

Infrastructure and Strategic Housing Service Delivery Plan 2016-17

Overview of the Infrastructure and Strategic Housing Team

The Infrastructure and Strategic Housing team comprises 1 full time Infrastructure and Strategy Manager, 1 part time Senior Planning Officer (North Ely), 1 part time Strategic Housing Enabler, 1 part time Developer Contributions Officer, 1 part time CIL Officer and 1 part time CLT Advisor.

The Infrastructure and Strategic Housing team is responsible for three key areas; developer contributions (CIL & S106), facilitating delivery of infrastructure to support growth, including facilitating the delivery of the North Ely Development and enabling the delivery of genuinely affordable housing, in particular helping local communities to develop Community Land Trusts.

Developer Contributions

S106 - The team is responsible for monitoring development for the timely collection of S106 contributions; advising on the compliance of expenditure of S106 contributions; assisting in negotiations of Section 106 Agreements on major developments; and ensuring Section 106 contributions comply with the statutory tests.

CIL - The team is responsible for the administration of CIL once planning permission first permits the development, i.e. once a liability notice has been issued; determining applications for relief; collection of CIL contributions; enforcement of CIL; advising on CIL reviews; producing the Regulation 123 list; and producing the Annual Delivery Plan.

This funding is vital for the delivery of infrastructure across the district and of the Council's Corporate Priorities.

Delivery of Infrastructure

Where new infrastructure is required to facilitate growth, the Infrastructure and Strategic Housing team assist, wherever possible, the relevant stakeholder will deliver such infrastructure. Such assistance extends to project management (whether in whole or in part), advising on developer contributions that could benefit the project, assistance with public consultations and leading on liaison with the relevant statutory body. The team is involved in many of the transport and infrastructure projects identified in the Corporate Priorities.

The Senior Planning Officer (North Ely) is responsible for determining the planning applications for the North Ely development. Collectively, the Infrastructure and Strategic Housing team are responsible for co-ordinating the aspirations for the North Ely Development through effective stakeholder liaison and engagement to ensure, wherever possible, the development accords with the vision set out in the Draft Supplementary Planning Document for North Ely.

Strategic Housing

The role of the Strategic Housing Enabler is to plan and facilitate the delivery of new affordable housing across the district. This is done at a strategic level by developing strategies and policies, contributing to the Councils Local Plan and the strategic housing market assessment of the local area, and securing investment into East Cambridgeshire housing market.

The role also involves identifying the need, type and tenure of housing required on residential sites, both market and affordable housing, and working with the Development Management team to ensure the planning process creates mixed and cohesive communities.

The CLT Advisor assists local people to establish Community Land Trusts (CLTs) by supporting them through the process, providing advice and guidance as necessary. The role also involves marketing CLTs to encourage take up across the district and managing the Councils CLT Grant Scheme.

The total cost of running the Infrastructure and Strategic Housing service is **£235,025**.

How does the Service link in with the Corporate Plan?

Infrastructure and Strategic Housing supports a number of priorities within the Council's Corporate Plan. The outputs of the Service contribute to East Cambridgeshire being a fantastic place to live, helps to improve local transport, supports the development of better infrastructure and contributes to providing genuinely affordable housing for local people by local people.

Projects which they are focusing on to meet the Corporate Priorities include; supporting community-led Community Land Trusts across the district which are managed by local residents for local people, providing strategic guidance to a district leisure centre (which will in-turn help provide opportunities to improve the health and well-being of East Cambridgeshire's residents, and providing on-going support with the development in North Ely (which will support economic growth and provide additional housing).

In addition, the Service collects Section 106 contributions (S106) and Community Infrastructure Levy's (CIL) from local developers which help to provide additional revenue streams to support the growth of infrastructure across the district

Forward Planning for Councillors

| Proposed date of decision | Item | Service Area | Service Delivery Champion | Committee |
|----------------------------------|------------------------------------|--------------------------------------|----------------------------------|--|
| As required | CIL Regulation 123 List Amendments | Infrastructure and Strategic Housing | Cllr Bovingdon | Full Council |
| As required | CIL Funding Allocations | Infrastructure and Strategic Housing | Cllr Bovingdon | Corporate Governance and Finance Committee |

End of Year Report- Infrastructure and Strategic Housing Services 2015/2016

| CIL & S106 - monitor development to ensure timely collection of developer contributions, and maximise developer contributions, both available and projected, to assist the Council to meet its Corporate Priorities. | Target | Outcome |
|---|--|---|
| Identify external funding and attract as much external/match funding as possible to maximise Council budgets. | March 2016 | No appropriate external funding has been identified this year |
| Monitor development for compliance with requirement of either CIL or S106 and ensure collection of financial contributions and monitoring of public open space transfers. | 100% | 98.6% 70 demands issued 1 st June 2015- 30th April 2016. One is outstanding |
| Produce CIL and S106 Projections to enable the Council to plan for infrastructure delivery. | 6 monthly | 6 monthly projections provided and reported to Corporate governance and Finance Committee. |
| Conduct a review of how S106 Agreements are negotiated and completed. | March 2016 | Delayed (see variance *) |
| Set up Section 106 Project Group to provide information on S106 income and projected income to enable the Council to utilise S106 contributions to reduce expenditure from the base budget. | March 2016 | Project group established |
| Assist Development Management in the negotiation of Section 106 Agreements to ensure new communities and businesses are delivered with the infrastructure that is required to serve those new developments. | 100% of requests for assistance to be met. | 100% of requests for assistance met. |
| *This review has been delayed due to priorities in other teams. This will be a priority for 2017/2018. | | |

| Support the delivery of Community Land Trusts | Target | Outcome |
|---|--|--|
| Marketing campaign to promote CLT's to enable community development of affordable housing and other community assets. | <p>Presentations/ taster sessions to be given to 10 Parish Councils/ Community Groups</p> <p>New marketing materials produced:</p> <ul style="list-style-type: none"> • Web page on ECDC website • Information made available via Facebook and Twitter • Leaflets & posters and other promotional materials to be produced <p>One CLT event to be held.</p> | <p>11</p> <p>Poster and website page produced</p> <p>Peer to Peer event organised for Stretham and Wilburton CLT – 30+ attendees</p> |
| New Community Land Trusts established to enable more communities to develop local affordable housing and other community assets for local people. | 2 | 2 (Haddenham and Witchford) |
| Assist CLTs to submit planning applications for Community development of affordable housing and other community assets. | 1 | Outcome delayed (see variation **) |
| Applications for set-up grants for emerging CLT's and pre-development loans for pre-planning work processed. | 2 grants 1 loan | 2 grants 0 loans |
| **Community Land Trusts will be supported to submit planning applications as and when they require it. | | |

| Facilitate delivery of a wide range of infrastructure and housing | Target | Outcome |
|--|---|---|
| Provide quarterly reports outlining progress of Ely Southern Bypass, the District Leisure Facility, the cinema, North Ely, Littleport Schools, Soham Railway Station, Ely and Littleport Station Car Park expansion and A14 Improvements. | Quarterly reports | Quarterly reports produced and sent to Members. |
| Produce Strategy for Delivering the Infrastructure Identified in the Local Plan. | March 2016 | Postponed at this time (see variation ***) |
| Facilitate delivery of affordable rented and shared ownership homes. | 44 affordable rented and 11 shared ownership homes | 18 affordable rented and 6 shared ownership homes. (see variation ****) |
| Provide an ongoing affordable housing S106 service to the Planning Team, negotiating and securing affordable housing on private developments in line with strategic requirements and planning policy, through section 106 agreements, Community Land Trusts, rural exception sites and other means of provision where appropriate. | 100% of requests for assistance to be met | 100% of requests for assistance met |
| Provide an efficient financial review service to land owners and developers. | 100% of challenges to affordable housing delivery policies will be assessed | None requested this year. |
| Update the Strategic Housing Market Assessment document. | by March 2016 | Updated. |

| | | |
|--|---|---|
| <p>Enable delivery of an Extra Care Housing scheme at North Ely</p> | <p>Enable land provision in S106 agreement.</p> <p>Facilitate full planning application.</p> <p>Facilitate care provision budgets/ care provider with County Council.</p> <p>Facilitate partnership/contracts between Cross keys homes & Isle of Ely & Wisbech Integration Board for Intermediate Services.</p> | <p>Achieved</p> <p>Not achieved due to changes in external funding (see variation *****)</p> <p>As above.</p> |
| <p>***The production of a Strategy for Delivering the Infrastructure identified in the Local Plan has been delayed until further details emerge from the Local Plan.</p> | | |
| <p>****Homes at Rogers Road, Swaffham Prior – this scheme was provided by the CLT. The dwellings are leased to Hundred Houses.</p> <p>Homes at 199/209 High Street, Cheveley – this scheme has not commenced on site due to a delay caused by archaeological issues which have now been addressed.</p> | | |
| <p>***** Delay in funding award by the HCA has meant that the Extra Care housing Scheme has not progressed as anticipated.</p> | | |

| <p>North Ely – facilitate the delivery of a sustainable community in line with the vision set out in the draft Supplementary Planning Document</p> | <p>Baseline (from previous year if applicable)</p> | <p>Outcome</p> |
|---|--|--|
| <p>Provide support to Development Management to ensure the successful delivery of North Ely through the planning process.</p> | <p>Strategic planning conditions</p> <p>Pre-application advice on Reserved Matters for initial phases</p> <p>Provide case officer support for all North Ely applications</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> |

| | | |
|--|---|-------------------------------------|
| Manage key projects relating to the delivery of North Ely. | Project management of Urban Design and Landscaping Guide projects | Ongoing |
| Work with partners to develop appropriate schemes for infrastructure and services for North Ely. | Community Facilities Study | Not completed (See variation *****) |
| | Comment on County matters applications relating to the primary school | Achieved |
| | Resolve covenant issue in relation to land owned by ECDC at Cam Drive | Achieved |
| Work with the applicants to ensure that infrastructure delivery is co-ordinated and in accordance with the outline applications | | Ongoing |
| | | |
| Oversee negotiations for the North Ely S106 and secure an acceptable S106 that mitigates the development. | Completion of S106 for Endurance Estates' application | Expected completion 2016 |
| Manage, allocate and maximise use of Department for Communities and Local Government Funding to facilitate successful delivery of North Ely. | Funding used to secure: Senior Planning Officer | Achieved |
| | Urban Design and Landscape Design Advice | Ongoing |
| ***** To be completed once it is known when the S106 contributions will be paid. | | |

| Communicate with the relevant stakeholders through consultation events, forums and update sessions | Target | Outcome |
|---|---------------------------------|---|
| Work with CCC to produce an agreed draft Transport Strategy for East Cambridgeshire. | March 2016 | Draft report produced, and public consultation held. Final report due Summer 2016. |
| Review and update the Infrastructure and Strategic Housing Team web pages to ensure that they are easily accessible for our customers. | Monthly | Monthly |
| Produce the Growth Delivery Newsletter to educate and inform the wider community on forthcoming plans in the District, and other items of interest, and any 'feel good' projects to promote the work of the District Council. | 2 | Monthly |
| Continue the Parish Council Liaison Programme to educate and provide guidance to Local Councils on the Community Infrastructure Levy and the Meaningful Proportion. | 4 Parish Councils to be visited | 9 Parish Councils visited. |
| Consult Local Parish Councils and key stakeholders on the CIL Regulation 123 list and CIL Governance Plan which sets out what infrastructure may benefit from CIL funding and how the funding may be allocated. | March 2016 | No consultation has been required as no amendments to the R123 List have been made this year. |
| Continue the CIL Education Programme and Agent's Forums to educate developers/agents and self build applicants about the CIL process. | 4 | 2 agent's forums 3 rd to be held on 13 th May. 6 x 1:1 clarification meetings with developers. |
| Hold an annual CIL/R123 List workshop held to give details of the process for applying for CIL funding to Parish Councils and other interested parties. | 1 | 1 held June 2015. Next scheduled for 2 nd June 2016. |

| Continue to develop highly trained staff to support service delivery and enable the Infrastructure and Strategic Housing Service Delivery Champion to drive forward our Corporate Priorities | Target | Outcome |
|---|---------------|---|
| Attend CIL and S106 Training when available, to ensure staff are well informed and up to date with the procedures and required legislation. | 2 events | 2 events attended. |
| Ensure that all staff appraisals are completed annually and within the time frame set by HR. | 100% | Achieved in accordance with timescales. |
| Update Service Delivery Champion with progress within the Infrastructure and Strategic Housing Team, how the service is being operated and budgetary updates. | 4 briefings | 3 Briefings held since the service was established in October 2015. |



Measuring Performance:- 2016-2017

| CIL & S106 - monitor development to ensure timely collection of developer contributions and maximise developer contributions, both available and projected, to assist the Council to meet its Corporate Priorities. | Baseline (from previous year if applicable) | Target |
|--|---|--|
| Monitor development for compliance with requirement of either CIL or S106 and ensure collection of financial contributions and monitoring of public open space transfers. | 98.6% 70 demands issued 1 st June 2015- 30th April 2016. One is outstanding | 100% compliant |
| Produce CIL and S106 Projections to enable the Council to plan for infrastructure delivery. | 6 monthly | 6 monthly |
| Lead Section 106 Project Group to provide information on S106 income and projected income to enable the Council to utilise S106 contributions to reduce expenditure from the base budget. | n/a | Evaluate 100% of project proposals submitted |
| Assist Development Management in the negotiation of Section 106 Agreements to ensure new communities and businesses are delivered with the infrastructure that is required to serve those new developments. | 100% of requests for assistance to be met. | 100% of requests for assistance to be met. |

| Support the delivery of Community Land Trusts | Baseline | Target |
|---|---|--|
| Marketing campaign to promote CLT's to enable community development of affordable housing and other community assets. | <p>Presentations/ taster sessions given to 11 Parish Councils/ Community Groups</p> <p>New marketing materials produced:</p> <ul style="list-style-type: none"> • Webpage on ECDC website • Information made available via Facebook and Twitter <p>Leaflets & posters and other promotional materials to be produced</p> <p>One CLT event held.</p> | <p>Presentation/ taster sessions to be given to 10 Parish Councils/ Community Groups</p> <p>Marketing materials produced and updated: Webpage on ECDC website</p> <ul style="list-style-type: none"> • Information made available via Facebook and Twitter <p>Leaflets & posters and other promotional materials to be produced</p> <p>One event held</p> |

| Facilitate delivery of a wide range of infrastructure and housing | Baseline (from previous year if applicable) | Target |
|--|--|---|
| Provide quarterly reports outlining progress of Ely Southern Bypass, the District Leisure Facility, the cinema, North Ely, Littleport Schools, Soham Railway Station, Ely and Littleport Station Car Park expansion and A14 Improvements. | Quarterly reports produced | Quarterly reports |
| Produce Strategy for Delivering the Infrastructure Identified in the Local Plan. | Postponed | March 2017 |
| Provide an ongoing affordable housing S106 service to the Planning Team, negotiating and securing affordable housing on private developments in line with strategic requirements and planning policy, through section 106 agreements, Community Land Trusts, rural exception sites and other means of provision where appropriate. | 100% | 100% of requests for assistance to be met |

| | | |
|--|---------------|---|
| Provide an efficient financial review service to land owners and developers. | 100% | 100% of challenges to affordable housing delivery policies will be assessed |
| Update the Strategic Housing Market Assessment document. | By March 2016 | By March 2017 |

| North Ely – facilitate the delivery of a sustainable community in line with the vision set out in the draft Supplementary Planning Document | Baseline (from previous year if applicable) | Target |
|--|--|---|
| Provide support to Development Management to ensure the successful delivery of North Ely through the planning process. | Strategic planning conditions – ongoing Pre-application advice on Reserved Matters for initial phases- ongoing Provide case officer support for all North Ely applications-ongoing | Strategic planning conditions Pre-application advice on Reserved Matters for initial phases Provide case officer support for all North Ely applications |
| Manage key projects relating to the delivery of North Ely. | Project management of Urban Design and Landscaping Guide projects | Project management of Urban Design and Landscaping Guide projects |
| Work with partners to develop appropriate schemes for infrastructure and services for North Ely. | Community Facilities Study Work with the applicants to ensure that infrastructure delivery is co-ordinated and in accordance with the outline applications | Community Facilities Study Work with the applicants to ensure that infrastructure delivery is co-ordinated and in accordance with the outline applications |
| Manage, allocate and maximise use of Department for Communities and Local Government Funding to facilitate successful delivery of North Ely. | Funding used to secure: Senior Planning Officer Urban Design and Landscape Design Advice | Using DCLG funding, carry out Urban Design and provide Landscape Design Advice to North Ely. |

| Communicate with the relevant stakeholders through consultation events, forums and update sessions | Baseline (from previous year if applicable) | Target |
|---|---|--|
| Work with CCC to produce an agreed Transport Strategy for East Cambridgeshire. | Draft report produced and public consultation held. Final report due Summer 2016 | Final document completed by March 2017 |
| Produce the Growth Delivery Newsletter to educate and inform the wider community on forthcoming plans in the District, and other items of interest, and any 'feel good' projects to promote the work of the District Council. | 2 | 2 |
| Continue the Parish Council Liaison Programme to educate and provide guidance to Local Councils on the Community Infrastructure Levy and the Meaningful Proportion. | 9 Parish Councils visited | 5 Parish Councils to be visited |
| Consult Local Parish Councils and key stakeholders on the CIL Regulation 123 list and CIL Governance Plan which sets out what infrastructure may benefit from CIL funding and how the funding may be allocated. | No consultation has been required as no amendments to the R123 List have been made this year. | March 2017 |
| Continue the CIL Education Programme and Agent's Forums to educate developers/agents and self build applicants about the CIL process. | 2 agent's forums 3 rd to be held on 13 th May. 6 x 1:1 clarification meetings with developers. | 4 |
| Hold an annual CIL/R123 List workshop held to give details of the process for applying for CIL funding to Parish Councils and other interested parties. | 1 | 1 |

| Continue to develop highly trained staff to support service delivery and enable the Infrastructure and Strategic Housing Service Delivery Champion to drive forward our Corporate Priorities | Baseline (from previous year if applicable) | Target |
|---|--|---------------|
| Attend CIL and S106 Training when available, to ensure staff are well informed and up to date with the procedures and required legislation. | 2 events | 2 events |
| Ensure that all staff appraisals are completed annually and within the time frame set by HR. | 100% | 100% |
| Update Service Delivery Champion with progress within the Infrastructure and Strategic Housing Team, how the service is being operated and budgetary updates. | 4 briefings | 4 Briefings |
| Review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Council's website. | n/a | November 2016 |

Delivering the service

| CIL & S106 - monitor development to ensure timely collection of developer contributions and maximise developer contributions, both available and projected, to assist the Council to meet its Corporate Priorities. | |
|---|--|
| Owner | Developer Contributions Officer- Angela Clarke |
| Co owner(s) | Infrastructure and Strategy Manager - Sally Bonnett |
| Output/Outcome(s) | Monitor development for compliance with requirement of either CIL or S106 and ensure collection of financial contributions and monitoring of public open space transfers. 100% compliant (Contributions collected in a timely fashion, enabling the Council to programme delivery of infrastructure and fund Corporate Priorities). |
| Links | NPPF, ECDC Local Plan, Community Infrastructure Levy Regulations 2010 (as amended), Town and Country Planning Act 1990 (as amended), Growth and Infrastructure Act 2013, and any other relevant planning policy/statute. |
| Source of data | CIL and S106 databases, commencement/completion lists, Planning Portal, site visits and Council Tax records. |
| Frequency of reporting? | 6 monthly |
| Who measures? | Chief Executive and Director, Commercial. |
| Please list processes briefly | <ul style="list-style-type: none"> • Liaise with developers to progress/check development. • Collate information from Planning/Building Control. • Maintain records of incoming CIL. • Maintain records of incoming S106. • Maintain information on Exacom database. • Maintain information on Access database. • Carry out site visits to establish commencement/occupation. • CIL- ensure Demand Notices are paid within the prescribed timetable. • S106- ensure invoices are paid within the prescribed timetable. CIL- advise Land Charge and Finance of Liability and Demand Notices raised/paid as required. • Liaise with enforcement. • Instruct Legal to commence action as and when necessary. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | Exacom Database. |
| Are there opportunities for cross-service working? | Already involves working closely with Finance, Legal, Planning and Community Services departments. |

| CIL & S106 - monitor development to ensure timely collection of developer contributions and maximise developer contributions, both available and projected, to assist the Council to meet its Corporate Priorities. | |
|--|---|
| Owner | CIL Officer and Developer Contributions Officer - Zara Murfitt and Angela Clarke. |
| Co owner(s) | Infrastructure and Strategy Manager – Sally Bonnett |
| Output/Outcome(s) | <p>Produce CIL and S106 Projections to enable the Council to plan for infrastructure delivery.</p> <p>[Liaison with developers and their agents, Strategic Planning and Development Management, plus relevant consultants, to ensure maximum contributions and planned growth in the District.</p> <p>Exemplar growth and development in the District with adequate infrastructure, schools, roads, cycle paths etc].</p> |
| Links | NPPF, ECDC Local Plan, Town and Country Planning Act 1990 (as amended), Growth and Infrastructure Act 2013, and any other relevant planning policy/statute. |
| Source of data | S106 Database and Exacom database. |
| Frequency of reporting? | 6 Monthly. |
| Who measures? | Chief Executive and Director, Commercial. |
| Please list processes briefly | <ul style="list-style-type: none"> • Produce report of S106 contributions owed to the Council should development commence. • Review CIL liable applications and floor areas. • Determine likelihood of development coming forward. • Produce assumptions. • Circulate to Leadership/Finance/Parish Council. |
| Reporting timescale | 6 Monthly |
| What resources are needed to ensure success? | Exacom database. |
| Are there opportunities for cross-service working? | Keeping other services aware of CIL projections in order to enable other departments to plan infrastructure. |

| CIL & S106 - monitor development to ensure timely collection of developer contributions and maximise developer contributions, both available and projected, to assist the Council to meet its Corporate Priorities. | |
|--|--|
| Owner | CIL Officer – Zara Murfitt |
| Co owner(s) | Infrastructure and Strategy Manager – Sally Bonnett. |
| Output/Outcome(s) | Lead the Section 106 Project Group to provide information on S106 income and projected income to enable the Council to utilise S106 contributions to reduce expenditure from the base budget. Evaluate 100% of project proposals submitted. |
| Links | NPPF, ECDC Local Plan, Town and Country Planning Act 1990 (as amended), Growth and Infrastructure Act 2013, and any other relevant planning policy/statute. |
| Source of data | S106 Database and Exacom database. |
| Frequency of reporting? | Annually |
| Who measures? | Chief Executive and Director, Commercial. |
| Please list processes briefly | <ul style="list-style-type: none"> • Evaluate submitted project proposals. • Maintain records on Exacom database. • Liaise with Parish Councils and other stakeholders. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | Exacom database. |
| Are there opportunities for cross-service working? | There will be a cross-service project group. |

| CIL & S106 - monitor development to ensure timely collection of developer contributions and maximise developer contributions, both available and projected, to assist the Council to meet its Corporate Priorities. | |
|--|--|
| Owner | Director, Commercial - Emma Grima. |
| Co owner(s) | Infrastructure and Strategy Manger - Sally Bonnett, Strategic Housing Enabler. |
| Output/Outcome(s) | Assist Development Management in the negotiation of Section 106 Agreements to ensure new communities and businesses are delivered with the infrastructure that is required to serve those new developments. 100% of requests for assistance to be met. |
| Links | NPPF, ECDC Local Plan, Town and Country Planning Act 1990 (as amended), Growth and Infrastructure Act 2013, and any other relevant planning policy/statute. |
| Source of data | Various policies and statute. |
| Frequency of reporting? | As required. |
| Who measures? | Chief Executive and Director, Commercial. |
| Please list processes briefly | <ul style="list-style-type: none"> • Attend meetings. • Provide advice based on research and experience. • Feedback to Leadership as required. • Ensure infrastructure desires do not compromise deliverability of a scheme. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | S106 database. |
| Are there opportunities for cross-service working? | This is an example of cross-service working. |

| Support the delivery of Community Land Trusts (CLT's) | |
|--|--|
| Owner | CLT Advisor – Debbie Wildridge. |
| Co Owners | Director (Commercial and Corporate Services) - Emma Grima. |
| Output/Outcome(s) | Marketing campaign to promote CLT's to enable community development of affordable housing and other community assets. (ongoing) To be given to 10 parish councils/community groups. |
| Links | Corporate Plan 2015-19. |
| Source of Data | CLT Advisor |
| Frequency of reporting? | Annually. |
| Who measures? | CLT Advisor, Director, Commercial. |
| Please list processes briefly | Presentations/taster sessions to be given to 10 Parish Councils/Community Groups Information made available via Facebook and Twitter. Leaflets & posters and other promotional materials produced and updated. |
| Reporting timescale | March 2017. |
| What resources are needed to ensure success? | Budget for marketing campaign. |
| Are there opportunities for cross-service working? | Cross service working already occurs with Development Management and Strategic Planning services. |

| Facilitate delivery of a wide range of infrastructure and housing | |
|--|--|
| Owner | Infrastructure and Strategy Manager – Sally Bonnett |
| Co owner(s) | CIL Officer – Zara Murfitt. |
| Output/outcome(s) | Provide quarterly reports outlining progress of Ely Southern Bypass, the District Leisure Facility, the cinema, North Ely, Littleport Schools, Soham Railway Station, Ely and Littleport Station Car Park expansion and A14 Improvements. [Enables the Council to make informed decisions when determining how these projects can be funded]. |
| Links | Corporate Plan 2015-19, CIL Regulation 123 list and the ECDC Local Plan. |
| Source of data | Exacom. |
| Frequency of reporting? | Quarterly. |
| Who measures? | Chief Executive and Director, Commercial. |
| Please list processes briefly | <ul style="list-style-type: none"> • Attend meetings. • Share information with Members via email • Advise on available funds. • Advise on projected funds. |
| Reporting timescale | Quarterly. |
| What resources are needed to ensure success? | Exacom database. |
| Are there opportunities for cross-service working? | Information will be required from and shared with other services to enable effective monitoring. |

| Facilitate delivery of a wide range of infrastructure and housing | |
|--|--|
| Owner | Infrastructure and Strategy Manager – Sally Bonnett. |
| Co owner(s) | Infrastructure and Strategic Housing Team. |
| Output/outcome(s) | Produce a strategy for delivering the infrastructure identified in the Local Plan. Assist in the delivery of infrastructure necessary for growth. Forward plan setting out how infrastructure will/can be delivered. |
| Links | Corporate Plan 2115-19, CIL Regulation 123 list and the ECDC Local Plan. |
| Source of data | Various policies and statutes. |
| Frequency of reporting? | Annually |
| Who measures? | Chief Executive and Director, Commercial. |
| Please list processes briefly | <ul style="list-style-type: none"> • Initial review of infrastructure requirements for the District. • Engage with relevant stakeholders. • Plan priorities. • Advise Leadership of Strategy Plan. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | |
| Are there opportunities for cross-service working? | Other services will need to be involved in the review of infrastructure requirements for the District. |

| Facilitate delivery of a wide range of infrastructure and housing | |
|--|---|
| Owner | Strategic Housing Enabler. |
| Co owner(s) | |
| Output/Outcome(s) | <p>Provide an ongoing affordable housing S106 service to the Planning Team, negotiating and securing affordable housing on private developments in line with strategic requirements and planning policy, through section 106 agreements, Community Land Trusts, rural exception sites and other means of provision where appropriate.</p> <p>100% of requests for assistance to be met.</p> |
| Links | Housing Statement/ Local Plan & SPDs/ Local Investment Plan/CLT East/Cambs Rural Housing Partnership/Investing RP's/ Help to Buy Agent. |
| Source of data | Inspection of completed units. Feedback from officers/organisations receiving advice and support. |
| Frequency of reporting? | Annually |
| Who measures? | Strategic Housing Enabler. |
| Please list processes briefly | <ul style="list-style-type: none"> • Negotiation/ enabling with landowners Community Land Trust's, Registered Provider's, HCA, Land & Estate Agents regarding sites. • Advice and guidance for affordable housing requirements, housing standards given. • Provide s106 agreements service for affordable housing development. |
| Reporting timescale | 31 st March 2017 to match DCLG statistical returns. |
| What resources are needed to ensure success? | |
| Are there opportunities for cross-service working? | Cross service working already occurs with Development Management and Strategic Planning services. |

| Facilitate delivery of a wide range of infrastructure and housing | |
|--|--|
| Owner | Strategic Housing Enabler. |
| Co owner(s) | |
| Output/outcome(s) | Provide an efficient financial review service to land owners and developers. Balancing the need to seek affordable housing through planning gain without compromising development in the district. 100% of challenges to affordable housing delivery policies will be assessed. |
| Links | National Planning Policy Framework /Growth and Infrastructure Act/ECDC Local Plan. |
| Source of data | Tracking spreadsheet and database. Feedback from service users. |
| Frequency of reporting? | Annual. |
| Who measures? | Strategic Housing Enabler. |
| Please list processes briefly | Challenges to affordable housing delivery policies will be assessed via contracts with the District Valuer and other specialist consultants. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | District Valuer expertise. |
| Are there opportunities for cross-service working? | Cross service working already occurs with Development Management and Legal services. |

| Facilitate delivery of a wide range of infrastructure and housing | |
|--|--|
| Owner | Strategic Housing Enabler. |
| Co Owner | |
| Output/outcome(s) | Update the Strategic Housing Market Assessment document. |
| Links | NPPF, planning policy guidance, Cambridge Housing Sub Region Housing Strategy, ECDC strategic planning and development management. |
| Source of Data | Housing market statistics, income and affordability statistics, collated by Cambridgeshire County Council Research Group and individual local authorities. |
| Frequency of reporting? | Annually |
| Who measures | Strategic Housing Enabler. |
| Please list processes briefly | Work with sub regional Strategic Housing Market Assessment review group: a rolling programme of review and update. Tasks are shared with the Group. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | £7,000 annual cost. |
| Are there opportunities for cross-service working? | Cross service working already occurs with Strategic Planning service. |

| North Ely – facilitate the delivery of a sustainable community in line with the vision set out in the draft SPD | |
|--|---|
| Owner | Senior Planning Officer (North Ely) - Melissa Reynolds. |
| Co owner(s) | Senior Planner. |
| Output/outcome(s) | Provide support to Development Management to ensure the successful delivery of North Ely through the planning process. |
| Links | ECDC Local Plan, Draft North Ely SPD, Planning applications, work with consultants and partners. |
| Source of data | Planning applications, associated applications, e.g. Discharge of Conditions. |
| Frequency of reporting? | As required. |
| Who measures? | Director, Commercial, Planning Manager. |
| Please list processes briefly | <ul style="list-style-type: none"> • Work with Development Management Officers to co-ordinate and manage the North Ely development. • Issue pre-application advice and decisions on all planning related applications. • Respond to and determine applications within agreed timescales. • Agree PPAs for discharge of strategic planning conditions, pre-application and reserved matters applications. • Manage North Ely consultants and studies. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | PPA to secure funds for Senior Planner - North Ely. PPA and / or DCLG funds to secure consultant experts in Urban Design and Landscape Design to respond to strategic Discharge of Conditions. |
| Are there opportunities for cross-service working? | Liaison with: Planning Service Leisure & Community Service Parks & Open Spaces Strategic Housing Environmental Health Waste Collection |

| North Ely – facilitate the delivery of a sustainable community in line with the vision set out in the draft SPD | |
|--|--|
| Owner | Senior Planning Officer (North Ely) - Melissa Reynolds. |
| Co owner(s) | |
| Output/outcome(s) | Manage key projects relating to the delivery of North Ely. |
| Links | ECDC Local Plan, Draft North Ely SPD and Planning applications. Project management of Urban Design and Landscaping Guide projects |
| Source of data | Planning applications and consultants' briefs. |
| Frequency of reporting? | As required |
| Who measures? | Director, Commercial. |
| Please list processes briefly | <ul style="list-style-type: none"> • Establish & oversee project management documentation: <ol style="list-style-type: none"> a. Project Plan b. Stakeholder Plan c. Communication Plan d. Issues Log e. Lessons Learnt • Establish & oversee project team. • Establish & oversee project team meetings. • Manage case files – to ensure records are accessible. • Manage consultants and studies. • Co-ordinate infrastructure and S106 requirements. • Manage consultation and communication. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | Budget to secure external consultants for Urban Design and Landscape advice. External consultants to advise Senior Planning Officers. |
| Are there opportunities for cross-service working? | Liaison with: Planning Service Leisure & Community Service Parks & Open Spaces Strategic Housing Environmental Health Waste Collection |

| North Ely – facilitate the delivery of a sustainable community in line with the vision set out in the draft SPD | |
|--|---|
| Owner | Senior Planning Officer (North Ely) - Melissa Reynolds. |
| Co owner(s) | |
| Output/outcome(s) | Work with partners to develop appropriate schemes for infrastructure and services for North Ely to ensure that appropriate infrastructure is provided to mitigate the impact of the development on local infrastructure. |
| Links | ECDC Local Plan and Draft North Ely SPD. |
| Source of data | Meetings, correspondence and regular communication with relevant parties. |
| Frequency of reporting? | As required |
| Who measures? | Director (Commercial and Corporate Services) – Emma Grima. |
| Please list processes briefly | <ul style="list-style-type: none"> • Regular communication with Cambridgeshire County Council and other stakeholders. • Continue regular liaison with City of Ely Council including; attending meetings to provide updates on progress, issues, and to present individual application proposals including conditions such as Design Coding. • Provide input to the Growth Delivery Newsletter. • Liaise with the Council’s Press and PR service to provide updates and press releases relating to key milestones and any issues if they arise. • Review and update where necessary, at least monthly, the North Ely Development webpage. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | Officer and stakeholder time. |
| Are there opportunities for cross-service working? | Liaison with: Planning Service Leisure & Community Service Press and PR Manager ICT Services Parks & Open Spaces Strategic Housing |

| North Ely – facilitate the delivery of a sustainable community in line with the vision set out in the draft SPD | |
|--|--|
| Owner | Director (Commercial and Corporate Services) – Emma Grima. |
| Co owner(s) | |
| Output/outcome(s) | <p>Manage, allocate and maximise use of Department for Communities and Local Government Funding to facilitate successful delivery of North Ely</p> <p>Using DCLG funding, carry out Urban Design and provide Landscape Design Advice to North Ely.</p> |
| Links | Grant Funding Agreement |
| Source of data | Funding Bid and Agreement |
| Frequency of reporting? | Annually |
| Who measures? | Director, Commercial. |
| Please list processes briefly | <ul style="list-style-type: none"> • Monitor existing use and payments. • Allocate remaining funds for 2016/17. • Report back to the Department for Communities and Local Government. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | Finance support. |
| Are there opportunities for cross-service working? | Liaison with: Financial Services Planning Service |

| Communicate with the relevant stakeholders through consultation events, forums and update sessions | |
|---|---|
| Owner | Infrastructure and Strategy Manager – Sally Bonnett. |
| Co owner(s) | |
| Output/Outcome(s) | Work with CCC to produce an agreed Transport Strategy for East Cambridgeshire. |
| Links | ECDC Local Plan, ECDC Infrastructure Plan, Ely Market Town Transport Strategy, Local Transport Plan 3. |
| Source of data | Questionnaire feedback, feedback from stakeholder events. |
| Frequency of reporting? | As required. |
| Who measures? | Director, Commercial. |
| Please list processes briefly | <ul style="list-style-type: none"> • Attend meetings with Cambridgeshire County Council. • Consider feedback on consultation. • Agree method for endorsing Transport Strategy for East Cambridgeshire. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | |
| Are there opportunities for cross-service working? | Ensure other services are invited to respond to consultations. |

| Communicate with the relevant stakeholders through consultation events, forums and update sessions | |
|--|--|
| Owner | Developer Contributions Officer – Angela Clarke. |
| Co owner(s) | |
| Output/Outcome(s) | Produce the Growth Delivery Newsletter to educate and inform the wider community on forthcoming plans in the District, and other items of interest, and any ‘feel good’ projects to promote the work of the District Council. 2 x newsletters |
| Links | Cambridgeshire County Council , Planning Team, Building Control and various other departments, Corporate Priorities |
| Source of data | Various teams across the District Council involved in delivering projects |
| Frequency of reporting? | 6 monthly |
| Who measures? | Director, Commercial. |
| Please list processes briefly | <ul style="list-style-type: none"> • A4 leaflet to be produced. • Distribution to local community and stakeholders by email. • Put on website. • Leaflets distributed to community venues – e.g. library, reception, City Council offices. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | Input from Reprographics team re design layout and printing. |
| Are there opportunities for cross-service working? | Other services already invited to submit information for each issue. |

| Communicate with the relevant stakeholders through consultation events, forums and update sessions | |
|--|---|
| Owner | Director (Commercial and Corporate Services) – Emma Grima. |
| Co owner(s) | Infrastructure and Strategy Manager – Sally Bonnett. |
| Output/Outcome(s) | <p>Continue the Parish Council Liaison Programme to educate and provide guidance to Local Councils on the Community Infrastructure Levy and the Meaningful Proportion.</p> <p>[Parish Councils are able to understand their legal obligations and thus reduces the risk of them breaching the Regulations].</p> |
| Links | NPPF, ECDC Draft Local Plan, Community Infrastructure Levy Regulations 2010 (as amended), Town and Country Planning Act 1990 (as amended), Growth and Infrastructure Act 2013, and any other relevant planning policy/statute. |
| Source of data | Various policies and statutes. |
| Frequency of reporting? | As required. |
| Who measures? | Director (Commercial and Corporate Services). |
| Please list processes briefly | <ul style="list-style-type: none"> • Attend Parish Council meetings. • Respond to Parish Council queries. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | |
| Are there opportunities for cross-service working? | If other services have information they need to share with Parish Councils a joint visit could be arranged. |

| Communicate with the relevant stakeholders through consultation events, forums and update sessions | |
|--|--|
| Owner | CIL Officer – Zara Murfitt. |
| Co owner(s) | Infrastructure and Strategy Manager – Sally Bonnett. |
| Output/Outcome(s) | <p>Consult Local Parish Councils and key stakeholders on the CIL Regulation 123 list and CIL Governance Plan, which sets out what infrastructure may benefit from CIL funding and how the funding may be allocated.</p> <p>[Provides an infrastructure schedule that has been agreed by the local community and stakeholders, enables the Council to comply with their duties under the NPPG and provides transparency as to how CIL funds are allocated].</p> |
| Links | NPPF, ECDC Local Plan, Community Infrastructure Levy Regulations 2010 (as amended), Town and Country Planning Act 1990 (as amended), Growth and Infrastructure Act 2013, and any other relevant planning policy/statute. |
| Source of data | Various policies and statutes. |
| Frequency of reporting? | As required. |
| Who measures? | Chief Executive and Infrastructure and Strategy Manager. |
| Please list processes briefly | <ul style="list-style-type: none"> • Consult Parish Councils. • Consult key stakeholders. • Analyse consultation. • Score applications. • Present recommendations to Leadership and Full Council. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | Input from external stakeholders. |
| Are there opportunities for cross-service working? | Ensure other services are involved in the consultation and that any applicable projects they are working on are considered for inclusion on the R123 List. |

| Communicate with the relevant stakeholders through consultation events, forums and update sessions | |
|--|---|
| Owner | CIL Officer – Zara Murfitt. |
| Co owner(s) | Infrastructure and Strategy Manger – Sally Bonnett. |
| Output/Outcome(s) | <p>Hold an annual CIL/R123 List workshop held to give details of the process for applying for CIL funding to Parish Councils and other interested parties.</p> <p>[Explaining the process will improve the quality of applications and also manage expectations].</p> |
| Links | NPPF, ECDC Local Plan, Community Infrastructure Levy Regulations 2010 (as amended), Town and Country Planning Act 1990 (as amended), Growth and Infrastructure Act 2013, and any other relevant planning policy/statute. |
| Source of data | Various policies and statutes. |
| Frequency of reporting? | Annually |
| Who measures? | Chief Executive and Infrastructure and Strategy Manager. |
| Please list processes briefly | <ul style="list-style-type: none"> • Hold workshop. • Incorporate information given and feedback received into the new CIL webpage for Parish Councils. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | |
| Are there opportunities for cross-service working? | Co-host with other services who need to work with/present to Parish Councils. |

| Continue to develop highly trained staff to assist and support the Infrastructure and Strategic Housing Service Delivery Champion to drive forward our Corporate Priorities | |
|--|--|
| Owner | Infrastructure and Strategy Manager – Sally Bonnett. |
| Co owner(s) | CIL Officer and Developer contributions Officer – Zara Murfitt and Angela Clarke. |
| Output/outcome(s) | Attend CIL and S106 Training when available, to ensure staff are well informed and up to date with the procedures and required legislation. 2 events |
| Links | NPPF, ECDC Local Plan, Community Infrastructure Levy Regulations 2010 (as amended), Town and Country Planning Act 1990 (as amended), Growth and Infrastructure Act 2013, and any other relevant planning policy/statute. |
| Source of data | ECDC Planning Team, Enforcement, S106 and CIL databases. |
| Frequency of reporting? | AS required. |
| Who measures? | Director, Commercial |
| Please list processes briefly | <ul style="list-style-type: none"> • Attend training sessions as they become available. • Share knowledge and experience with the relevant Officers. • |
| Reporting timescale | March 2017. |
| What resources are needed to ensure success? | Training budget. |
| Are there opportunities for cross-service working? | Training is rolled out to other services as necessary and staff share information. |

| Continue to develop highly trained staff to assist and support the Infrastructure and Strategic Housing Service Delivery Champion to drive forward our Corporate Priorities | |
|---|---|
| Owner | Infrastructure and Strategy Manager – Sally Bonnett. |
| Co owner(s) | Infrastructure and Strategic Housing Team. |
| Output/outcome(s) | Ensure that all staff appraisals are completed annually and within the time frame set by HR. [Staff will be aware of their progress throughout the year, know what areas to improve upon therefore providing the best service possible to the community]. |
| Links | HR Policy and Procedure, Corporate Priorities, Service Plan. |
| Source of data | HR, Infrastructure and Strategy Manager, and Staff Member. |
| Frequency of reporting? | Annually. |
| Who measures? | HR and Director, Commercial |
| Please list processes briefly | <ul style="list-style-type: none"> • Infrastructure and Strategy Manager to book appraisals with Staff. • Infrastructure and Strategy Manager to issue staff with paperwork to complete. • Staff Member to complete appraisee's comments and return to the Infrastructure and Strategy Manager. • Appraisal conducted with both parties. • Completed paperwork agreed and signed off by both parties. • Completed paperwork sent to HR. |
| Reporting timescale | March 2017. |
| What resources are needed to ensure success? | Staff time. |
| Are there opportunities for cross-service working? | Cross-service working with HR. |

| Continue to develop highly trained staff to drive forward our Corporate Priorities support the Infrastructure and Strategic Housing Service Delivery Champion | |
|--|--|
| Owner | Infrastructure and Strategy Manager – Sally Bonnett. |
| Co owner(s) | Infrastructure and Strategic Housing Team. |
| Output/outcome(s) | Update Service Delivery Champion with progress within the Infrastructure and Strategic Housing Team, how the service is being operated and budgetary updates. |
| Links | NPPF, ECDC Local Plan, Community Infrastructure Levy Regulations 2010 (as amended), Town and Country Planning Act 1990 (as amended), Growth and Infrastructure Act 2013, Corporate Priorities and any other relevant planning policy/statute. |
| Source of data | Regular feedback from Members and the Chief Executive. |
| Frequency of reporting? | Annually. |
| Who measures? | Sally Bonnett- Infrastructure and Strategy Manager. |
| Please list processes briefly | <ul style="list-style-type: none"> • Engage with Service Delivery Champion. • Invite Service Delivery Champion to attend Corporate Unit Team meetings. • Include Service Delivery Champion in the distribution of Section 106 and CIL income and projection report. |
| Reporting timescale | March 2017. |
| What resources are needed to ensure success? | |
| Are there opportunities for cross-service working? | |

| Continue to develop highly trained staff to drive forward our Corporate Priorities support the Infrastructure and Strategic Housing Service Delivery Champion | |
|--|---|
| Owner | CIL Officer – Zara Murfitt, Infrastructure and Strategy Manager – Sally Bonnett. |
| Co owner(s) | Infrastructure and Strategic Housing Team. |
| Output/outcome(s) | Review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Council's website. [This will reduce the number of telephone enquiries, freeing up officer time and reduce the need for printed information]. |
| Links | TSEC, CFT, NPPF, ECDC Local Plan, Town and Country Planning Act 1990 (as amended), Growth and Infrastructure Act 2013, and any other relevant planning policy/statute. |
| Source of data | Cambridgeshire County Council, ECDC Town Centres Team, other service providers, Exacom database, CIL Legislation, existing CIL web pages. Various policies and statutes. |
| Frequency of reporting? | Monthly |
| Who measures? | Director (Commercial and Corporate Services) |
| Please list processes briefly | Review and update the Infrastructure and Strategic Housing Team web pages to ensure that they are up to date, accurate and easily accessible for our customers. Review all web pages by November 2016. |
| Reporting timescale | March 2017 |
| What resources are needed to ensure success? | Staff time. |
| Are there opportunities for cross-service working? | Ensure web pages include links to other team/services web pages if necessary. |