

# **SOUTH CAMBRIDGESHIRE LOCAL STRATEGIC PARTNERSHIP**

## **WORKING TOGETHER FOR A BETTER SOUTH CAMBRIDGESHIRE**

### **SUSTAINABLE COMMUNITY STRATEGY**

**Note: Whilst the Strategy itself has been agreed, the targets and indicators will be confirmed following submission of the Cambridgeshire Local Area Agreement in May 2008. A final version will be available on the Council's website.**

**JANUARY 2008**

# WORKING TOGETHER FOR A BETTER SOUTH CAMBRIDGESHIRE SUSTAINABLE COMMUNITY STRATEGY

## Foreword

Let me introduce you to the district of South Cambridgeshire. It consists of approximately 900 square kilometres of countryside that surround the city of Cambridge. It is predominantly a rural area that contains no towns, but has a number of smaller settlements and 102 parishes. The district is part of one of the government's four "growth" areas identified for substantial development over the next 10-12 years. Population forecasts predict the district to grow by 25% by 2021 from a population of 138,200 people in 2006<sup>1</sup>. Although the population of the growth areas is likely to be younger and economically active, the population in the rural areas is likely to become older.

The district has, once again, been ranked in the top ten places to live by Channel 4's Location, Location, Location. The programme stated that it is a quiet place to live, with exceptionally low crime figures and an impressive 100% of residents having a kerbside recycling facility. The positive comments go on to mention the good travel links to London and Stansted Airport and the fact that there is plenty to do in the district, as well as neighbouring Cambridge City.

This is the South Cambridgeshire Local Strategic Partnership's second strategy. Although much has been achieved over the past three-years there is still more that local organisations and businesses want to do to make the district an even better place to live, work and visit. The major growth that is planned for the area is exciting as well as challenging and will require partners to work together to ensure that these new areas are as safe, clean and green as the existing communities that make up this beautiful district.

The strategy outlines the partnership's long-term vision for a sustainable South Cambridgeshire as well as its three-year objectives and priorities. It highlights some of what is already happening in the area and demonstrates the partnership's commitment and aspirations for the future. I hope that you are enthused by the strategy and our vision and join us to work in partnership to enhance and preserve the quality of life in South Cambridgeshire.

Cllr Ray Manning  
Chairman of the South Cambridgeshire Local Strategic Partnership  
March 2008

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<sup>1</sup> Cambridgeshire County Council Research Group 2005-based ward age-group forecasts.

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## **A vision for South Cambridgeshire - 2025**

Our aim is that South Cambridgeshire will continue to be a place where people want to live, now and in the future. A place where the needs of existing and future generations are met and where communities are:

- Active, inclusive and safe;
- Well-run;
- Environmentally sensitive;
- Well-designed and built;
- Well connected;
- Thriving;
- Well-served; and
- Fair for everyone.

### **How are we going to realise this vision?**

Based on the comments and opinions of those living and working in the area, the local organisations that make up the Local Strategic Partnership will specifically be focusing on these four objectives over the next three years (2008-2011):

1. *Active, healthy and inclusive communities* where residents can play a full part in community life, with a structure of thriving voluntary and community organisations.
2. *Safe and clean communities* where residents do not feel vulnerable or isolated and need not fear crime or anti-social behaviour.
3. *Building successful new communities*, where developments include affordable homes to meet local needs and form attractive places where people want to live, and which are supported by a full range of quality services and social networks.
4. *A sustainable infrastructure and environment* with good transport links and access to the countryside of the district, which is itself protected and improved, and with sustainable measures, which minimise waste and tackle climate change.

These objectives are looked at in more detail on the following pages, focusing on the specific issues that have been identified and some priorities for action. The achievement of the indicators and targets will measure the success of this strategy, and will help us to deliver significant steps towards the vision of the District in 2025. A separate action plan will be available to accompany this strategy.

**Active, healthy and inclusive communities** where residents can play a full part in community life, with a structure of thriving voluntary and community organisations

#### Why is this an issue?

- In the period up to 2021 the largest percentage population increases will be in the 65-74 age group (61% increase), the 75-84 age group (57%) and the 85+ age group (80%).<sup>2</sup>
- The public place a high priority on enabling older people to live independently.<sup>3</sup>
- Approximately 17% of adults in South Cambridgeshire are classified as obese.<sup>4</sup>
- It is estimated that only 1 in 4 adults in the area eat healthily.<sup>5</sup>
- Life expectancy for both men and women is higher than the England average. However, women living in the most deprived fifth of areas of South Cambridgeshire can expect to live 2 years less than those living in the least deprived fifth of areas.<sup>6</sup>

#### What are the priorities for action?

- a) Supporting young people to make a positive contribution by developing services for young people who do not traditionally access services and opportunities.
- b) Increasing the range of extended services provided by local schools and supporting the delivery of Children's Centres.
- c) Tackling health inequalities by ensuring that health needs are met, particularly in relation to the health of Travellers and new migrant populations.
- d) Promoting independence for older people and reducing falls in older people.
- e) Preventing obesity through promoting healthy eating, physical activity and mental health and wellbeing.
- f) Improving the sexual health of the population with a focus on young people.
- g) Meeting housing need through the provision of new affordable housing and adaptations to existing housing in established communities.
- h) Engaging with the local community, including children and young people and other hard-to-reach groups, parish councils, voluntary organisations and neighbourhood forums to improve services.
- i) Working with local people to promote community cohesion and address the needs of the most vulnerable in the community.
- j) Promoting sustainability for the benefit for the local and global environment.

#### What is happening now and what has been achieved over the previous three years?

An **alternative education programme**, for young people who have disengaged from formal education, been excluded or who are likely to finish school without going onto education, training or employment, has been developed and run at both Sawston and Linton Village Colleges. The Friday afternoon programme allowed young people to make decisions and the last group worked with devised a leaflet on 'How to have a party safely', which will be given out as part of another initiative in youth clubs in the area. The young people decided upon the

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<sup>2</sup> South Cambridgeshire District Council Population Forecasts, Cambridgeshire County Council Research Group (July 2005).

<sup>3</sup> South Cambridgeshire LSP Community Strategy Development Qualitative & Quantitative Research, NGM Research & Consulting (November 2006).

<sup>4</sup> South Cambridgeshire Health Profile 2007, Department of Health.

<sup>5</sup> See footnote 4.

<sup>6</sup> See footnote 4.

information to include in the leaflet and then each week the workers or external agencies delivered a session to educate the young people.

Twelve youngsters and their parents are now fitter and healthier after completing the latest 10-week To Energise And Motivate (TEAM) course at Comberton Leisure Centre. TEAM encourages overweight 8-11 year olds and their families to lead **a healthy, active lifestyle** through a mix of sport, nutritional advice and confidence-building. During the 10 weeks, children try various activities, while parents exercise in the fitness room. Family workshops cover healthy eating and confidence-building issues like food labelling, junk food advertising and dealing with stress and bullying. Three courses have run to date.

The provision of 20,000 new homes, as planned for the period 1999-2016, is now underway in the district. Building work at Arbury Park has begun and will provide 900 quality homes of which 270 will be affordable. The provision of **affordable housing**, including housing for Key Workers, is being sought as part of overall housing provision.

**Neighbourhood Panels** have been rolled out across the district giving communities the chance to influence local policing priorities. Local issues such as speeding, anti social behaviour and traffic management have been identified to date. The police and local authorities have responded by increasing the number of speed checks carried out in identified problem locations, increasing foot patrols in hotspot areas and extending double yellow lines in a danger spot. Anti social behaviour has reduced significantly in some targeted areas.

A **Parish Plan** gives everyone a chance to say what he or she thinks about the social, economic and environmental issues affecting their community and helps rural communities to indicate how they would like their town or village to develop and demonstrate how its distinctive character and features can be preserved. 15 South Cambridgeshire parishes have been supported to complete a plan for their area.

#### How will we know that we have been successful?

The indicators and targets will be confirmed following submission of the Cambridgeshire Local Area Agreement in May 2008. Indicators *may* include:

- NI 1 - % of people who believe people from different backgrounds get on well together in their local neighbourhood
- NI 4 - % of people who feel they can influence decisions in their locality
- NI 7 - Environment for a thriving third sector
- NI 8 - Adult participation in sport
- NI 56 - Obesity among primary school age children in Year 6
- NI 110 - Young people's participation in positive activities
- NI 112 - Under 18 conception rate
- NI 113 - Prevalence of Chlamydia in under 20 year olds
- NI 125 - Achieving independence for older people through rehabilitation/ intermediate care
- NI 155 - Number of affordable homes delivered (gross)

**Safe and clean communities** where residents do not feel vulnerable or isolated and need not fear crime or anti-social behaviour

#### Why is this an issue?

- The rate of road injuries and deaths is higher than the England average.<sup>7</sup>
- Reports of anti-social behaviour, criminal damage, dwelling burglary and theft from vehicles are increasing in the area.<sup>8</sup>
- Although residents feel that the district is a safe place to live and bring up children, when consulted they listed crime and anti-social behaviour as the top issue for inclusion in this strategy and the greatest threat they perceive is from speeding and reckless driving.<sup>9</sup>
- A Quality of Life survey found that, of those stating their neighbourhood had become worse in the last 2 years (27%), crime/vandalism and litter/rubbish were mentioned as two of the main reasons.<sup>10</sup>
- Rates of early deaths from heart disease and cancer are lower than the England average. However, there are still about 170 deaths each year due to smoking related causes. Approximately 17% of adults in South Cambridgeshire are smokers.<sup>11</sup>
- It is estimated that in South Cambridgeshire 1 adult in 6 binge drinks.<sup>12</sup>
- The Health Related Behaviour Questionnaire 2006 revealed that 57% of males and 56% of females in Year 10 reported that they had consumed alcohol in the previous week.

#### What are the priorities for action?

- a) Improving road safety and reducing the rate of road injuries and deaths.
- b) Reducing levels of crime and anti-social behaviour including hidden crimes such as domestic violence.
- c) Ensuring children and young people are safe from harm.
- d) Reducing harm caused by alcohol and other substance misuse.
- e) Reducing the fear of crime.
- f) Protecting and enhancing the environment and cleanliness of our communities.
- g) Promoting smoke free environments and reducing the number of people who smoke.

#### What is happening now and what has been achieved over the previous three years?

An Independent Domestic Violence Advocacy Service (IDVAS) has been running in the district for a few years now, offering **support to victims of domestic abuse**. The service provides risk assessment, risk management, safety planning and case work with high-risk victims. Victims risk assessed as low to medium risk are signposted to other support services available to them.

In 2007 a free of charge **graffiti removal service** was set up in the district. The service is a partnership between South Cambridgeshire District Council, Cambridgeshire Constabulary and the National Probation Service and allows graffiti to be removed from private property as well as public property as long as permission has been granted.

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<sup>7</sup> South Cambridgeshire Health Profile 2007, Department of Health

<sup>8</sup> Partnership Strategic Assessment for Southern Division, October 2007

<sup>9</sup> See footnote 3.

<sup>10</sup> Cambridgeshire Quality of Life Survey 2006, RBA Research Ltd

<sup>11</sup> See footnote 4.

<sup>12</sup> See footnote 4.

A **Young Blazers** project, run in a few villages in the district, has been very successful at engaging young people. For one evening a week, over a twelve-week period, youngsters are put through a host of 'real life experiences', which end with a grand presentation evening for family and friends. The project was organised by Cambridgeshire Fire and Rescue Service, the district council and local youth workers.

Much work has taken place across the area to implement the **smoke free** legislation that came into force on 1<sup>st</sup> July 2007. 'Smoke Free Cambridgeshire and Peterborough', the local Tobacco Control Alliance, led media to raise awareness with the local community and signpost smokers to the Camquit stop smoking service in order to have the best chance of successfully quitting smoking. Further work is also taking place to implement the increase in the age of sale for tobacco from 16 to 18, which came into force on the 1<sup>st</sup> October 2007.

#### How will we know that we have been successful?

The indicators and targets will be confirmed following submission of the Cambridgeshire Local Area Agreement in May 2008. Indicators *may* include:

- NI 16 - Serious acquisitive crime rate
- NI 17 - Perceptions of anti-social behaviour
- NI 32 - Repeat incidents of domestic violence
- NI 41 - Perceptions of drunk or rowdy behaviour as a problem
- NI 42 - Perceptions of drug use or drug dealing as a problem
- NI 47 - People killed or seriously injured in road traffic accidents
- NI 48 - Children killed or seriously injured in road traffic accidents
- NI 115 - Substance misuse by young people
- NI 195 - Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
- NI 196 - Improved street and environmental cleanliness – fly tipping

**Building successful new communities**, where developments include affordable homes to meet local needs and form attractive places where people want to live, and which are supported by a full range of quality services and social networks

#### Why is this an issue?

- The population of the area is due to increase by 25% by 2021.<sup>13</sup>
- House prices are high in the district. In 2003 the average price was £196,373 and in 2006, £247,603. There was a 9.9% increase between 2005 and 2006, the highest increase in the county.
- House prices in 2006 were nearly seven times the average annual earnings for a residence.
- More affordable housing was a consistent request throughout consultation with the public, particularly for local young people and more sheltered accommodation for older residents.<sup>14</sup>
- Defra's baseline statistics for NI186 calculate that South Cambridgeshire had the highest level of CO<sub>2</sub> emissions in the county and one of the highest in the East of England Region in 2005 (11.2t/capita).
- Resources for social cohesion as well as the physical environment are essential to avoid high levels of mental distress across the social strata in new communities.<sup>15</sup>

#### What are the priorities for action?

- a) Working with partners to deliver more affordable housing for local people, including the first-time buyer market.
- b) Supporting the delivery of low carbon growth and promoting low carbon lifestyles.
- c) Ensuring the early provision of leisure, community facilities and social infrastructure in the major growth areas.
- d) Ensuring good health and mental wellbeing through the delivery of joint service provision and community development.
- e) Ensuring the provision of user-friendly open spaces and agreeing management options for a sustainable future.
- f) Facilitating the development of a vibrant town centre and business park that is economically viable in Northstowe.

#### What is happening now and what has been achieved over the previous three years?

New residents continue to be welcomed every week to **Cambourne** and construction work is almost finished on the last building plots within Great Cambourne. When completed, the total number of homes in Cambourne will be around 4,250. Construction work has started on Upper Cambourne, with the first homes due to be occupied in spring 2008. Cambourne's latest facilities include a Chinese takeaway and a Cricket Pavilion, and the second phase of the A428 dual carriageway is now open.

**Joint planning arrangements** have been set up to facilitate the delivery of the new growth in the area. Much of the growth crosses over into Cambridge and therefore it is necessary for each of the local authorities covering the area, including the county council, to work together. The new arrangements will determine the planning applications for the proposed new town at Northstowe and the major urban extensions to Cambridge.

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<sup>13</sup> South Cambridgeshire District Council Population Forecasts, Cambridgeshire County Council Research Group (July 2005).

<sup>14</sup> See footnote 3.

<sup>15</sup> The effect of the social environment on mental health: Implications for service provision in new communities, Dr Suan Goh, Cambridgeshire PCT & Peter Bailey, GP.

The new town of **Northstowe** is planned to the northwest of Cambridge. It will be east of Longstanton, north of Oakington and bounded by the Cambridge Guided Busway, running along the disused Cambridge to St Ives railway. Approximately 9,500 dwellings are proposed, plus employment opportunities, a town centre, open space and a wide range of community and sports facilities. The housing green paper (2007)<sup>16</sup> announced that Northstowe would be a **prototype eco-town**, providing a test bed for informing plans for future eco-towns.

The County Council has been secured funding for a **Guided Busway** to travel between St Ives and Cambridge, through South Cambridgeshire including Northstowe and Arbury Park. The Cambridgeshire Guided Busway will provide high quality, reliable and frequent bus services for the people of Cambridgeshire.

#### How will we know that we have been successful?

The indicators and targets will be confirmed following submission of the Cambridgeshire Local Area Agreement in May 2008. Indicators *may* include:

- NI 159 - Supply of ready to develop housing sites
- NI 172 - VAT registered businesses in the area showing growth

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<sup>16</sup> Homes for the future: more affordable, more sustainable, DCLG (July 2007).

**A sustainable infrastructure and environment** with good transport links and access to the countryside of the district, which is itself protected and improved, and with sustainable measures, which minimise waste and tackle climate change

#### Why is this an issue?

- Local residents stated that natural areas contribute most to a good quality environment.<sup>17</sup>
- The loss of green space and excessive new development was mentioned as one of the things people like least about the area.<sup>18</sup>
- Annual average temperatures look set to rise by between 2°C and 3.5°C by the 2080's. The south and east of the UK will most likely see the largest rise in temperature, in contrast to the north and west which will see the least. Winters will be wetter and summers will be drier. It is believed that the changes will be mainly as a result of human behaviour rather than due to natural changes in the atmosphere.<sup>19</sup>
- Improved provision for walking and cycling is most prioritised by respondents when asked what would help them to improve their health<sup>20</sup> and is requested in most Parish Plans.
- The Quality of Life survey found that the level of public transport was one of the issues that residents are least satisfied with.<sup>21</sup> Over 60% of respondents to a questionnaire used for the development of this strategy claim their quality of life is affected by the adequacy of transport within the district.<sup>22</sup>

#### What are the priorities for action?

- a) Preserving and enhancing the countryside for the benefit of people and wildlife.
- b) Increasing the amount of accessible green space around the settlements of South Cambridgeshire.
- c) Seeking to minimise climate change through promoting a low energy future and minimising waste.
- d) Improving the provision for walking and cycling in and between villages including new settlements and Cambridge City.
- e) Supporting schemes to improve rural transport, travel planning and access to services.
- f) Supporting the start-up and development of new businesses and social enterprises.
- g) Supporting development and learning amongst the workforce, including hard-to-reach groups, including Travellers and economic migrants.
- h) Taking account of climate change in all activities promoted or delivered through the South Cambridgeshire Local Strategic Partnership.

#### What is happening now and what has been achieved over the previous three years?

In recent years the community of Orwell has pulled together to **preserve and enhance a 2.2 acre wildlife space** known as Chapel Orchard. The land had been left unmanaged for several decades and had become impenetrable. A number of the old fruit trees and an overgrown stream did however still remain. The district council leased the land to the Chapel Orchard Management Committee and grants were then secured to positively manage the site

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<sup>17</sup> See footnote 3.

<sup>18</sup> See footnote 12.

<sup>19</sup> <http://www.bbc.co.uk/climate/evidence/>

<sup>20</sup> See footnote 12.

<sup>21</sup> Cambridgeshire Quality of Life Survey 2006, RBA Research Ltd

<sup>22</sup> See footnote 17.

allowing sensitive clearance, fruit tree planting and path creation. The area is now enjoyed by all and community events are held there.

The Local Strategic Partnership has recently commissioned a detailed survey and analysis of renewable energy resources available within the district, with a view to partners establishing how to make the most efficient and effective use of local **renewable energy resources** in reducing local carbon emissions.

The Local Strategic Partnership has recently allocated funding towards the Rampton to Cottenham **foot and cycle path**. The path will be widened and resurfaced and will provide a strategic link to the new town of Northstowe.

A new way of working, that gives individuals immediate cash, all sorts of skills and a verified CV of successful short bookings, has recently been introduced into the area. **Slivers-of-Time** gives employees work on an hour-by-hour basis, arranged around other commitments in their life, and employers an ultra-flexible, motivated, pool of top-up workers who can be booked at short notice. For more information please visit [www.sliversoftime.com](http://www.sliversoftime.com)

#### How will we know that we have been successful?

The indicators and targets will be confirmed following submission of the Cambridgeshire Local Area Agreement in May 2008. Indicators *may* include:

- NI 163 - Working age population qualified to at least Level 2 or higher
- NI 164 - Working age population qualified to at least Level 3 or higher
- NI 165 - Working age population qualified to at least Level 4 or higher
- NI 171 - VAT registration rate
- NI 172 - VAT registered businesses in the area showing growth
- NI 174 - Skills gaps in the current workforce reported by employers
- NI 175 - Access to services and facilities by public transport, walking and cycling
- NI 186 - Per capita CO2 emissions in the Local Authority area
- NI 188 - Adapting to climate change
- NI 191 - Residual household waste recycled and composted
- NI 192 - Household waste recycled and composted
- NI 193 - Municipal waste land filled
- NI 197 - Improved local biodiversity – active management of local sites
- NI 198 - Children travelling to school – mode of travel usually used
  
- The % of County Wildlife Sites in favourable / recovering condition within each district
- Change in the total area of County Wildlife Sites (CWSs) within a district

## Who is signed up to the vision?

The vision has been endorsed by the South Cambridgeshire Local Strategic Partnership (LSP), which brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together.

- Anglian Water
- Cambridge Chamber of Commerce
- Cambridge Council for Voluntary Service
- Cambridgeshire Action with Communities in Rural England
- Cambridgeshire and Peterborough Association of Local Councils
- Cambridgeshire Constabulary
- Cambridgeshire County Council
- Cambridgeshire Ecumenical Council
- Cambridgeshire Fire and Rescue Service
- Cambridgeshire Primary Care Trust
- David Ball Group Plc
- Hundred Houses Society
- Marshall Aerospace
- South Cambridgeshire District Council

The following theme groups are subgroups of the LSP and are key to the delivery of this strategy:

- Cambridge and South Cambridgeshire Children and Young People's Area Partnership
- Cambridge and South Cambridgeshire Community Engagement Group
- Cambridge and South Cambridgeshire Improving Health Partnership
- Cambridge and South Cambridgeshire Personal and Community Development Learning Partnership
- Cambridge Sub-Regional Housing Board
- Parish Plans Subgroup
- South Cambridgeshire Crime and Disorder Reduction Partnership
- South Cambridgeshire Transport and Access Group
- South Cambridgeshire Voluntary Sector Forum

The following partnerships and bodies are also integral to the delivery of this strategy:

- Cambridgeshire Biodiversity Partnership
- Cambridgeshire Drug and Alcohol Action Team
- Cambridgeshire Horizons
- Cambridgeshire Living Sport
- Cambridgeshire Older People's Group
- Cambridgeshire Rural Forum
- Cambridgeshire Supporting People Partnership
- Cambridgeshire Together
- Cambridgeshire Joint Waste Partnership
- Greater Cambridge Partnership
- Smoke Free Cambridgeshire
- South Cambridgeshire District Council Climate Change Working Group

The LSP Board recognises that there are many other partnerships, not listed in the above, and representative bodies that will be involved in the delivery of this strategy and will seek to listen to different voices to bring about improvements in the quality of life for people living in the district.

## **Relationship with other plans and strategies**

### Local Development Framework

Much of the delivery of this strategy relies upon harmonisation with local planning policy. The Local Development Framework (LDF) comprises a number of Development Plan Documents (DPDs) that set out policies and proposals for the development and use of land in the district; the first DPDs cover the period to 2016. The LDF includes a vision for the future of South Cambridgeshire and objectives and targets, which developments must meet to secure that vision. Planning applications and other decisions are made in accordance with it.

The South Cambridgeshire LDF Core Strategy was adopted in January 2007, replacing the 2004 Local Plan. Although the LDF was completed in advance of this strategy there has been close coordination, which has resulted in two complementary strategies where the key spatial planning objectives for the area are fully aligned with priorities identified in this strategy.

The LDF Core Strategy can be found at

[www.scambs.gov.uk/Environment/Planning/DistrictPlanning/LocalDevelopmentFramework/Core\\_Strategy\\_DPD.htm](http://www.scambs.gov.uk/Environment/Planning/DistrictPlanning/LocalDevelopmentFramework/Core_Strategy_DPD.htm)

### Other Plans and Strategies

There are a number of other plans and strategies that have a relationship with the Sustainable Community Strategy. These include:

- Cambridgeshire Vision
- Children and Young People's Plan
- Community Safety Plan
- Green Infrastructure Strategy
- Housing Strategy
- Investing in Communities Business Plan
- Local Transport Plan
- Regional Economic Strategy

## **Resources**

The main resources available to assist in the implementation of this strategy are the mainstream resources of partner organisations, grant funding from central government and reward grant gained by achieving a 'stretched' performance on previous targets.

### Area Based Grant

From April 2008, a new Area Based Grant (ABG) will be paid to the County Council as the accountable body for the Local Area Agreement. The ABG brings together a number of existing and new grants from central government, reducing the number of separate grants made available to local statutory organisations and increasing the flexibility of funding by providing a local area with the opportunity to decide how resources can be used to achieve local priorities.

### Reward Grant

In 2004 partner organisations in Cambridgeshire signed up to a three-year agreement with central government, which would result in the payment of a reward grant on achieving more demanding performance targets than those it would be expected to achieve in the absence of the agreement. Over 2008 and 2009, the Local Strategic Partnership will receive over a million pounds of reward grant to allocate in its priority areas.

## **Monitoring and Performance Management**

This strategy will be accompanied by an action plan for delivery, which will detail the specific actions that the partnership will be implementing over the life of the strategy. Actions will be taken forward by partnerships or individual organisations as appropriate and progress reported to the partnership on a regular basis. A risk log will be updated on a six-monthly basis.

The monitoring of performance targets will occur quarterly where possible and will be reported to the partnership at its meetings. The Local Strategic Partnership Board will look at performance against actions where a target is not being met or is unlikely to be met. The partnership's theme group Chairs will continue to attend and report more fully to the partnership at least annually on a rolling basis.

## **Equal Opportunities**

The Local Strategic Partnership is committed to promoting equality of opportunity, good community relations and to tackling all forms of discrimination. It aims to serve all South Cambridgeshire communities well, making sure services are accessible to all and fairly allocated.

The partnership recognises that people may experience discrimination and be disadvantaged for many reasons, including but not limited to:

- race or ethnic origin
- religion or belief
- disability
- age
- gender
- sexual orientation.

The partnership is committed to carrying out an equality impact assessment on this strategy and the accompanying action plan.