcome tough times (known as 'sharing families') and connecting them with families who want things to change (known as 'seeking families'). Once families have been matched they take part in 'link up' activities for between 10 and 30 weeks. Sharing families are supported in their role by weekly coaching sessions and are given a grant (which they can spend on link-up activities, their own families or donate back into Family by Family) in recognition of the intensity of the support they provide. In this model, professionals act as brokers to these family interactions rather than delivering services.

Family by Family was instigated by the Australian Centre for Social Innovation (TACSI) and was developed in the Marion area of Adelaide between May 2010 and March 2011.

Figure 9: An example of partnership working in Cambridge new development

Project: Southern Fringe, Cambridge

A Senior Community Development Worker (CDW) employed through S106 contributions met the family at the local park when running regular play sessions after school. Initially the family were wary of the CDW although after a few meetings it was disclosed that the family had recently fled a domestic abuse situation. The children seemed distressed and somewhat troubled by recent events, the older children particularly had difficulties adjusting to the new environment, finding it hard to make friends and knowing who they could talk to about their experiences.

As the CDW had a good relationship with the school, Childrens Centre and Locality team via the Southern Fringe Working group they were able to work alongside the professional support received by the family which crossed a number of services including a family worker, a support worker from the women's refuge, advocate support during the court case, arts therapy and support from the school and a social worker. This knowledge enabled the CDW to encourage and support the family to access support in the community that the family could benefit from such as the drama project, animation projects and play sessions on the local park.

Two years on, the family are still heavily involved in the projects that run in the local community. The family no longer have intensive support from multiple agencies. Mum has become a volunteer, helping on local community projects. The older children have developed confidence and resilience; they are less reliant on one to one support.

4.3. Co-location – sharing facilities and improving access wherever possible

To encourage community cohesion and provide more convenient and efficient service delivery to the community, where possible, CCC will co-locate and share facilities with other organisations within new communities.

Although supporting new communities should not be limited to infrastructure provision, formal and informal meeting places and accessible, quality cultural and sports provision are recognised as critical. Community facilities are integral to the creation of sustainable communities as they contribute much of the glue that holds communities together, providing services and facilities that meet the needs of residents, promote social interaction and enhance the overall quality of life within a community (British Property Foundation, 2010).

Research into new communities shows the importance of having community facilities, even if it is initially just temporary provision, available early in a build of a community, as this is the point when the residents are at their most vulnerable. Early Intervention and prevention work supported and provided by a range of CCC services including Libraries, Children, Families and Adults and Public Health will require access to activity rooms, interview rooms and informal meeting spaces within the new community. Delaying the provision of community facilities even for just two years following first occupation, could lead to problems quickly escalating resulting in increased cost to the local authorities and a poor reputation for the new community which could in turn affect the ability to sell plots and affect the overall viability of the site. Whilst community development programmes will be able to adapt to operate with little or no access to community facilities, they are likely to be less effective and the independent building of social networks by residents will be limited without access to informal meeting spaces.

Within the National Planning Policy Framework the importance of early community buildings is emphasised and is now generally planned into every new community. However, community buildings need to be more than meeting spaces and traditional unmanned village halls, they should provide a flexible, safe, neutral and trusted place in the community and an opportunity for the community to connect with support and services.

CCC will work with partner organisations to find opportunities to co-locate and integrate services and share facilities, for example, activity rooms, office or touch down space. CCC already has a Community Hub Policy (Figure 11) and will be utilising the hub approach in Cambridge Southern Fringe to deliver the Clay Farm Community Hub which will include shared community space and touch down facilities co-located with the library, health centre, community café and 20 affordable flats.

Figure 10: Co-location in a community Hub

Project: Ramsey Community Hub

With more than 40,000 visits per annum, Ramsey Community Hub co-locates a wide range of public services for the benefit of the community, including a library, children's centre, Huntingdonshire District Council (HDC) customer service centre, the HDC neighbourhood management team, Ramsey Neighbourhoods Trust, Ramsey Million Partnership and hosts surgeries for Citizen's Advice Bureau, Highways, Police, MIND, Town Council and Housing, and runs Adult Careers and Job Search Clubs. The meeting spaces are regularly booked by community groups including U3A, Women's Institute and Abbey College.

The whole building is supported by a Friends of the Library Group and the Ramsey Library Board for partnership working.

Co-location through the Hub model allows organisations and the community to achieve the benefits of a high quality locally-based presence and provides an opportunity to take the partnership approach to service delivery to the next level through sharing of facilities and true integration of services. Furthermore, in a time of reducing budgets and building portfolios, co-location allows for sharing the asset burden across partners and the community more generally.

The economic stability of a new community can also be supported through the Hub approach. Community facilities often play an important role in a new community's economic strategy. The Hub provides a focus in the early stages of a new community's development, creating footfall and a destination that will encourage and entice business and retail into the area which traditionally arrives much later in a new community's development leaving some early residents without access to basic services. Libraries provide considerable support and resources to entrepreneurs, start-ups and more general business development. This combined with the ability to temporarily hire small office and co-working spaces, as well as meeting rooms for a variety of business and community uses in the early stages of development, will provide an important incubator for business in any new community. It is clear these opportunities need to be in place early in the build out of a new community in order for the businesses they attract to grow with the development. Consideration when designing the role of a community hub in a new community must be given to the viability of the facility in the short and long term, flexibility in use and the ability to draw in income should be important aspects of the Hub's business plan.

CCC services will be mindful in their service planning of the community hub programme and recognise the opportunities co-location will provide to their services in new communities. CCC officers will use existing synergies with partner organisations to influence them to also co-locate.

Figure 11: CCC community hub policy for new communities (Community Hubs Project Board 2015)

PURPOSE – Sustainable physical and digital access to public and community-led services reaching out to the community
<ul style="list-style-type: none">• Provide a catalyst for community- building activities and development• Foster the health and wellbeing of the whole community• Encourage community resilience by providing opportunities for formal and informal community networks to form and provide the support to enable the building of social capital.• Support activities which will prevent or defer a person from needing more expensive interventions /public services.• To actively signpost community groups and networks
DESIGN – Flexible, adaptable and accessible. Future proofed multifunctional spaces which are designed creatively and efficiently.
<ul style="list-style-type: none">• Responsive to the needs of each locality and community in which they are set• The channel for delivering all community and people related support projects, strategies and services, the default outlet for Council service and Digital Participation• Wherever possible services and functions will not only be co-located but integrated in their design and delivery. All County Council services will be delivered alongside other agency services, including third sector & health, in a seamless manner creating a multifunctional space from a community perspective.• Located where members of the community often and easily go, with access to walking, cycling and public transport routes either existing or planned.• Contribute to the public domain and a sense of place, of a sufficient size and design to enable expansion and adaptation.
OPERATION – Financially sustainable and co-produced with community ownership; governance models relevant to the setting.
<ul style="list-style-type: none">• Will be based on an “anchor” service – a neutral or universal service e.g. library, Café or shop. The selection of the anchor should be based on opportunity rather than need with a view to reach out to the whole community• Governance models will be appropriate to each situation and will be considered early in process. Priority will be given to community led governance models.• Will operate under a sustainable business model to ensure they continue to serve communities long into the future and reduce reliance on councils funding.

4.4. Innovation to meet the needs of new communities

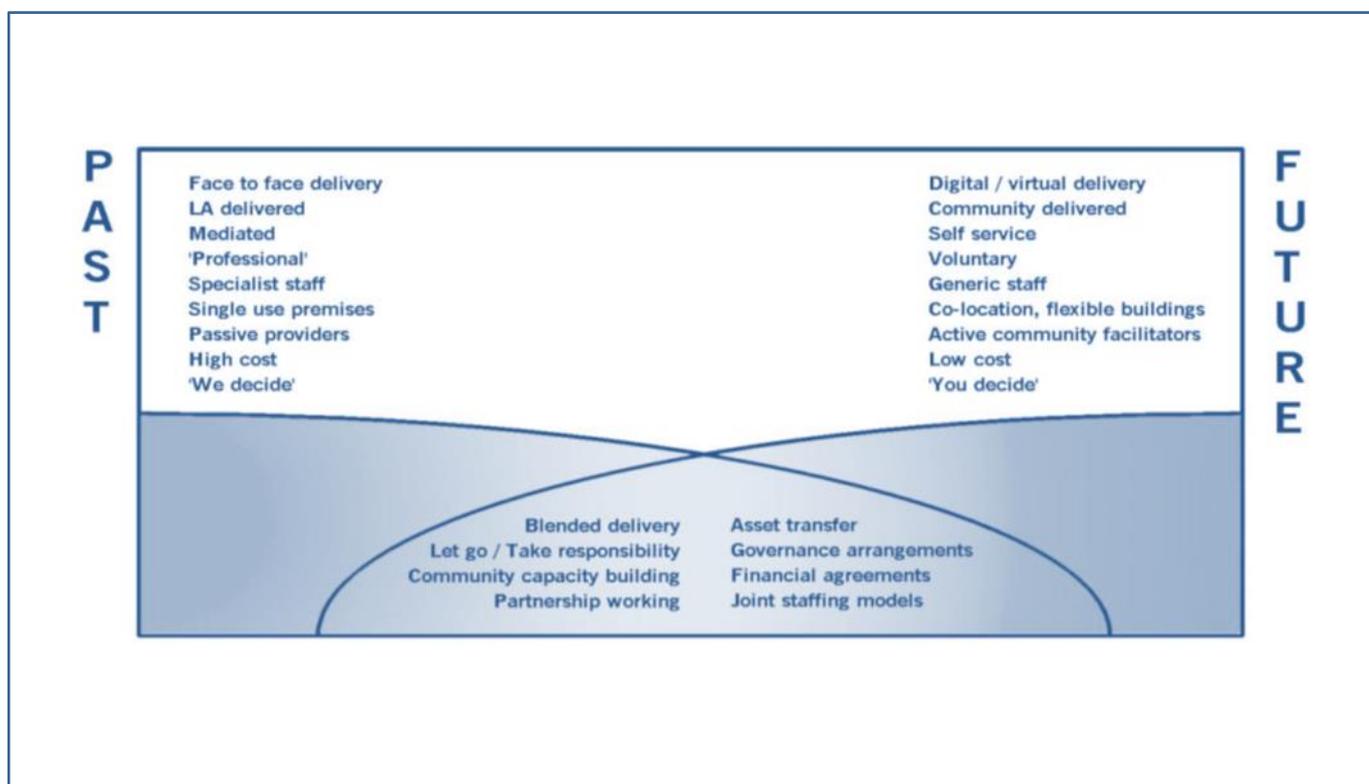
CCC will seek to support and provide innovative thinking to inspire a new approach to better support new communities.

Traditional ways of producing and providing public services are constantly under challenge, particularly as there is anticipation that there will be insufficient funding to meet the need in new communities. Aside from reducing budgets, the very way that public services are planned and delivered is now diagnosed as being part of the problem and has not been effective in meeting the specific needs of new communities

in Cambridgeshire. The broad argument is that, alongside the many benefits they deliver, well-intentioned state-run services may end up being less successful than they could be because they tend to foster a culture of dependency (Hambleton, Howard, & al, 2012).

CCC along with other public agencies will need to engage in more radical approaches to innovation than previously: instead of thinking we need to ‘do more with less’ CCC will need to focus on ‘doing more with more thinking.’ CCC will remain supportive and invest in new approaches and solutions to the needs identified in new communities. CCC will create a culture where services are encouraged to work closely with partners and local communities to look at new approaches or social innovations to tackle need and social exclusion when designing provision. CCC will also aim to always take the ‘digital first’ approach when designing and delivering services to new communities to enable our services to share information, engage and, where necessary, support residents digitally rather than traditional face to face support. Furthermore, CCC will continue support and encourage the development of assistive technology to enable more people to remain living as independent as possible within their community.

Figure 12: Developing our approach for the future’ (Cambridgeshire’s Library Service Strategy, 2015) summarises the transformative journey of libraries as an example of changing public services.



Innovation does not need to be reflected in large scale projects, or in fundamental changes to the way support is offered to communities. In fact many believe that small scale changes of approach that can be tested in pilot projects are often more beneficial to both the communities they serve and the partners responsible for them. New communities should also be seen as an opportunity to roll out social innovation projects already prototyped elsewhere in the county, for example the Community Navigators project or Time Credit schemes as well as a manageable test bed for new ideas.

Figure 13: Example of innovative way to offer support via digital means

Project: Crisis App

In the event of a health crisis the Crisis Card phone app provides a one-button-press 'call for help', so people in crisis can reach out to their support network without having to face a phone call, they can communicate their needs without having to talk, and share their location, without having to know it themselves. It also supports people in managing their health and wellbeing by providing information and signposting to the relevant resources available. For daily use the app provides an area to easily record and track their state of wellbeing over time.

5. How Will We Know We Have Been Successful?

The outcomes for establishing whether CCC is achieving its' vision for new communities' are for communities that are:

- Safe
- Resilient and independent
- Healthy, and which
- Maximise community potential

This section does not attempt to detail exactly what support CCC will provide to meet the above outcomes but rather encourages the exploration of different approaches, in line with the guiding principles, to ensure flexibility is maintained for CCC to respond and plan for new communities based on local need rather than be restricted by a rigid list of requirements to achieve these outcomes. These outcomes are established within the context of resources reducing by approximately 40% over the next five years and are a priority and responsibility of all CCC directorates, not individual service areas.

However, recognising the need for a formally stated evidence-base to support future requests for funding and to influence planning applications this Strategy is accompanied by the Supporting New Communities Level of Requirements Framework (Appendix 6). This framework provides more detailed clarification on the key CCC support requirements in new communities. The framework identifies the relevant statutory duties and policies and advise on the levels of provision needed in the new community dependent on the predicted need created by the development. This approach will maintain the flexibility required to allow CCC to decide what level of support is appropriate for each growth area but also will provide more robust evidence that can be shared with developers and planning authorities to enhance CCC's ability to influence planning and gain funding. The Framework is intended to be used alongside the draft CCC Developer Contributions Practice Guide which at time of publish was undergoing approval.

In addition, an action plan for delivering the vision will be developed for each growth site by the Service Leads Working Group (SLWG) (see section 6: Delivering the Strategy). Performance measures will be developed for the outcomes as part of the action planning process

5.1. Safe

All residents of new communities feel and are safe within their environment whether out in the community or at home. This will enable all residents, especially those at higher risk of harm, to have the opportunity to be positive contributors to their community and society as a whole and enjoy being engaged with all members of the community. A successful safe new community is one where all people are free from abuse and neglect and there is/are:

- Positive activities for children, families and adults
- Community cohesion and collective efficacy

- Safe and accessible infrastructure
- Low levels of risky behaviour, crime and anti-social behaviour
- Low levels of referrals to children’s social care and locality team

How CCC can support a new community to be safe:

Design and delivery of support to new communities can be maximised by the creation of an ‘Enhanced Locality Team’. The 2010 Member Led Review recommended the creation of an Enhanced Locality Team for Northstowe to provide joint working between the locality and social care teams. This model could be greater enhanced by creating a multiagency team focusing on preventative services with a specialist knowledge and understanding of new communities for all members of the community. For example, a parent suffering from mental health issues which is affecting their ability to adequately protect their child can access support from their mental health worker and family worker from the same team within the community. This allows for more joined up partnership working as the workers can more easily work together to support the best outcomes for the family. Furthermore, more joined up partnership working allows for greater opportunities for public services, voluntary services and the community to discuss and think of new approaches and solutions to securing community safety. Greater engagement and involvement from the community allows them to shape the type of service the community need and gives them the confidence and ability to create self-supported community initiatives and groups – such as providing parents with opportunities to meet with other parents through positive activities.

5.2. Resilient and Independent

All residents of new communities are resilient, are able to live well and independently, especially those who may be vulnerable to social isolation, and engage with their community without the need of intervention. All barriers that could block someone’s engagement in the community are removed and all members of the community are involved as much as they choose and have control over their own lives. A successful strong and independent new community is one where there is/are:

- Community cohesion
- Accessible and timely support if needed
- Choice of quality homes required to meet the needs of present and future generations
- Good quality shared space and community facilities
- Low levels of referrals to adult social care
- Participation in community activities and events from a wide range of people, especially those from high need groups
- Economic security

How CCC can support a new community to be resilient and independent

The opportunities available in new communities are especially beneficial to supporting a strong and independent community because CCC services can help people maintain independence by partaking in discussions with the City and District Councils for how housing can be delivered to suit the needs of families and individuals throughout their life. This will allow people to remain independent in their home and community which will benefit and facilitate the integration of a strong, sustainable community. Appropriately located houses and co-location of services will allow people that may have difficulty getting to services more choice and control as they are able to access support more easily. They will be able to access the library, their GP and social, sport and cultural activities all within close proximity (if not in the same building) of each other; thereby increasing their independence and ability to participate within the community. Additionally, co-location of services will be a focal point for the community because they are anchored on a neutral service, such as a library. This provides opportunities for people of different back grounds and stages in their life to meet and form greater social networks. This creates great opportunities for building social networks which can be used to support one another and prevent, for example, loneliness which in turn will prevent a need for more intensive and intrusive services.

5.3. Healthy

All residents of new communities have a healthy lifestyle, families make healthy choices, are active, and free of substance misuse. A successful healthy new community is one where there is/are:

- Families and individuals who make healthy choices
- Positive mental and physical health
- Community cohesion and a sense of belonging
- Accessible services
- People who are active and there is high participation in sport and cultural events.
- Economic security

How CCC can support a new community to be healthy

The Government Strategy 'No Health without Mental Health' finds that empowered and cohesive communities foster better mental health (HM Government, 2011). A new community presents a prime opportunity for preventing escalation of poor health by encouraging and helping to develop a supportive and unified community. Employing specialised mental health community workers to work with the new community to promote mental wellbeing and to help form the individual, social and environmental conditions will help develop a sustainable, cohesive new community. Specialist mental health community workers will prevent social isolation and loneliness and can also prevent mental illness by interventions such as encouraging school-based involvements or stigma prevention campaigns to prevent bullying. Reducing stigma can give those vulnerable to mental ill health and the local community the confidence to pull together and offer peer support services – encouraging social action and inclusion. Furthermore, greater joined up partnership working between health services and the community can encourage and create opportunities for people with the same health goals, such as losing weight or quitting smoking, to be able to build support networks. This will encourage the community to work together to help reach their goals and encourage the whole community to lead a healthier life style without intervention from public services. CCC should also maximise the reach and range of their public services e.g. public libraries are already delivering health information agendas with Public Health partners and individuals and act as centres of Tier 1 information and advice for prevention and avoidance.

5.4. Maximise Community Potential

All residents of new communities are able to achieve their learning potential, are equipped and have the opportunity to go onto further learning or work, maintain employment, and have the knowledge, skills, and confidence to make positive changes in their communities. All barriers to learning and employment are removed and communities are supported to enable them to maximise their full potential; building on the assets of the community rather than by being dictated by organisational structures and boundaries.

Building a learning culture in a community is central to the well-being, resilience and sustainability of communities (Scottish Government, 2012). Low skills are linked with poor health, crime and low social cohesion and also impact on the productivity and competitiveness of business and local economies (Adult Learning and Skills Strategy Framework 2012-2020).

Maximising community potential can mean many different things. As one of the four outcomes this has been restricted to skills development to meet the demands of the local economy; other factors which can be considered as reaching full potential such as health and full independence are covered in the other outcomes. A successful new community where people can reach their full potential is one where there is/are:

- Sufficient quality early years, school and post 16 places near to where people live
- All children regularly attend school
- A prosperous local economy that benefits all residents
- Local jobs and opportunities for enterprise
- Adults of working age are in employment
- Schools are prepared and able to support children and their families
- Adults can readily access quality skills and community learning opportunities
- Low levels of young adults not in education, employment or training
- High levels of community participation in decision making and the planning and delivery of services at local and strategic level
- Greater social equality
- Access to library services that provide opportunity for digital participation, reliable information and local cultural activities such as events for children and older people

How CCC can support a new community to maximize its full potential

Design and delivery of support in new communities can be enhanced by making it easier for adults to access learning opportunities and employment support through closer partnership working and co-location. Older learners can gain skills training in the library to keep their skills up to date to meet the demand of the local economy. Adults with learning disabilities can receive support and training from integrated co-located services within the community while at the same time find out about opportunities and support to engage and participate in their local community. This can improve self-confidence, promote social mobility and enable individuals to maintain independence.

New communities also present an opportunity to increase education opportunities for children and young people via new schools in the area. With children and young people all being new to the school, a multi-agency transitions support task force could be established to prepare the staff in the new school for the challenges so they are able to identify, sign post and help parents establish their own community groups to offer support to one another. The task force could also prepare schools to provide specialist support to groups of new children with quite specific needs providing these children with better support early on.

Whilst new communities are developing, a mobile library or 'pop up' library services can provide support and information to support community cohesion and help individuals reach their full potential.

6. Delivering the Strategy

Achieving the vision for new communities will be an extensive programme of work for CCC spanning the next 20-30 years. Each new community site will be a substantial project comprising of multiple work streams and involve numerous stakeholders and partners. It is therefore important that the delivery of this Strategy is managed as if it were a more traditional complex project with clear governance, defined decision making processes and incorporating sufficient monitoring and reporting stages. The CFA New Communities team will have a dual role in the delivery of this Strategy providing both the programme management and the more site specific project management. Other services within CCC will have a pivotal role in delivering the Strategy including but not limited to CFA Enhanced & Preventative services and the Learning Directorate, ETE Strategy and Development Service, ETE Community and Cultural Services, ETE Supporting Communities & Business Service, CD Customer Services & Transformation Service and Public Health. Each CCC Directorate will have a nominated link person who will be responsible for feeding information between their directorate and this work.

6.1. Governance

The Planning for Growth Project Board (PGPB) will oversee and steer the delivery of the Strategy and the associated preparatory work designing services. Reporting to the PGPB will be two working groups. The New Communities Service Leads Working Group (SLWG) are responsible for assessing demand, designing provision and formulating action plans for each new community. Alongside the SLWG will be the 0-19 Planning Places Working Group (PPWG) that will focus on delivering the Council's statutory duties for ensuring sufficient and suitable early years, childcare, school and post 16 places across the county and in the new community sites. Both the working groups will have close connections with the multi-agency, site specific working groups and ETE Strategic Site Group. The latter will provide the required influence throughout the planning process.

In addition to the internal mechanisms for delivering the Strategy are the site specific working groups often managed by the local District and City Council with considerable input from CCC. These working groups provide the fora to enable multi-agency discussions on service delivery for a particular site. [Appendix 4](#) sets out those that are currently in operation and identifies their membership and remit.

Figure 14: Governance Structure



6.2. Triggers and Milestones

Timing of service delivery and support in new communities will be critical: too late and needs are likely to exacerbate, too early and CCC will be wasting resource by having service and staff on the ground before they are needed. Calculating when and if services should be delivered in a new community is difficult as each site will be different and will depend on location, need and available resource. Determining the timeline for delivering the Strategy will be the responsibility of the new communities SLWG. The group will provide indicative service delivery triggers and identify key milestones for each site whilst remaining flexible and responsive to the latest phasing and occupation predictions as they become apparent through the planning process.

6.3. Monitoring & Reporting

The PGPB will be responsible for overseeing progress and ensuring milestones are achieved. An action plan for delivering the vision will be developed for each development by the SLWG. Performance measures will be developed for the outcomes as part of the action planning process and will be monitored by the Board.

In addition, the CFA New Communities team will produce a detailed Highlight Report on a bi-monthly basis to provide the necessary information to ensure successful monitoring and scrutiny by the Project Board.

To make sure the Strategy is providing the appropriate framework for delivering in new communities it is proposed that the Strategy is reviewed on an annual basis to reflect the learning from each year, the latest legislation and best practice

6.4 Funding New Communities

The reduction in CCC budgets and the difficulty in acquiring developer funding has made securing funding to deliver support to new communities very challenging. It seems that for the first time in recent history growth is combined with a time of austerity. To meet this challenge the PGPB will lead on determining the resources needed to ensure necessary support is available for the new community at the right time and in the right location. The Board will focus on preventing the escalated need for CCC services by ensuring robust action plans from the SLWG thereby reducing costs to CCC. The PGPB will also lead on working with colleagues in ETE to ensure they are well prepared to negotiate S106 lists and ensure any necessary infrastructure is on the District and City Councils 123 lists for contribution from Community Infrastructure Levy (CIL).

6.5 Delivering the new community

The process of formally planning a new community will spread over a number of years (see Figure 15: A simplified overview of formal planning process). Over the course of the planning process CCC will have to perform a number of actions to ensure our vision for new communities is delivered (see

Figure 16: CCC actions within the planning process). For CCC to perform these actions we must plan and prepare for a new community using the principles detailed in section four. To do this CCC will need to:

- Assess impact on CCC services by the new community
- Establish the levels of support and resource required to support the new community
- Develop action plans with partners and deliver

It will be the responsibility of the SLWG with oversight from the PGPB to deliver this Strategy and to ensure the core principles are applied consistently, working with the site specific working groups and service specific partners to utilise the multi-agency approach to service design and delivery.

Figure 15: A simplified overview of formal planning process

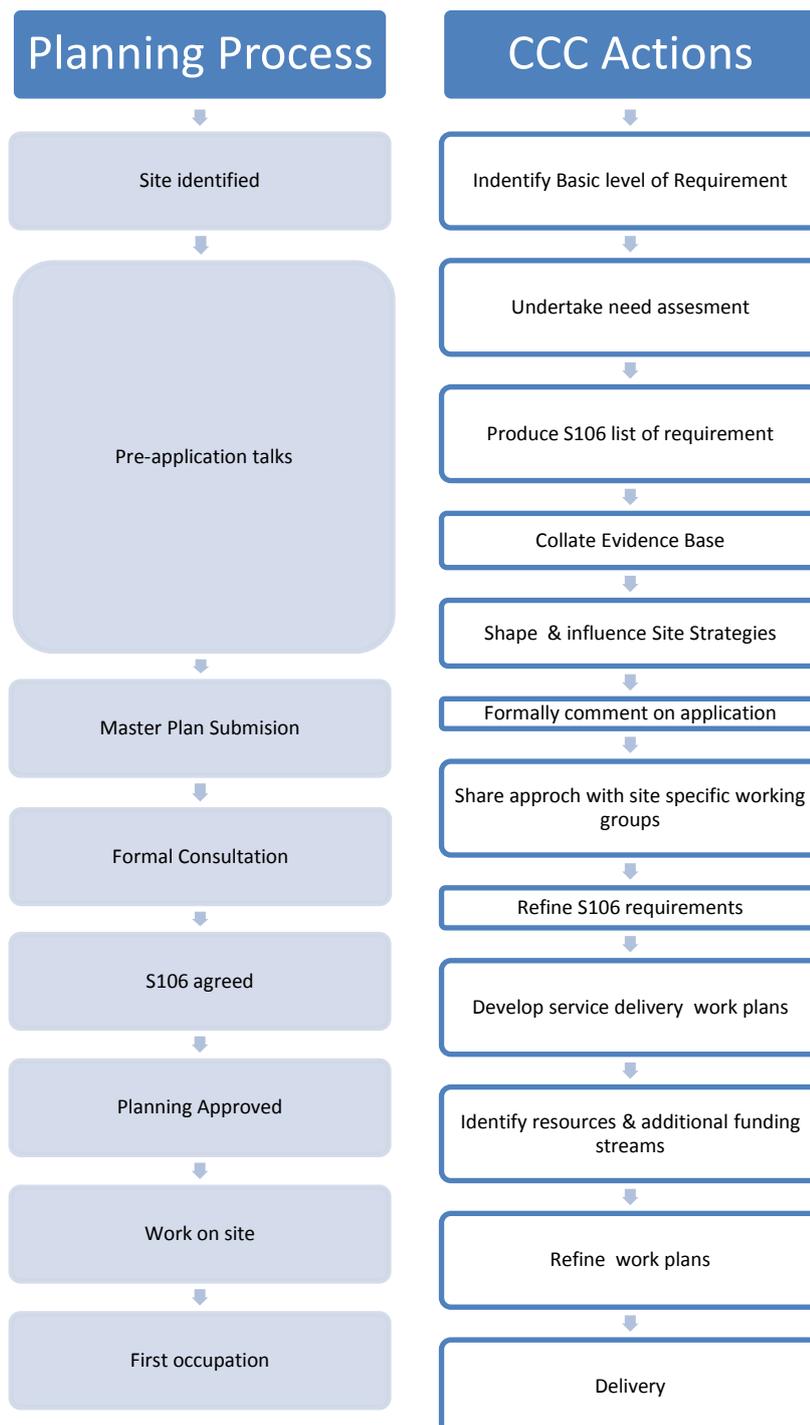
For a site to be considered as a new community it must first be included in the District or City Council Development or Local Plan. Once adopted as a viable site, potential developers will engage with the local authorities and other statutory consultees in pre-application talks. This period can take from eight months to two years and longer in some circumstances. During the pre-application stage the developer will work with the relevant bodies to form the masterplan for the site. The masterplan will set out an overview of the site layout, identify the infrastructure that will be provided (including community facilities) and present an overall vision for the site. The masterplan must keep to the policy statements detailed in the Local Plan which will cover aspects such as the amount of green spaces, community infrastructure, tenure type and densities. Therefore it is important that CFA works closely with the local district and City Councils to inform the contents of the Local Plan as it is reviewed.

The pre application period is also the time that CCC will be asked to compile a list of requirements that will contribute to CCC's S106 submission. Section 106 agreements, also known as planning obligations, are agreements between developers and local planning authorities that are negotiated as part of a condition of planning consent. Local authorities are able to negotiate contributions towards a range of infrastructure and services, such as community facilities, public open space, children's social care and transport improvements. It is important to stress arriving at an agreed S106 for a site is subject to negotiation. In keeping with the complex planning regulations S106 requests should only be used where they are necessary to the development and are fairly and reasonably related in scale and acceptable in planning terms. Of course this statement is open to interpretation and requests can be fiercely debated. In addition, some district councils have implemented CIL to mitigate the impact of the development. CIL is a square meter charge on new development administered by planning authorities. CIL is used with S106 and is seen as the main way to mitigate the impact of the development. CIL monies can be used on non-site specific infrastructure. To use CIL the infrastructure must be included in the Regulation 123 list which is administered by the planning authority.

Once all the relevant documentation and plans are compiled the developer will formally submit for planning permission, before permission will be granted there will be a period of formal consultation when CCC will have an opportunity to comment on the application and as part of the CCC response support or oppose the applications. Raising objections to the application will not necessarily result in planning consent being denied but would in most instances result in negotiations with the developer to find a compromise. The time taken between submission and permission being granted will vary depending on the size and complexity of the site but will tend to be six to twelve months.

There is a considerable amount of ground and infrastructure works that will need to be completed on a site before houses begin to be built and then occupied, therefore it is often one to two year before residents start moving into the new community

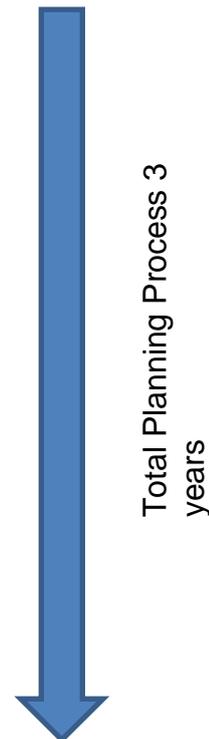
Figure 16: CCC actions within the planning process



7. Appendices

Appendix 1: Illustrative Forward Plan

Planning Process	Actions alongside the Planning Process	Planning Process timeline	Process timeline (alongside planning process timeline)
Site identified	Identify basic level of requirement	12 months	
Pre-application talks	Undertake needs assessment		4 months
	Produce S106 list of requirements		2 months
	Collate evidence base Shape and influence site strategies		6 months
Master plan submission	Formally comment on application	18 months	6 months
Formal consultation	Share approach with site specific working groups		Throughout the 18 months
	Refine S106 requirements		6 months
S106 agreed	Develop service delivery work plans		6 months
Planning approved	Identify resource and additional funding streams	6 months	6 months
Work on site	Refine work plans	6 months	6 months
First occupation	Delivery	6 months-15 years	6 months-15 years
Site completion			



Appendix 2: Growth sites (JANUARY 2016)

- 1. Southern Fringe** – Located on the southern fringe of Cambridge, four residential development sites will deliver 4,100 homes of which 40% will be affordable. Building work is underway with the four sites expected to be completed by 2028. When completed it will contain two new primary schools a secondary school and a large community hub. The secondary school building (including community sports provision), sponsored and procured by The Parkside Federation is planned to be open for September 2016, Y7 students are currently being taught at Parkside until permanent building is available. It is anticipated that there will be provision for students with autism at the secondary school. Work on the Clay Farm Community Hub has begun and building is planned to be open summer/autumn 2016. The multi-purpose building will include community facilities, library, cafe, youth facilities, touchdown space for a range of public services, medical centre, and 20 affordable housing units.

An application for Trumpington Sports Village is expected soon, the proposed site borders the other Southern Fringe sites and is on greenbelt. This application is for 500 houses and sports facilities including outdoor cycle centre, artificial pitches, sports hub and training facilities for Cambridge United.

- 2. Cambridge North West Fringe** – The two sites that make up this new community are located between Madingley Road, Huntingdon Road and Histon Road in the north west of the city. Darwin Green (NIAB) is made up of two phases. Phase 1 is for 1600 dwellings, 40% of which will be affordable and phase 2 for around 1100 dwellings. No date confirmed for when a planning application for Darwin Green 2 is expected to be submitted. The larger Cambridge North West (university) development is expected to be completed in 2034 and is for up to 3000 dwellings (1500 market housing and 1500 for university and college staff key workers), and up to 2000 student bed spaces, first occupations of student accommodation expected September 2016 with no market housing expected prior to 2017. Primary school on the university site opened for key stage one students in September 2015. When completed the two sites will contain a library, health clinic, community facilities, nursery, three primary schools and a secondary school.
- 3. Northstowe** – Located between Oakington and Longstanton, Northstowe is proposed to be built in three or four phases ultimately providing up to 10,000 homes for approximately 24,000 people. The outline planning permission has been discharged for phase 1 for up to 1,500 homes, 20% affordable. The community will include a 3FE primary school and a community facility. Work has commenced on site and the primary school is expected to be completed by September 2016, however due to delays in house building no occupations are expected until 2017 so the school opening is likely to be delayed. The school will provide a temporary community wing and include community facilities and health space with the children's and families team relocating there from Longstanton GP surgery.

Phase 2 outline planning application for up to 3,500 homes and S106 Heads of Terms were approved at the end of July 2015 with S106 planned to be signed soon. The site will include a community hub, library, health centre, one secondary school, a special school and two primary schools.

- 4. Alconbury Weald** – Located on the old airfield site northwest of Huntingdon. The site will be an enterprise zone containing employment opportunities, up to 5,000 homes and sheltered/extra care accommodation. The site will also contain a library, community facilities and services and will be delivered in phases. Alconbury Weald key phase 1 is expected to start building soon for 875 homes, 10% affordable, a primary school, temporary library and associated infrastructure. First occupations expected Summer 2016. The primary school will initially be built as a 2FE and is planned to open September 2016
- 5. St Neots, Eastern Expansion** – located to the east of St Neots, two sites are expected to deliver 3820 homes. Wintringham Park is a residential development of up to 2800 homes and is expected to contain community facilities and schools. Loves Farm is also expected to expand to

include an additional 1020 homes (Loves Farm 2). The expansion will include a primary school and early years provision. Wintingham Park application approved subject to signing S106 April 2015. No set timescales for taking Loves Farm application.

- 6. Ely North** - located north of Ely allocated for up to 3000 homes. Currently this site consists of two developments Highflyer farm (800 homes) and Endurance (Cam Drive) (1300 homes). The church commissioners may submit a second phase of development in the future. High Flyer Farm planning permission for the first phase of 800 homes has been issued following signing of S106 on 18th June 2015. The Endurance Estates S106 continues to make progress and may be ready early 2016. Cam Drive Primary School – opened September 2014 in temporary accommodation on the site of Ely St Mary's Junior School. Permanent building to be open for January 2016.
- 7. Cambourne West** – Located on the land North West of Lower Cambourne, this land has been identified in the draft local plan for the development of the fourth linked village to Cambourne. Application has been submitted for 2350 homes (higher than number identified in local plan). The plan is for the development to have a village centre with some smaller shops and 'other town centre uses' to serve the needs of the village, two primary schools and contribution to secondary school provision. Anticipated to be determined spring 2016
- 8. Hatchwood Park, March** - Located to the west of March, The new community is planned for development of up to 1450 homes, 10 % affordable and a primary school. The developers have told CCC and District Council that there are challenges due to the viability of the site. Local authority officers are currently considering how to progress the site with Member and senior officer involvement.
- 9. Hallam Land, Chatteris** - This development for around 1000 dwellings was considered by Fenland District Council planning committee in September 2013 and was subject to viability appraisal. Education has re-profiled the pupil yield on latest build out rates and affordable housing reduced to 14% to help viability. Drafting of S106 Agreement has commenced.
- 10. Bourn Airfield** – Promoters for 3500 homes and employment space have met with SCDC and CCC officers. Key concerns for CCC include connectivity to Cambridge and Cambourne. Potential for a planning application to be submitted in 2016
- 11. Soham** - Proposal for 1100 homes by 2025 over three sites with CCC owning 75%. Major work planned for the local school and discussions are well established on new health facilities.
- 12. Wing** – located on the northern side of Newmarket road, Cambridge, the site will have up to 1,300 homes. The site is currently undergoing a review and viability appraisal. Final stages of viability being agreed with a view to planning committee 2016.
- 13. Waterbeach** – Plan for up to 8000-9000 homes No timescales yet but developers have started to meet with CCC and SCDC officers for pre application discussions. Potential for a planning application to be submitted in 2016
- 14. Wyton** - Plan for up to 4500 homes. Pre-application discussions are ongoing to bring this development forward. Potential for planning application to be submitted in 2016
- 15. Bearscroft** - The development is for up to 753 homes, 35% affordable with a primary school, commercial units and community facility. Godmanchester Community Education Trust was approved as sponsor of the new primary school. Plan for the school to open September 2016 on Godmanchester primary school site with view of new building to be open in 2017.

Appendix 3: Detailed Governance

Planning for Growth (project) Board

- **Aim:** To secure the effective and timely delivery of services and infrastructure to new communities and areas of housing and/or demographic growth.
- **Remit:** To oversee and provide direction and guidance on the identification and delivery of service and infrastructure requirements in response to new community developments and demographic changes across the County with particular focus on people related services and their partner services. Determining priorities for service/ facility provision, managing risks and escalating relevant issues for decision as required to the relevant Committee. Oversee and monitor the roll out of the CCC Strategy for Supporting New Communities
- **Membership:** Representation from all relevant Directorates and key service areas in CCC. Representative should be either Director level or deputised to heads of service.
- **Structure & ownership:** Chaired by Director of Strategy & Commissioning, CFA
- **Frequency:** Bi-monthly

New Communities Service Leads Working Group

- **Aim:** To ensure services are planned and delivered in accordance with the CCC Strategy for Supporting New Communities.
- **Remit:** to communicate progress in the planning process to the Planning for Growth Project Board, to coordinate the design and delivery of services, to explore alternative approaches to service provision, to feed into the planning process and influence the design of new communities and inform the site specific working groups.
- **Membership:** link officers across CCC
- **Structure & ownership:** Chaired by CFA New Communities Team
- **Frequency:** Bi-monthly

0-19 Place Planning Working Group

- **Aim:** to ensure that the Council meets its statutory duties with regard to securing sufficient and suitable early years and childcare, school and college places for children and young people in the 0-19 age range
- **Purpose:** to provide a consistent and co-ordinated approach across the 0-19 Place Planning and Organisation Service to the identification and delivery of projects which focus on increasing or reviewing capacity in response to changing need. This includes managing risk.
- **Structure & ownership:** Chaired by either the Head of Service or Strategic Policy and Place Planning Manager.
- **Frequency:** Bi-monthly

Strategic Site Group Meeting

- **Aim:** to bring people across the County Council together to discuss planning issues on all the strategic sites
- **Purpose:** to communicate progress in the planning progress and raise issues across the authority
- **Membership:** Officers involved in new community delivery
- **Structure & ownership:** ETE owned meeting chaired by Growth & Development Business Manager, informed by Principal Planning Officers
- **Frequency:** bi-monthly

Appendix 4: Site Specific Working Groups

Northstowe Public Service & Community-led Services Working Group

- **Aim:** To support and foster the development of Northstowe into a resilient self-supporting community with access to appropriate services.
- **Purpose:** To focus on three key areas of delivery within Northstowe: Community Development & Engagement, Public Service (incl health) delivery, Education/Learning & Skills delivery
- **Membership:** Officers from CCC, SCDC, NHS, Parish Council, Housing associations, 3rd sector, Emergency services, and Faith
- **Structure & ownership:** CFA owned, chaired by CFA New Communities Team
- **Frequency:** Bi-Monthly

Southern Fringe Children & Families Services Working Group

- **Aim:** To co-ordinate the delivery of services, community development and communication for the residents of Southern fringe
- **Purpose:** To deliver against the SF CYP& families' strategy and action plan, to co-ordinate partners. To provide a link between residents and service delivery stakeholders. To support and promote the development of community groups and networks.
- **Membership:** Officers from City Council, SCDC, CCC, Police, Health, Schools, Residents association and Faith.
- **Structure & ownership:** Managed and chaired by Cambridge City Council
- **Frequency:** Bi- monthly

North West Cambridge Fringe Working group

- **Aim:** To develop, monitor and review a North West Community, Health and Well-being Development Plan which sets out the work required by different partners and stakeholders to ensure that residents moving into the new developments are welcomed, fully integrated into existing communities and have the services they require
- **Membership:** Officers from City Council, SCDC, CCC, Police, Health School, Faith, and Community champions
- **Structure & ownership:** Managed and chaired by Cambridge City Council
- **Frequency:** Bi- monthly

Cambourne West

- **Aim:** To support the development of Cambourne West into a resilient, self-supporting community with access to appropriate services and integrated into the existing community. The multi-agency group will provide the forum for all agencies, organisation and community groups who have an interest in the social sustainability of Cambourne West to come together to work in partnership to ensure Cambourne West is appropriately supported as it develops
- **Membership:** Officers from CCC, SCDC, NHS, Parish Council, Housing associations, 3rd sector, Emergency services, and Faith
- **Structure & ownership:** Managed and chaired by Cambridgeshire County Council Adult Learning and Skills Service
- **Frequency:** Termly but will meet more regularly when required

Appendix 5: Delivering the Strategy

To plan, prepare and ultimately deliver to new communities CCC will need to

1. Assess local impacts

The Supporting New Communities Level of Requirements Framework has been designed to aid services in capturing and identifying all the relevant information they would need to assess the impact on their services by the new community. This will also help identify what mitigation can be taken to reduce demand and how CCC can support the community to build long term resilience. Areas identified as high risk / high demand can be highlighted and if developer funding is not secured or insufficient the Planning for Growth Project Board can recommend if appropriate to invest internally and/ or ascertain if the area is suitable for bids for external funding. This process will create a high level plan of service provision, partnership working and community support CCC would expect to provide to a particular new community.

2. Determine Levels of Requirement

The level of support and resources required from CCC will vary depending on the size, location, density, vision for the new community, defining legislation and the Councils priorities at that time. During the early stages of planning for new communities it will not be possible or sensible to plan in detail how new communities will be supported. However, failing to identify the infrastructure and resource requirements will result in losing the opportunity to influence the planning of the new community along with securing funding and infrastructure, for example, space in a community centre.

Consideration must also be given to the build out rate which will affect the length of time before the new community reaches its anticipated full population. During the first few years of development the new population size will be low and often it will be possible to incorporate demand within existing capacity, but this does not take into account the preventative work that is recognised to be required. Support for new communities must be planned and designed in a phased approach often to the detail of a year by year plan.

CCC should therefore look at the anticipated need created by a new community and select one of three levels of requirements.

Level 1 = Incorporated Provision - The need of the new community can be met using existing resources, delivery models and infrastructure or additional/expanded services designed for that area but are delivered from an existing base or service plan. For example there is sufficient capacity in the existing locality team to meet the anticipated need from the new community.

Level 2 = Extension of provision - The need of the community can be met though small increases in resources or temporary access to infrastructure. For example the locality team require an addition 0.5fte family worker and access to on site meeting space in order to meet anticipated need and manage demand for social care (enabling social care to remain at level 1).

Level 3 = Full Provision - The need of the community can be met through additional resources and infrastructure or services designed specifically for that area, delivered in the area. For example the locality team would require two family workers and a youth worker. They would require access to activity rooms, informal meeting space and touchdown facilities on a weekly basis in order to meet the anticipated need.

What is captured within each level will depend on the service and the impact on that service to others, consideration must also be given on the impact of that service on others provided by CCC. The Supporting New Communities Level of Requirements Framework details what support and/or facilities would be required at each level and calculates the requirements. The framework has been designed through the Service Lead Working Group and will be subject to review on an annually to ensure they represent the current thinking and service delivery models.

The level of detail incorporated when estimating requirements is sufficient to robustly identify a resource/infrastructure requirement that can then be fed into the S106 negotiations. It is highly unlikely for a requirement entered into the S106 negotiations to be successful if it is not accompanied with an evidence base and clear articulation of the benefits to the new community. However, it would not be expected that the detail of how a service or support will be delivered be included, this allows a certain amount of flexibility on how resources would be deployed.

3. Developing plans, working with partners and delivering the Strategy

Once the CCC high level plan for a site has been established the SLWG will be tasked with creating the more detailed action plans. It will be the group's responsibility to ensure the core principles for this Strategy are applied, working with the site specific working groups and service specific partners to utilise the multi-agency approach to service design and delivery. The group will play a key role in developing and managing external funding bids along with the formation of preventative projects ensuring the plan is fully resourced and offers comprehensive support to the new community that is both realistic but innovative and offers the flexibility to adapt to the needs of the community as it develops. The completed plan will then provide the means to manage the delivery of services and support to a new community.

Appendix 6: Supporting New Communities Level of Requirements Framework



Appendix 6
Supporting new comm

Appendix 7: Glossary

Cohesive Community	Cohesive community is one where: there is a common vision and a sense of belonging; diversity of people's different backgrounds and circumstances are appreciated and positively valued; people from different backgrounds have similar life opportunities; strong and positive relationships are being developed between people from different backgrounds in the workplaces, schools and within neighbourhoods. ¹
Community Development	Building active and sustainable communities based on social justice and mutual respect. It is about changing power structures to removed barriers that prevent people from participating in issues that affect their lives. Values and principles associated with community development are: social justice, self-determination, working and learning together, sustainable communities, participation and reflective practice. ²
Community Engagement	Involving the community in the re/development in their area, by giving them information, asking their views, and in some cases giving them a direct say in decisions. ³
Resilience	Ability to cope with life's challenges and to recover from, or adapt to, adversity.
Social Agency	The capacity to act independently and to make their own free choices
Social Capital	Networks together with shared norms, values and understandings that facilitate co-operation within or among groups. Features of social capital include: trust, reciprocity, citizenship, neighbourliness, social networks, and participation. ⁴
Social Exclusion	What can happen to people or areas which have a combination of problems, such as unemployment, discrimination, poor skills, low incomes, poor housing, high crime and family breakdown. These factors prevent full participation of each member in a community and lead to further inequalities within it. ⁵
Social Networks	A network of interactions and relationships
Sustainable Community	Meet the diverse needs of existing and future residents, their children and other users, contribute to a high quality of life and provide opportunity and choice. They achieve this in ways that make effective use of natural resources, enhance the environment, promote social cohesion and inclusion and strengthen economic prosperity. ⁶

¹ Guidance on Community Cohesion LGA/Home Office 2002: 6

² Joint Strategic Needs Assessment; New Communities 2010, 50 <http://www.cambridgeshireinsight.org.uk/joint-strategic-needs-assessment/current-jsna-reports>: 81

³ HCA, Community engagement Toolkit: Glossary: http://www.homesandcommunities.co.uk/community-engagement-toolkit?page_id=3883&page=15

⁴ ONS <http://www.ons.gov.uk/ons/guide-method/user-guidance/social-capital-guide/the-social-capital-project/guide-to-social-capital.html>; Joint Strategic Needs Assessment; New Communities 2010, 50 <http://www.cambridgeshireinsight.org.uk/joint-strategic-needs-assessment/current-jsna-reports>: 72, 81

⁵ Joint Strategic Needs Assessment; New Communities 2010, 50 <http://www.cambridgeshireinsight.org.uk/joint-strategic-needs-assessment/current-jsna-reports>: 80

⁶ The Egan Review: Skills for Sustainable Communities: 18

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