

Infrastructure and Strategic Housing Service Delivery Plan 2015-2016

Overview of the Infrastructure and Strategic Housing Team

The Infrastructure and Strategic Housing team comprises 1 full time Infrastructure and Strategy Manager, 1 full time Senior Planning Officer (North Ely) (1 year, fixed term), 1 full time Strategic Housing Enabler (1 year, fixed term), 1 part time Development Contributions Officer (28 hours), 1 part time CIL Officer (22 hours) and 1 part time CLT Advisor (25 hours – 3 year secondment).

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:

- Infrastructure: £113,094
- Strategic Housing: £238,538

Please note that these costs do not reflect the recent merging of these services.

Forward Planning for Councillors

Proposed date of decision	Item	Service Area	Service Delivery Champion	Committee
December 2015	CLT Development	Infrastructure and Strategic Housing	Cllr Bovingdon	LATC 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

Summary of performance outputs for Housing Strategy and Development Service

Details of performance outputs achieved 2014-2015

Support services for development delivery measures	Target	Actual
100% of Financial reviews of development appraisals requested by planning applicants undertaken in accordance with process procedures.	100%	100%
Secure inward investment measures	Target	Actual
Update Local Investment Plan	March 2015	March 2015

Extend housing choice and meet housing need measures	Target	Actual
Management of Homelink Choice Based Lettings Service in accordance with Service Level Agreement and East Cambridgeshire Allocations Policy	6 Meetings	6 Meetings
Review East Cambridgeshire Tenancy Strategy	March 2015	Sept 2015

Create mixed and cohesive communities measures	Target	Actual
Update Housing Strategy with Housing Statement	March 2015	July 2015 *Variance - 4 months
Strategic Housing Market Assessment Review of Chapters	March 2015	March 2015
Village & Towns Local Housing Data Project	50% of villages/towns by March 2015	50% of villages/towns by March 2015
*Variance due to awaiting Member confirmation at committee		

Improve standards in existing homes and encourage best use of all homes measures	Target	Actual
100% Milestones empty homes project in partnership with ARP	100% of actions	100% of actions
Sanctuary Liaison best use of existing stock (including New Barns retrofit programme) quarterly meetings	4	4
Organise Landlord Events	2	2

Enable better health and wellbeing through housing, affordable housing and housing-related support measures	Target	Actual
Develop extra care scheme on North Ely scheme on first development phase of Endurance Estates scheme – 100% year1 milestones	100%	100%
Contribute to development of countywide Older People's Strategy and integration with the new health provider for older persons.	Nov 2014 & 100%	Nov 2014 & 100%

Empowered confident staff to enable innovative development and supportive Service Delivery Champion measures	Target	Actual
100% Appraisals completed on time	100%	100%
Service awareness briefings for Service Delivery Champion including end of year statistical report (partial)	4	4

Summary of performance outputs for Infrastructure Team

Details of performance outputs achieved 2014-2015

CIL & S106 - monitor development to ensure timely collection of developer contributions	Target	Actual
Maximise developer contributions, both available and projected, to assist the Council to meet its Corporate Priorities.		
Self-build relief decisions to be made within 14 days	100%	100%
CIL Demand Notices to be raised within 7 days of lawful development commencement	100%	100%
Ensure CIL Demand Notices are paid on time	80%	83.3%
Ensure S106 invoices are paid on time	80%	95%
Produce and circulate CIL/S106 Projections	Monthly	Every 6 months
Publish Council's R62 Monitoring Report	Annually	Achieved

North Ely – facilitate the delivery of a sustainable community in line with the vision set out in the draft SPD	Target	Actual
Facilitate delivery of a wide range of infrastructure		
Facilitate the creation of 6 cycle parking spaces in Ely	100%	100%
Complete Ely Traffic and Environment Study	Nov 2014	Oct 2014
Complete Stage 1 Country Park Study (concept design)	July 2014	July 2014
Complete Stage 2 Country Park Study (landscape vision which has been approved as the Council's vision for North Ely Park)	Jan 2015	Mar 2015 *Variance
*Variance delay as a result of additional public consultation		

Communicate with the relevant stakeholders through consultation events, forums and update sessions	Target	Actual
Ensure website is up-to-date	Monthly	Achieved
Host and run Agents Forums	2	2
Publish CIL Regulations 123 List and Annual Delivery Plan	Annually	The Annual Delivery Plan has been replaced with new governance arrangements
Publish a Growth Delivery Newsletter	1	1
Attend Parish Council meetings as part of the CIL Parish Liaison Programme	50%	70%

Continue to develop highly trained staff to assist and support the Infrastructure and Strategic Housing Service Delivery Champion to drive forward our Corporate Priorities	Target	Actual
Appraisals completed on time	100%	100%
Service awareness briefings with the Service Delivery Champion.	Monthly	Monthly

Strategy Map



Measuring Performance:-2015/2106

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
Identify external funding and attract as much external/match funding as possible to maximise Council budgets.	n/a	March 2016
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%	100%
Produce CIL and S106 Projections to enable the Council to plan for infrastructure delivery.	6 monthly	6 monthly
Conduct a review of how S106 Agreements are negotiated and completed.	n/a	March 2016
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.	n/a	By March 2016
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.	n/a	100% of requests for assistance to be met.

Support the delivery of Community Land Trusts	Baseline (from previous year if applicable)	Target
Marketing campaign to promote CLT's to enable community development of affordable housing and other community assets.	n/a	Presentations/ taster sessions to be given to 10 Parish Councils/ Community Groups New marketing materials produced: <ul style="list-style-type: none"> • Webpage on ECDC website • Information made available via Facebook and Twitter • Leaflets & posters and other promotional materials to be produced One CLT event to be held.
New Community Land Trusts established to enable more communities to develop local affordable housing and other community assets for local people.	n/a	2
Assist CLTs to submit planning applications for Community development of affordable housing and other community assets.	n/a	1
Applications for set-up grants for emerging CLT's and pre-development loans for pre-planning work processed.	n/a	2 grants 1 loan

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.	n/a	Quarterly reports
Produce Strategy for Delivering the Infrastructure Identified in the Local Plan.	n/a	March 2016
Facilitate delivery of affordable rented and shared ownership homes.	n/a	44 affordable rented and 11 shared ownership homes
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 2015	By March 2016
Enable delivery of an Extra Care Housing scheme at North Ely	100% of milestones	Enable land provision in S106 agreement. Facilitate full planning application. Facilitate care provision budgets/ care

		<p>provider with County Council.</p> <p>Facilitate partnership/ contracts between Cross keys homes & Isle of Ely & Wisbech Integration Board for Intermediate Services.</p>
--	--	---

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.	n/a	<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>
Manage key projects relating to the delivery of North Ely.	n/a	Project management of Urban Design and Landscaping Guide projects

Work with partners to develop appropriate schemes for infrastructure and services for North Ely.	n/a	<p>Community Facilities Study</p> <p>Comment on County matters applications relating to the primary school</p> <p>Resolve covenant issue in relation to land owned by ECDC at Cam Drive</p> <p>Work with the applicants to ensure that infrastructure delivery is co-ordinated and in accordance with the outline applications</p>
Oversee negotiations for the North Ely S106 and secure an acceptable S106 that mitigates the development.	n/a	Completion of S106 for Endurance Estates' application
Manage, allocate and maximise use of Department for Communities and Local Government Funding to facilitate successful delivery of North Ely.	n/a	<p>Funding used to secure: Senior Planning Officer</p> <p>Urban Design and Landscape Design Advice</p>

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 draft Transport Strategy for East Cambridgeshire.	n/a	March 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.	1	2
Continue the Parish Council Liaison Programme to educate and provide guidance to Local Councils on the Community Infrastructure Levy and the Meaningful Proportion.	50% of Parish Councils visited	4 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.	n/a	March 2016
Continue the CIL Education Programme and Agent's Forums to educate developers/agents and self build applicants about the CIL process.	2	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.	Annually	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.	n/a	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

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	Infrastructure and Strategy Manager – Sally Bonnett
Co owner(s)	Development Contributions Officer- Angela Clarke
Output/Outcome(s)	Identify external funding and attract as much external/match funding as possible to maximise Council budgets.
Links	ECDC Budget (CIL/S106/NHB)
Source of data	Various
Frequency of reporting?	Annually
Who measures?	Chief Executive and Director (Commercial and Corporate Services)
Please list processes briefly	<ul style="list-style-type: none"> • Attend relevant funding events and meetings. • Funding provider newsletters and websites to be reviewed. • Maintain links with partner organisations such as Cambridgeshire County Council and the Local Enterprise Partnership, housing developers and the Homes and Communities Agency. • Funding bids submitted as required.
Reporting timescale	March 2016
What resources are needed to ensure success?	Co-operation of external partners.
Are there opportunities for cross-service working?	All services should be identifying external funding sources and sharing this information with other services and partners where applicable.

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	Development Contributions Officer- Angela Clarke
Co owner(s)	Infrastructure and Strategy Manager- Sally Bonnett
Output/Outcome(s)	<p>Monitor development for compliance with requirement of either CIL or S106 and ensure collection of financial contributions and monitoring of public open space transfers.</p> <p>(Contributions collected in a timely fashion, enabling the Council to programme delivery of infrastructure and fund Corporate Priorities).</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	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 and Corporate Services).
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. <p>1. Instruct Legal to commence action as and when necessary.</p>
Reporting timescale	March 2016
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 Development Contributions Officer - Zara Murfitt and Angela Clarke.
Co owner(s)	Infrastructure and Strategy Manager – Sally Bonnett
Output/Outcome(s)	Produce CIL and S106 Projections to enable the Council to plan for infrastructure delivery. [Liaison with developers and their agents, Strategic Planning and Development Management, plus relevant consultants, to ensure maximum contributions and planned growth in the District. Exemplar growth and development in the District with adequate infrastructure, schools, roads, cycle paths etc].
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?	Monthly.
Who measures?	Chief Executive and Director (Commercial and Corporate Services).
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	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	Infrastructure and Strategy Manager – Sally Bonnett
Co owner(s)	CIL Officer – Zara Murfitt.
Output/Outcome(s)	Conduct a review of how S106 Agreements are negotiated and completed.
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?	Once review completed.
Who measures?	Chief Executive and Director (Commercial and Corporate Services).
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	March 2016
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)	Set up a 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.
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 and Corporate Services).
Please list processes briefly	<ul style="list-style-type: none"> • Set up initial meeting with relevant Service Leads. • Compile Terms of Reference. • Agree how information will be shared.
Reporting timescale	March 2016
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 and Corporate Services) - 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.
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 and Corporate Services).
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 2016.
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.
Links	Corporate Plan 2015-19.
Source of Data	Foundation East Service Level Agreement measures.
Frequency of reporting?	Annually.
Who measures?	CLT Advisor, Director (Commercial and Corporate Services).
Please list processes briefly	<p>Marketing Strategy to be approved – targets include:</p> <p>Presentations/taster sessions to be given to 10 Parish Councils/Community Groups</p> <p>New marketing materials to be produced:</p> <ul style="list-style-type: none"> • Webpage on ECDC website. • Information made available via Facebook and Twitter. • Leaflets & posters and other promotional materials produced. <p>One CLT event to be held.</p>
Reporting timescale	March 2016.
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.

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)	New Community Land Trusts established to enable more communities to develop local affordable housing and other community assets for local people.
Links	Corporate Plan 2015-19.
Source of Data	Foundation East Service Level Agreement measures.
Frequency of reporting?	Annually
Who measures?	CLT Advisor, Director (Commercial and Corporate Services).
Please list processes briefly	Senior level consultancy support given to local communities to set up CLT's, including use of bespoke 'community led' toolkit, technical and development advice and grant and loan appraisal.
Reporting timescale	March 2016.
What resources are needed to ensure success?	Budget to conduct Housing Needs Surveys.
Are there opportunities for cross-service working?	Cross service working already occurs with Development Management and Strategic Planning services.

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)	Assist CLTs to submit planning applications for Community development of affordable housing and other community assets.
Links	Corporate Plan 2015-19.
Source of Data	Foundation East Service Level Agreement measures.
Frequency of reporting?	Annually.
Who measures?	CLT Advisor, Director (Commercial and Corporate Services).
Please list processes briefly	Provide consultancy support to assist CLT's to produce the necessary documents to enable submission of a planning application for their site
Reporting timescale	March 2016.
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.

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)	Applications for set-up grants for emerging CLT's and pre-development loans for pre-planning work processed.
Links	Corporate Plan 2015-19.
Source of Data	Foundation East Service Level Agreement measures.
Frequency of reporting?	
Who measures?	CLT Advisor, Director (Commercial and Corporate Services).
Please list processes briefly	<ul style="list-style-type: none"> • Make CLT's aware of funding available. • Assess application forms and award funding if application is successful. • Monitor development to ensure loans are repaid.
Reporting timescale	March 2016
What resources are needed to ensure success?	Budget for grant and loan funding.
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 and Corporate Services).
Please list processes briefly	<ul style="list-style-type: none"> • Attend meetings. • Share information. • 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 and Corporate Services).
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 2016.
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)	Facilitate delivery of 44 affordable rented and 11 shared ownership homes.
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.
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 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 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.
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 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.
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 2016
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 2016
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.

Facilitate delivery of a wide range of infrastructure and housing	
Owner	Strategic Housing Enabler.
Co Owner	Senior Planning Officer (North Ely) - Melissa Reynolds.
Output/outcome(s)	<p>Develop an Extra Care Housing scheme at North Ely comprising 75 extra care scheme apartments, 10 intermediate care apartments, GP/multipurpose clinical room, community restaurant, dementia safe gardens, gym with rehab facilities, satellite library, hairdressers and general purpose community rooms.</p> <p>[This will be the first significant community building to be developed in the North Ely urban extension and will put older people at the heart of the new community].</p>
Links	Cambridgeshire Extra Care Housing Strategy Group action plan/ECDC Housing Statement/Draft North Ely SPD/Isle of Ely & Wisbech Integration Board/Cambridgeshire County Council.
Source of data	Update reports.
Frequency of reporting?	Annually.
Who measures?	Director (Commercial and Corporate Services).
Please list processes briefly	<ul style="list-style-type: none"> • Enable land provision in S106 agreement. • Facilitate full planning application. • Facilitate care provision budgets/care provider with County Council. • Facilitate partnership/contracts between Cross keys homes & Isle of Ely & Wisbech Integration Board for Intermediate Services.
Reporting timescale	March 2016
What resources are needed to ensure success?	Subject to external funding.
Are there opportunities for cross-service working?	Cross service working already occurs with Development Management and Strategic Planning services.

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 & Corporate Services), 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 2016
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.
Source of data	Planning applications and consultants' briefs.
Frequency of reporting?	As required
Who measures?	Director (Commercial & Corporate Services).
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. • Re-establish& oversee Delivery Board. • 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 2016
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).
Please list processes briefly	<ul style="list-style-type: none"> • Regular meetings of the North Ely Delivery Board. • Regular communication with Cambridgeshire County Council and other stakeholders. • Establish North Ely Community Forum. • 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 quarterly Growth Delivery Newsletter. • Liaise with Press and PR Manager 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 2016
What resources are needed to ensure success?	Officer and stakeholder time. Meeting space – possible budget if held off-site.
Are there opportunities for cross-service working?	Liaison with: Planning Service Leisure & Community Service Press and PR Manager ICT Services

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)	Director (Commercial & Corporate Services) - Emma Grima, Planning Manager – Sue Wheatley and Strategic Housing Enabler.
Output/outcome(s)	Oversee negotiations for the North Ely S106 and secure an acceptable S106 that mitigates the development. Successful delivery of North Ely.
Links	ECDC Draft Local Plan, Draft North Ely SPD, ECDC and CCC Planning Obligations Policy.
Source of data	Policy requirements, meetings, correspondence and regular communications.
Frequency of reporting?	As required
Who measures?	Director (Commercial and Corporate Services), Planning Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Complete S106 for Endurance Estates' S106.
Reporting timescale	March 2016
What resources are needed to ensure success?	Viability Consultant advice.
Are there opportunities for cross-service working?	Liaison with: Planning Service Leisure & Community Service Parks & Open Spaces Strategic Housing Legal Services

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)	Manage, allocate and maximise use of Department for Communities and Local Government Funding to facilitate successful delivery of North Ely
Links	Grant Funding Agreement
Source of data	Funding Bid and Agreement
Frequency of reporting?	Annually
Who measures?	Director (Commercial and Corporate Services)
Please list processes briefly	<ul style="list-style-type: none"> • Monitor existing use and payments. • Allocate remaining funds for 2015/16. • Report back to the Department for Communities and Local Government.
Reporting timescale	March 2016
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 draft 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 and Corporate Services).
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 2016
What resources are needed to ensure success?	
Are there opportunities for cross-service working?	Ensure other services are invited to respond to consultation.

Communicate with the relevant stakeholders through consultation events, forums and update sessions	
Owner	Infrastructure and Strategic Housing Team.
Co owner(s)	
Output/Outcome(s)	<p>Review and update the Infrastructure and Strategic Housing Team web pages to ensure that they are easily accessible for our customers.</p> <p>[This will reduce the number of telephone enquiries, freeing up officer time and reduce the need for printed information].</p>
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 webpages. Various policies and statutes.
Frequency of reporting?	Monthly
Who measures?	Director (Commercial and Corporate Services)
Please list processes briefly	<ul style="list-style-type: none"> • Webpages will be reviewed monthly and updated as necessary. • Create a CIL Webpage for Parish Councils within CIL section of ECDC website. • Create a CLT information page to be added to ECDC website • Strategic Housing information to be added to ECDC website • CLT stand alone website to be produced.
Reporting timescale	March 2016
What resources are needed to ensure success?	Web training for new staff.
Are there opportunities for cross-service working?	Ensure webpages include links to other team/services webpages if necessary.

Communicate with the relevant stakeholders through consultation events, forums and update sessions	
Owner	Development 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.
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 and Corporate Services).
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 2016
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)	Continue the Parish Council Liaison Programme to educate and provide guidance to Local Councils on the Community Infrastructure Levy and the Meaningful Proportion. [Parish Councils are able to understand their legal obligations and thus reduces the risk of them breaching the Regulations].
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?	Emma Grima- 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 2016
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 2016
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	Infrastructure and Strategy Manager – Sally Bonnett
Co owner(s)	CIL Officer and Development Contributions Officer – Zara Murfitt and Angela Clarke.
Output/Outcome(s)	<p>Continue the CIL Education Programme and Agent's Forums to educate developers/agents and self build applicants about the CIL process.</p> <p>[More informed developers/agents and self build applicants should result in more accurate and complete paperwork being submitted, reducing staff time spent addressing omissions and errors.</p> <p>A better understanding of the payment aspects will ensure liable parties know how much, and when, they have to pay their CIL, again reducing staff time spent requesting and chasing payments].</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	Exacom database, CIL legislation.
Frequency of reporting?	As required.
Who measures?	Emma Grima- Director (Commercial and Corporate Services).
Please list processes briefly	<ul style="list-style-type: none"> • Identify those requesting or in need of more information about the CIL process. • Hold 1:1 briefings with developers/agents and self build applicant to ensure they are aware of what is required from them regarding CIL as part of the planning process. • Four forums will be held each year. • Organise the forum. • Maintain an action plan. • Set the Agenda for each forum. • Vice-Chair the forum. • Present CIL update at each forum.
Reporting timescale	March 2016.
What resources are needed to ensure success?	
Are there opportunities for cross-service working?	Other services are invited to attend and present information if relevant. Could expand 1:1s to include information from other services relevant to agents/developers.

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 2016
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 Development 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.
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?	Emma Grima-Director (Commercial and Corporate Services).
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 2016.
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)	<p>Ensure that all staff appraisals are completed annually and within the time frame set by HR.</p> <p>[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].</p>
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 and Corporate Services).
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 2016.
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 2016.
What resources are needed to ensure success?	
Are there opportunities for cross-service working?	