

The Council has a strong vision for the future of our City which we share with Cambridge citizens and partner organisations.

Our vision... *is of a compact, dynamic, sustainable City with a thriving historic core surrounded by attractive neighbourhoods and green spaces, and where the community as a whole and every person in it matters.*

There will be strong leadership on environmental issues, and diverse local communities will enjoy a high quality of life in safe, accessible neighbourhoods supported by affordable housing, integrated transport, and good access to leisure and community facilities.

Cambridge will continue to foster a strong local economy together with its development as a centre of excellence and a world leader in the fields of higher education and research.

We are clear that climate change is an important issue for the City. We believe we should set an example by minimising our own carbon footprint as well as supporting local people and organisations to reduce their own carbon dioxide emissions. We are looking at ways in which we can adapt the way we do things to take account of likely impacts of climate change. We will use the arrangements we have put in place to work with neighbouring local authorities, the County Council and other public bodies to ensure that the low carbon agenda is at the forefront of all we do in partnership with them.

We know that providing services of a high standard has a big impact on the quality of life experienced by our citizens. We will work to ensure that we listen and respond to evidence of those experiences. We will continue to focus on improving performance in areas that we know are important to our citizens and work hard to find further efficiencies that enable us to make the best use of our resources.

The City Council is facing a period of unprecedented change. We, together with our partners, have a substantial work programme to deliver agreed sustainable growth in the sub-region in and around Cambridge. We aim to ensure that the growth of the City benefits all our citizens in both new and existing communities.

In 2006 the Council agreed a new set of Medium Term Objectives (MTOs) to help us achieve our vision and to meet the challenges that we face as a city.

OUR MEDIUM TERM OBJECTIVES ARE TO:

- ♦ Promote Cambridge as a sustainable city, in particular by reducing carbon dioxide emissions and the amount of waste going into landfill in the City and sub-region.
- ♦ Ensure that residents and other service users have an entirely positive experience of dealing with the Council.
- ♦ Maintain a healthy, safe and enjoyable city for all, with thriving and viable neighbourhoods.
- ♦ Lead the growth of Cambridge to achieve attractive, sustainable new neighbourhoods, including affordable housing, close to a good range of facilities, and supported by transport networks so that people can opt not to use the car.

During 2008-09 we will carry out the programme set out below. These actions will help us to deliver against each of our Medium Term Objectives and to prepare for further initiatives to enable us to realise our vision in future years.

1. Promote Cambridge as a sustainable city, in particular by reducing carbon dioxide emissions and the amount of waste going into landfill in the City and sub-region

Reducing the Council's carbon footprint

We will:

- Launch a £250,000 low carbon investment fund to reduce the City Council's carbon footprint.
- Seek to improve the energy efficiency of our housing stock by continuing a programme of:
 - installing extra loft insulation, cavity wall insulation and new heating systems;
 - installing dry lining to treat cold and damp rooms;
 - renewing old bathrooms and kitchens and replacing old boilers with more energy efficient ones;
 - investigating different types of renewable energy technologies.
- Seek to improve the energy efficiency of our administrative and community buildings by:

- installing energy-saving measures at the Meadows Community Centre to reduce its carbon footprint and save on fuel bills;
- installing automated energy monitoring systems and other energy efficiency measures in our council offices;
- making energy efficiency improvements to our commercial properties;

Reducing the City's carbon footprint

We will:

- Continue to work to raise awareness about the effects of Climate Change, and how residents, organisations and visitors to the city can help reduce its carbon footprint.
- Require new developments of more than 1,000 square metres or 10 buildings to provide at least 10% of their energy requirements from renewable energy sources.
- Press where possible for even higher development standards, for example, providing 20% renewable energy and district housing systems in North West Cambridge, achieving high Sustainable Homes code levels, as well as high sustainability standards for new schools and other public buildings.
- Appoint a new Home Energy Officer to help people in private sector housing improve the energy efficiency of their homes, and set up a second 'Energy Action Zone' in the City.
- Offer a free Standard Assessment Procedure (SAP) energy inspection and certificate to members of the Council's Landlord Accreditation Scheme and require members to achieve a specific SAP energy rating for their properties.
- Provide advice to low income and elderly residents about how they can make their homes more energy efficient, and provide grants and loans towards improved insulation, efficient boilers and central heating.

Improving recycling and waste reduction

We will:

- Improve our recycling rates by:
 - looking at ways to recycle litter collected in the streets;

- setting up a recycling site in Dennis Road and looking at the possibility of providing other sites in the Fison road area;
 - continue to provide facilities for recycling to blocks of flats;
 - setting up another two dry-cell battery recycling sites;
 - improving recycling rates in the Council's own buildings.
- Introduce more ways to save paper within the Council.
 - Reduce the amount of waste going to landfill by supporting waste prevention initiatives such as the Real Nappy programme.

Promoting sustainable transport

We will:

- Extend the car club into new areas of the City and introduce low carbon vehicles.
- Explore whether a 'community use' bike hire scheme would be viable in Cambridge.
- Encourage the bus companies to provide better bus services into Cambridge on a Sunday.
- Install electric charging points for vehicles in our car parks.
- Investigate how parking pricing can be set to reflect the level of emissions vehicles produce.
- Use the Joint Transport Forum to influence the County Council's transport plans to ensure that new communities have an adequate transport infrastructure and that real alternatives to using the car are provided.
- Only support a congestion charging scheme in Cambridge if the conditions are beneficial and fair for Cambridge residents: better bus and cycling facilities need to be in place before any scheme starts, disabled drivers should be exempt and residents should have a very substantial discount on charges. Income from any scheme should be ring-fenced for spending in the Cambridge area, on schemes jointly decided with the City Council.

2. Ensure that residents and other service users have an entirely positive experience of dealing with the Council

Improving service quality and efficiency

We will:

- Improve the range of things people can do through our web-site by:
 - enabling all planning application documents and drawings to be viewed and commented on on-line;
 - launching a new website with clear and simple information about the plans for growth in and around the city;
 - continuing the 'Scores on the Doors' scheme that provides information about the cleanliness and food safety of the city's eating places;
 - progressing the development of a new Visitor Information Centre.
- Improve the services we offer to customers through the continuing, phased development of the Council's Customer Services Centre in Mandela House and a continued focus on achieving quality and efficiency in our service delivery processes.
- Seek to achieve greater efficiency in the use of the Council's property and resources by:
 - managing our property assets more productively;
 - reviewing our plans for spending and service delivery so that we are able to meet the future needs of our growing population;
 - progressing the redevelopment of the Ground Floor areas in the Guildhall.

Involving residents and service users

We will:

- Continue to use Democracy Week to encourage more people to become involved in local and national elections.
- Consult and involve local people in a new programme of conservation work in those areas of the city where there is likely to be development.
- Consult local people on how Jesus Green should be used and improved as a local facility without adversely affecting its unique character.
- Offer residents the opportunity to propose local standards for ground maintenance in their area.

- Re-launch the Neighbourhood Links programme of volunteers who will work with council officers to agree priorities for cleaning and maintaining streets and open spaces.
- Look at the use of byelaws to restrict parking on verges, where local residents request it.
- Completing the review of the way the city centre is managed so that our city centre business partners are more actively involved.

Improving access and equality

We will:

- Seek to improve access to the Guildhall for disabled people in the evenings and weekends and to modify the Council Chamber to allow to wheel-chair access to the member seating area.
- Work with our partners in the region to seek provision for up to 15 pitches for gypsy and traveller families as required by regional planning policy.
- Develop our services to the homeless by:
 - promoting ‘having something meaningful to do’ as an important way of helping people to have greater control over their lives;
 - jointly procuring, with the County Council, a new Learning and Development Service for the homeless, rough sleepers and former rough sleepers in the city.
 - working with partners to transform Jimmy’s Nightshelter into a 24 hour Assessment Centre providing high quality support, accommodation and assessment for service users.

3. Maintain a healthy, safe and enjoyable city for all, with thriving and viable neighbourhoods

Keeping Cambridge Safe

We will:

- Continue to work to reduce the problems caused by alcohol in the city by:
 - considering bringing the Mill Road area into a ‘cumulative impact zone’ to allow regulation of the granting of future licenses to sell alcohol;

- consulting on means by which licensed business might voluntarily pay towards meeting the costs of alcohol related criminal and anti-social behaviour;
 - supporting projects in the city that educate people about the safe and appropriate use of alcohol.
- Review the CCTV system to see whether it could be deployed more effectively using wireless technology, and put cameras in Wulfstan Way and Ravensworth Gardens.
 - With Police Community Support Officers (PCSOs) and other partners, extend neighbourhood policing, including encouraging the police to give PCSOs greater powers to take action against cyclists who break the law.
 - Draw on local expertise to help frame proposals to reduce reoffending by confronting offenders with the consequences of their behaviour.
 - Use our powers to bring empty houses back into occupation as quickly as possible.

Supporting Children and Young People

We will:

- Continue to improve facilities for play and activities for children and young people by:
 - using a Big Lottery award to provide Urban Adventure play opportunities, including purchasing a Playboat to provide activities on or next to the river;
 - improving Ramsden Square Recreation Ground;
 - refurbishing the children's play area in Thorpe Way installing a new multiple use games area (MUGA) and BMX track there, and installing a MUGA at Nightingale Avenue;
 - replacing the Astroturf at Abbey Pool and improving the swimming pool changing facilities;
 - providing grants for activities for young people;
 - Continuing to seek partnership funding to expand our offering for young people across the city.
- Work to ensure that young people feel safe in Cambridge by:

- working with partners to provide safe activities and meeting places for teenagers;
- ensuring that where young people have issues or problems they are able to report these and that they are able to influence the work of the Community Safety Partnership.

Improving our neighbourhoods

We will:

- Ensure that public art is provided in local neighbourhoods as well as the city centre through a new public art strategy.
- Review our process for allocating grants for Environmental Improvement Projects including providing more support for local neighbourhood schemes.
- Review our City Ranger service and use the Rangers to help residents with problems with household waste and recycling.
- Trial the use of nets to reduce litter coming from domestic waste before collection.
- Make improvements to the Ekin Road estate by enforcing tenancy rules and making repairs and other physical improvements such as refurbishing garden sheds.
- Focus some conservation work on the more suburban areas of the city.
- Support residents in refurbishing the open space in Ravensworth Gardens.
- Review our public open space to see how we can make best use of it.
- Continue to deliver attractive planting schemes in the city's parks and open spaces whilst reducing the environmental costs of their planting and maintenance e.g. the amount of watering they require.
- Press the County Council for local residents to have more say in the speed limits in the city.
- Press the County Council to change its policy on yellow lines and other parking measures so that they are based on the agreed need rather than resident's ability to pay, and that environmental factors such as the protection of verges are also taken into account in assessing that need.

- Press the County Council to commit adequate resources to implement its car parking policy in the city's residential areas blighted by over-intensive commuter parking.

4. Lead the growth of Cambridge to achieve attractive, sustainable new neighbourhoods, including affordable housing, close to a good range of facilities, and supported by transport networks so that people can opt not to use the car.

Developing our policy framework

We will:

- Adopt and promote the Quality Charter for Growth in the Cambridge area that sets out a joint vision for the quality of the built environment in the area.
- Adopt a new Planning Obligations Strategy that builds on our success in negotiating strong S106 contributions from the new developments.
- Prepare a new Core Strategy for the Local Development Framework.
- Prepare high quality Design Codes for new developments in and around the city.
- Work with Cambridge Cycling Campaign to prepare a new design guide for cycle parking in residential areas.
- Review local cycling policies with cycling groups with a view to producing and promoting a code of conduct for cyclists.

Taking forward new developments on the Cambridge fringe sites

We will:

- Appoint a new Sustainable Urban Drainage Officer to promote best practice in drainage management in the new developments, and a new Biodiversity Officer to help the Council to consider the implications for biodiversity of its policies and projects.
- Prepare:
 - the final Area Action Plan for North West Cambridge for public examination;
 - the master plan for Cambridge East with the developer;
 - the Cambridge University's Mill Lane site development brief:

- a high quality residential development on Council owned land at Clay Farm.
- Work with the County Council to achieve well-designed and sustainable new schools in the new communities.
- Continue to work with South Cambridgeshire District Council on redrawing the boundaries for the City to bring into the City those fringe developments that go across the existing boundary.

Maximising resources

We will:

- Review the many external partnerships with which we work to ensure that they are open, representative and accountable and are able to make high quality decisions on those things that affect the future of Cambridge.
- Lobby government for local powers on road pricing now that there is no longer likely to be a national scheme.
- Lobby government for investment in railways to provide new and improved infrastructure for passenger routes and to get long distance freight off roads like the A14.
- Challenge the government's proposals to impose an additional 4,300 houses in Cambridge in addition to the 14,700 included in the 2003 Structure Plan.
- Promote the case for unitary government for Cambridge, and press neighbouring authorities to join us in asking government to set up an Integrated Transport Authority for the Cambridge Region.
- Press for the transport needs of Cambridge residents to be taken properly into account within the Transport Innovation Fund proposals.
- Continue to argue for the abolition of the Council Tax and replace it with a local income tax based on people's ability to pay.