



COMMUNICATIONS AND COMMUNITY ENGAGEMENT STRATEGY

2008-2011

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1.0 Purpose of strategy

1.1 Cambridgeshire Horizons is charged with driving forward sustainable growth in the Cambridge Sub-region. As a part of this role, one of our key objectives is to communicate why housing growth is both necessary and desirable. In turn this means getting across key information about growth agenda targets, progress, and the wider benefits of growth to the media, stakeholders, and the local community.

1.2 Established in 2004, Cambridgeshire Horizons was created in recognition of the fact that no single agency or authority could be expected to implement the planned growth on its own. The Horizons team is responsible for overall delivery of the growth strategy (and for programme, and project and budget management). The Horizons Board, comprising of a cross-section of partner representatives, supported by the Joint Strategic Growth Implementation Committee (JSGIC) is the key governance body which agrees our objectives and approves major decisions.

1.3 Our five key objectives, which inform every element of our work, are to:

1. Coordinate development and infrastructure implementation.
2. Overcome barriers to sustainable development.
3. Secure and manage funding for infrastructure.
4. Ensure developments employ high quality sustainable design.
5. Communicate the wider benefits of the planned development to the wider community.

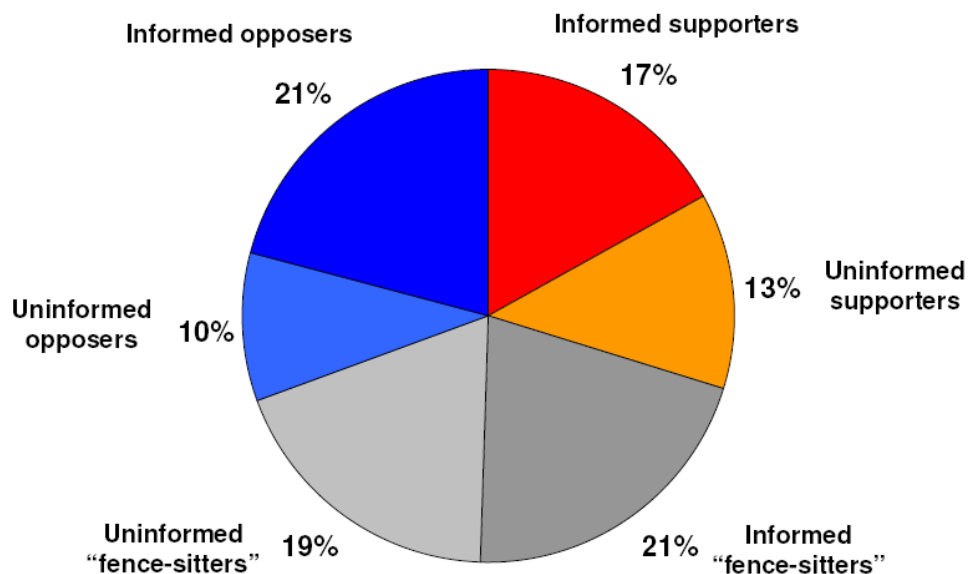
1.4 If we do not communicate our objectives clearly and effectively to the local community, we will struggle to achieve our aim of creating sustainable, integrated communities in and around the Cambridge Sub-region. By engaging with the local community at an early stage we can help them to understand the key elements of a major development, dispel myths, and take onboard their comments and feedback to create the best solution for new, and existing, residents.

1.5 Recent research carried out by Cambridgeshire Horizons has shown that only 12% of the local population are currently aware of who Horizons are and what we do. Our primary focus is to communicate the growth agenda, and promotion of our role within that agenda is secondary. However, without an understanding of the role of Horizons and the wider partnership, members of the public will not know to turn to us

for information and advice. Therefore more work is needed to raise the profile of Horizons, and to communicate our objectives and work remit simply and clearly.

1.6 As a further element of the research study, local people were asked about their knowledge of planned growth in the Cambridge Sub-region. Currently 59% of the local population is aware that growth is planned in the Sub-region, which is an increase of 7% since 2005 when the survey was last carried out. This figure provides us with an excellent benchmark that we can use to monitor how well the growth agenda has been communicated to the local community.

1.7 To analyse further the opinions of the local community on the growth agenda, respondents have been broken down into six categories. The graph below sets these out:



1.8 This strategy outlines the key communications and community engagement channels, opportunities, and messages for Horizons' up to 2011. This will also provide the core script from which all of Horizons' communications and community engagement work will flow. This strategy will also act as a guide for our partners to use in their own growth agenda communications and community engagement work to ensure the same core messages are being communicated consistently. We have

consulted and developed this strategy in partnership with the Local Authorities and will support them in the development of their own strategies in the future.

1.9 Over the next three years we will measure our success against the following targets:

- All members of partner organisations working on the growth agenda will have a clear and accurate knowledge of what Cambridgeshire Horizons' does, and gives consistent messages about the growth agenda.
- Media coverage (across all forms of media) will increase by 10%.
- Media coverage will be more positive and include more of our key messages. We will monitor this by rating each article as positive, negative or neutral, and then note which key messages have been included in the piece.
- Online coverage and multi-media coverage will increase by 20%.
- The new Horizons website will appear on the front page of search engine listings for all key words.
- Visitor numbers to the Horizons website and dwell time will increase every quarter by 5% upon the implementation of the new website.
- Partnership use of the Horizons website and intranet (to gain access to papers, minutes and other useful information) will increase by 30%.
- Full distribution records for Horizons publications will be kept, and circulation will increase by 10%.
- The new partnership e-newsletter will be distributed to 40% more people, and achieve a 45% read rating (industry standard between 18 to 40%) and a click through rate of 6% (industry standard between 1 and 8%).
- All queries to the Horizons website and general telephone line will be logged and then answered within ten working days.
- Awareness of Cambridgeshire Horizons will rise to at least 15% of the local population by 2011.
- The Horizons conference will reach 97% capacity, and reduce drop-out/ no shows rates to 15%.
- Exhibitor numbers at the conference will increase by 20%.
- 40% of visitors to the Horizons conference will complete a feedback form.
- The number of community and stakeholder events will increase by 30% (including ambassadors talks, conference speeches, public meetings and education work).

1.10 Section 14 gives further information on how we will monitor our performance against targets.

2.0 Key messages

2.1 The Horizons strategy is based on three core key messages, which should be used in all forms of communication. These core messages are also supported by issue specific key messages outlined below, and descriptors in Appendices 4. The key messages are specific to Horizons, but equally applicable to the growth agenda as a whole and should be used by all partners in their own communication to ensure consistency of message.

2.2 Our core strapline remains: *Cambridgeshire Horizons are driving forward sustainable growth in the Cambridge Sub-region.*

2.3 Our three core key messages (that should be regularly used in all forms of communications) are:

- Our work means the region will achieve its potential: economically, environmentally and socially.
- We ensure that the future of the county is not jeopardised by vested interests or by unbalanced development.
- Our focus is on communities not individuals, on social benefit not corporate profit.

2.4 We will be able to prove these key messages by:

- Coordinating projects
- Managing and finding funding
- Project managing and delivery
- Reconciling development partners against plans
- Promoting sustainability
- Engaging communities in research
- Establishing best practice

2.5 There are times when more in-depth comments on specific issues are required. Therefore, we have put together fuller key messages to illustrate the following key topic areas as outlined below. These messages will be used in all forms of Horizons communications, and we would encourage partners to use the same, or similar, messages within their own growth agenda communications.

2.6 **Sustainable communities and development**

- 2.6.1 Cambridgeshire Horizons is driving forward delivery of sustainable communities.
- 2.6.2 We are championing sustainable, well-considered growth across the Cambridge Sub-region.
- 2.6.3 We are the “growth” knowledge bank for Cambridgeshire, providing expert advice, research, and project management, to ensure all major new developments reach the highest possible standards to support communities now and in the future.
- 2.6.4 We are working to provide new facilities for both existing and new communities to improve quality of life for all.
- 2.6.5 The Cambridge Sub-region is a priority growth area, one of the largest in the UK, which presents us with a fantastic opportunity to create exemplar communities that showcase the very latest technology, planning, design, and construction techniques.
- 2.6.6 We are experts in growing communities that people want to live in, and where they will enjoy a good quality of life.
- 2.6.7 Growth has to be in the right place, at the right time, and in the right way. The Regional Spatial Strategy outlines the countywide targets for growth and we are working hard to ensure these targets are met.
- 2.6.8 The expansion of the Cambridge Sub-region is a long-term plan, which will enable Cambridge to grow in the best possible way for its residents.
- 2.6.9 We are pro-growth, but not at any cost.
- 2.6.10 By building new homes we are providing local people with a way to stay in the area they grew up in, instead of being forced to move away because they have been priced out of the market.

2.7 **Economy**

- 2.7.1 The Cambridge Sub-region needs to grow to allow the local economy to continue to flourish. Without more housing and better infrastructure we will simply not be able to attract the best talent.
- 2.7.2 Without more affordable housing, the local economy will falter as businesses struggle to recruit new workers.

2.8 **Affordable Housing**

2.8.1 We are constantly assessing the housing market to ensure housing developments will meet the pressing local need for additional affordable homes.

2.9 **Transport and infrastructure**

2.9.1 Transport is an integral part of the planning process and a vital element of all growth plans. We are committed to researching and supporting the delivery of alternatives to driving for local residents.

2.9.2 We want to build new communities not just new houses - this means securing the appropriate community facilities from the start.

2.9.3 We're protecting the future of local residents by providing new homes, new facilities, and improved transport solutions for all.

2.9.4 We're creating a better work-life balance by improving travel options and making home working a more realistic option for residents of new communities.

2.10 **Quality**

2.10.1 Cambridgeshire has a reputation for delivering world-leading products – which is why we have created the Cambridgeshire Quality Charter for Growth to guide developers to achieve the highest standards in planning, design, environment standards, and construction.

2.11 **Case Studies**

2.11.1 To support the key messages above we have created a selection of case study examples based on real people and real situations. In all bar one of the case studies exact details have been changed to protect the identities of those involved, other than for Wicken Fen.

2.11.2 **Jim and Jane**, aged 33 and 26, both live with their parents in Suffolk. Jim is a trained Systems Analyst and has seen the perfect job in Cambridge, but has decided not to apply because they could not afford to purchase, or rent, a house in the local area. By building more new homes in the Cambridge Sub-region we can provide more homes for workers like Jim to help support local industry.

2.11.3 **Peter**, aged 32, lives in St Ives and drives into work in Histon every day because there is no easy public transport from his home to work. In the future, Peter will be able to get the Cambridgeshire Guided Busway to work instead of driving along the A14 reducing both his carbon footprint and journey time.

2.11.4 **The Jones family** live in Longstanton and drive into Cambridge to use sports and leisure facilities at the weekend. They are looking forward to the new town of Northstowe being built so that they can cycle to access such facilities in the future.

2.11.5 **Wicken Fen** used to be a mixture of agricultural and unused waste land, now a large proportion of the Fen has been purchased by the National Trust, with financial assistance from the Housing Growth Fund, and regenerated to its former glory. Local residents can now walk, cycle, and ride their horses around the historic fen and access nearby countryside via network of green open spaces.

2.11.6 **Hunts Hi-tech Company Ltd**, based in Huntingdon, have been struggling to retain local staff for many years now. Although the wages they pay are fair, many of their staff travel in from as far as South Lincolnshire to work because the houses are more affordable there. The company are now considering relocating further North to ease their recruitment woes, and reduce their wage bill. New houses will make it easier for Research Assistants to move into, or stay within, the local area.

2.11.7 **First Class Job Solutions**, based on Cambridge Science Park, has been trying to recruit a new Executive PA for eight months. Due to low levels of unemployment in the region they are finding it hard to get a skilled PA for an average wage, and they are now looking at agencies further away from Cambridge to recruit outside of the county.

2.11.8 **Emma, aged 20**, grew up in a small village in South Cambridgeshire, close to Cambridge. She has a full-time job as an Administrative Assistant earning £14,300 per annum. She has been on the housing list for three years, and currently lives with her mum in a council house. Because Emma is classed as a medium priority she is unlikely to be able to access an affordable home for many years leaving her either stuck at home or forcing her to move out of the region. By building more new affordable homes, Emma will be able to start her adult life properly in her own home.

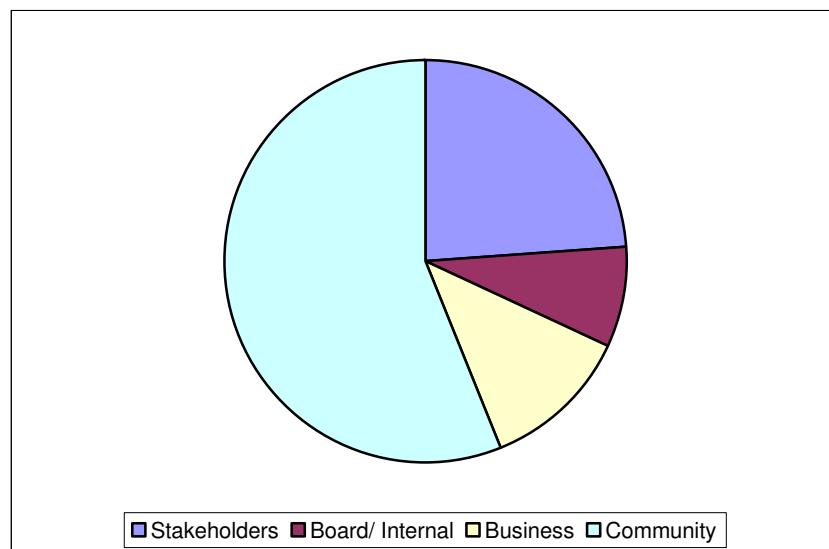
Key audiences

3.1 Cambridgeshire Horizon’s key external audiences can be broadly broken down into four core groups:

- Internal/ board members
- Stakeholders and partner organisations
- Community
- Businesses

3.2 Within these core groups there is a wide and diverse selection of organisations and people, some of whom will appear on more than one list. Before we can start to communicate the planned growth agenda clearly and successfully we must know who we are speaking to so that messages can be targeted and delivered effectively.

3.3 In defining the priority of our key audiences we have broken down the time that will need to be spent on reaching each audience as follows:



3.4 Board members

3.5 The Cambridgeshire Horizons Board comprises of the following members:

- Cambridgeshire County Council (CCC)
- South Cambridgeshire District Council (SCDC)
- Cambridge City Council (City)

- East Cambridgeshire District Council (ECDC)
- Fenland District Council (FDC)
- Huntingdonshire District Council (HDC)
- Greater Cambridge Partnership
- English Partnerships
- EEDA
- Addenbrooke's Hospital
- University of Cambridge
- Cambridgeshire Chamber of Commerce
- Go-East (observer)
- Housing Corporation (observer)
- Highways Agency (observer)
- Health Forum Representative
- Developers' Representative
- Housing Representative

3.6 Stakeholders

3.7 To provide a clearer picture of who our stakeholders are we categorised them into the following groups:

- Councils – both Councillors and Council employees (not including those who are represented on the Horizons board):
 - Bedfordshire County and District Councils
 - Hertfordshire County and District Councils
 - Essex County and District Councils
 - Suffolk County and District Councils
 - Norfolk County and District Councils
 - Local Parish Councils
- Developers
- Energy suppliers
- Water companies
- Government departments and agencies
 - Communities and Local Government (CLG)
 - Business, Enterprise and Regulatory Reform (BERR)
 - Department for Transport (DfT)
 - Department for Children, Schools and Families (DCSF)

- Department for Culture, Media and Sport (DCMS)
- Department of Health (DoH)
- Department for Innovation, Universities and Skills (DIUS)
- Department for Environment, Food, and Rural Affairs (DEFRA)
- Department for Work and Pensions (DWP)
- Homes and Communities Agency (HCA) – from 2009
- Environment Agency (EA)
- Highways Agency – East of England
- Housing Corporation – East of England
- English Partnerships
- Sport England
- Inspire East
- Arts Council
- Regional Bodies
 - Government Office for the East of England (GO-East)
 - East of England Development Agency (EEDA)
 - East of England Regional Assembly (EERA)
- Primary Care Trust (PCT)
- Emergency Services
 - Fire and Rescue
 - Ambulance
 - Police
- Addenbrooke's Hospital
- Greater Cambridge Partnership (GCP)
- Housing Associations, including Cambridge Partnerships Limited (CPL)
- Network Rail and train operators such as First Capital Connect
- Bus providers including Stagecoach
- Local MPs & MEPs
- Cambridge Association of Local Councils
- Natural England
- The Wildlife Trust
- English Heritage
- National Trust
- Commission for Architecture and the Built Environment (CABE)
- Shape East

- Religious organisations
 - East of England Faith Council
 - County Ecumenical Officer (churches)
- Sports clubs, including:
 - Cambridge City Football Club
 - Cambridge United Football Club
 - Cambridge Rugby Club
 - Histon FC
- Education providers
 - University of Cambridge
 - Anglia Ruskin University (ARU)
 - Cambridge Regional College (CRC)
 - SmartLIFE Centre
 - Open University
 - Connexions
 - Cambridge Assessment
 - Other local schools and colleges

3.8 Community

3.9 Whilst “the community” essentially means any person who resides, or works, within the Cambridge Sub-region we felt it would be beneficial to refine this category further to allow us to specifically target individual groups (where appropriate):

- Local residents
 - Local to proposed developments
 - Within the Cambridge Sub-region
 - Potential future residents
 - Neighbouring communities to proposed developments
- Local workers
- Students
- Parish Council members
- Members of multi-faith organisations including:
 - County Ecumenical Officer (churches)
 - East of England Faith Council
- Mother and Toddler groups
- Student groups

- Supporters of local sports clubs, including:
 - Cambridge City Football Club
 - Cambridge United Football Club
 - Cambridge Rugby Club
 - Histon FC
- Cycle group members, including Sustrans and Cambridgeshire Cycle Campaign
- Love Cambridge
- Cambridgeshire Together
- CamTOO project
- Planning professionals
- Cambridge Local Access Forum
- Ramblers Association
- British Horse Society
- Woodland Trust
- Cambridge Preservation Society
- Campaign to Protect Rural England (CPRE)
- Members of local voluntary groups
- Members of accessibility groups

3.10 Businesses

3.11 The “business” audience not only includes businesses functioning within the Cambridge Sub-region, it also considers business-related organisations as follows:

- University of Cambridge
- Local companies, including sole traders
- National head offices
- Regional offices of national companies
- Greater Cambridge Partnership (GCP)
- Chambers of Commerce
- Business Link
- Business networking groups
- JobCentre Plus
- CB Cam
- Love Cambridge
- Building professionals

- Citizens Advice Bureau
- Library
- EEDA

4.0 Communications Channels

4.1 Recent research carried out by Horizons has shown that 52% of local people have heard about growth plans from a local newspaper, and 59% said that this was their preferred way of hearing from us about planned development work in the future. The full breakdown of how people would like to find out about the growth agenda is outlined below, and shows some interesting differences between rural and urban residents:

Media	Rural	Urban	Total
Local press articles	51%	67%	59%
Newsletter through the door	30%	33%	31%
TV news items	29%	16%	23%
By email	1%	6%	3%

4.2 Taking account of this, we have identified a wide range of potential communication channels (including key media) to ensure we reach the broadest possible audience in the Cambridge Sub-region. These are broken down into the following seven key categories:

- Newspapers
- Radio/ TV
- Trade press
- Internet/ e-communication
- Print
- Stakeholder engagement
- Community engagement

4.3 We intend to target our key audiences using the following combination of communication channels:

- Stakeholders
 - Stakeholder engagement
 - Internet/ e-communications
 - Trade press
 - Print
- Community
 - Newspapers

- Radio/ TV
- Internet/ e-communications
- Community engagement
- Businesses
 - Internet/ e-communications
 - Print
 - Stakeholder engagement
 - Trade press
 - Newspapers

4.4 A breakdown of the individual elements of each of the key communication channels can be found below:

Internal communication			
One way - information giving	Email	Two way - feedback and dialogue	Face-to-face briefings
	Corporate Briefing		Meetings
	Printed guides		Roadshows
	Website		Interactive IT
	Blog		
External communication			
One way - information giving	Media	Two way - feedback and dialogue	Public meetings
	Conference		Stakeholder events
	Website		Roadshows
	Emails		Surveys
	Letters		Ambassador talks
	E-newsletter		Hosting lectures
	Publications		Design days
	Podcasts		Networking events
	Speaking at events		Interactive IT
	Blog		

5.0 Public Relations

5.1 At Horizons we are responsible for communicating the growth agenda to the local community, stakeholders, and to a wider national audience. Sharing our messages via the media allows us to engage with a broad cross-section of the community quickly and cheaply. Research has also proved that editorial content is seen to be more trusted, and therefore more valuable, than paid for advertisements.

5.2 Providing the media with a steady stream of story opportunities throughout the year will create a regular flow of media stories. However, our public relations activity cannot focus only on press release distribution. The following range of public relations tactics will also be employed:

- Providing a professional press office facility to quickly respond to media requests, including organisation of additional partner quotes or information
- Submitting information and written articles for targeted features in trade publications
- Responding to current media issues by issuing quotes/ statements independently or in conjunction with our partners, such as in relation to the proposed eco-town of Hanley Grange
- Continuing to build and nurture relationships with the media at various levels
- Organising meetings with media who are unfamiliar with Horizons
- Distributing spokesperson alerts to increase interview requests
- Creating a comprehensive picture library which media can utilise
- Regularly contacting key media to update them on the development of projects, strategies, and studies
- Producing diary date reminders for key meetings and events
- Submitting quotes and information for partner press releases
- Organising launches of new reports/ strategies
- Creating information sheets on specialist research and studies carried out by Horizons, for example the sub-regional Strategic Housing Market Assessment (SHMA) Executive Summary

6.0 Newspapers

6.1 The *Cambridge Evening News* undoubtedly has the highest circulation figures in the local area, making it a prime focus for our PR activities. However, we are keen to reach further out to the edges of the Sub-region and beyond to ensure a greater spread of knowledge and engagement. Therefore, the following local newspapers (and their associated websites) have been identified as key publications to target with local interest stories about the growth agenda:

- Cambridge Evening News
- Hunts Post
- Cambridge Weekly News
- The Crier Series

- Fenland Post
- Ely Standard

6.2 In addition to local press, the Cambridge Sub-region (as one of the largest growth areas in the UK) needs to have a national profile to communicate both issues and success stories relating to the growth agenda, at the same time as raising our profile amongst government officials, advisers and ministers, and key influencers.

The key national newspapers we will target are:

- The Times
- The Sunday Times
- Financial Times
- The Independent
- Independent on Sunday
- The Observer
- The Guardian
- The Daily Telegraph
- Sunday Telegraph

6.3 Local publications, such as parish magazines and council publications, are also a key communication channel because of their penetration rate in their local areas. Publications include:

- Cambourne Crier
- Countrywide Magazine
- Cambridgeshire Together
- Longstanton Life Magazine
- Meridian Magazine (Swavesey)
- Rampton Newsletter
- District Wide (Huntingdonshire District Council)

7.0 Radio and TV

7.1 Whilst stories are never covered in such detail on either radio or TV, these media are still an excellent way to engage with members of the community who would not ordinarily actively engage with stories about the growth agenda. The following broadcast media have been identified as key targets:

- BBC Look East

- ITV Anglia News
- BBC Radio Cambridgeshire
- Q103
- Star FM
- Kiss FM (local version)
- BBC Radio Four
- BBC Radio Two
- BBC Breakfast News
- BBC News 24
- BBC Politics Show
- Channel Four News
- ITV National News
- Bloomberg TV
- Sky News

8.0 Trade press

8.1 In order to communicate some of the highly specialist work we carry out in greater detail, we will also target the following trade publications:

- Architects Journal
- Building
- Building Design
- Building & Engineering
- Cambridge Architecture
- Conservation Bulletin
- Estates Gazette
- EuroProperty
- Inside Housing
- LGC
- LG News
- Municipal Journal
- Planning
- PropertyEU
- Property Mall
- Property Week
- Regeneration & Renewal

- Roof
- Surveyor
- TCPA
- Transport

9.0 Internet and e-communication

9.1 The use of the Internet and e-communications across the UK has massively increased over the past five years. Television viewing figures are now decreasing, whilst Internet usage and Internet video viewing has been steadily increasing.

9.2 New media is something that we need to use carefully to ensure we are getting the best return on investment possible, not just following current trends. Multi-media channels can be an effective way of communicating with a broader cross-section of the community, for example using podcasts to connect with local residents who suffer from visual impairment. Taking this into consideration, the following e-communications channels have been prioritised for communications use:

- Cambridgeshire Horizons website (due for re-launch December 2008)
- Links to Council and EEDA websites
- Camweb
- News channel websites, including CEN video options
- Blogs, both within the Horizons website and externally, including links to Mark Lloyd's blog
- Horizons e-newsletter
- Podcasts
 - Via iTunes and other distribution channels
 - Via Horizons website
- Northstowe community website
- Flickr – to distribute photographs of developments
- E-surveys and consultations
- BBC – Where I live... Cambridgeshire
- The Local Channel – and links through to Parish Council websites

9.3 The Horizons e-newsletter will be transformed later this year from a purely Horizons focussed publication to a wider partnership growth agenda e-newsletter. The design will be refreshed to reflect the new focus, and to provide Horizons with the capability to create and distribute the publication in-house to reduce costs and increase flexibility in the system. A partnership editorial panel, formed from members of the Partnership Communications Group (PCG), will select the news stories to ensure a fair spread of partner stories from across the Sub-region.

10.0 Print

10.1 Having printed versions of our Business Plan and key studies/ strategies is vitally important to Horizons because they allow us to share in-depth information with stakeholders and other interested parties in an approachable format. The research work we have commissioned informs vital elements of the growth agenda, and this needs to be further refined to create an informative, yet user-friendly, document that both stakeholders and members of the community can understand and interpret easily.

10.2 However, large-scale print and distribution of newsletters, or other such publications, would not be the best use of our resources. Therefore, we recommend that individual councils continue to produce such printed publications, with editorial contributions from Horizons where appropriate. There may be occasions where we produce printed versions of e-publications to ensure accessibility for all e.g. those without broadband connections at home.

11.0 Stakeholder engagement

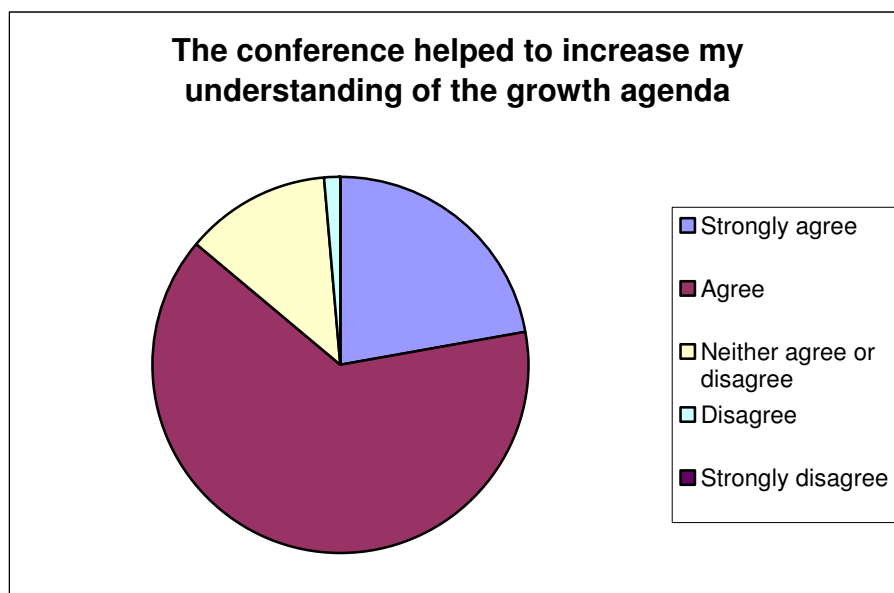
11.1 Horizons have a team of 20 people based at our offices in Histon. In addition to this we provide funding towards a number of other roles across the county whose work supports the growth agenda. These funded staff have the potential to act as ambassadors for Horizons, positively representing the work we are responsible for delivering, and the funding streams we obtain.

11.2 Anecdotal evidence has shown that a large number of colleagues in the local authorities are still unclear about our specific role within the growth agenda, and how we fit into the wider growth agenda. As the growth agenda moves forward from planning to implementation more teams will become involved in elements of the work we carry out, making it even more important to clarify our role now. A key focus for our stakeholder engagement work will be to communicate the “Horizons role” via lunchtime seminars and printed delivery programme guides targeted at council employees whose work is associated with the growth agenda either now, or in the near future.

11.3 To ensure all of our stakeholders understand the purpose of Horizons, how we support the growth agenda in their area, and our objectives, we will carry out the following:

- Ongoing: Attend and speak at Member briefings
- October: Launch Horizons lunchtime seminars at individual council offices.
- October: Produce a printed guide to development plans.
- Ongoing: Speak at stakeholder events and associated conferences.
- December 2009: Produce a blog on our new website.
- Ongoing: Submit features for internal e-communications.
- June 2009: Invite key stakeholders to our Annual Conference.
- December 2009 onwards: Publish stories and information on our website.
- Ongoing: Participate in meetings.
- Produce a growth agenda dictionary to share ways of describing key (and often complicated) areas of the growth agenda.

11.4 The annual Cambridgeshire Horizons conference serves as an excellent opportunity to both communicate the growth agenda to stakeholders, at the same time as networking. The conference in 2008 was attended by 241 delegates (not including exhibitors or the media), and attracted the following feedback:



“Excellent range of speakers and quality of presentations, with just the right mix of questions from the floor.”

“Alex Plant's presentation and call for action is very timely- he did it well.”

“Excellent networking opportunities as always!”

11.5 Scheduled to take place on 17th June 2009, the Horizons Annual conference will move to the new, more sustainable location of Robinson College. The event will focus on sharing knowledge and values at the same time as explaining how we are working in partnership to implement them via our collective actions and arrangements.

11.6 E-communications will continue to be used widely to reduce paper waste, and the team will heavily promote green transport options. In addition to these measures, we will have a larger exhibitor area than ever before, making it easier for all delegates to view a wider number of stands during the breaks.

12.0 Community engagement

12.1 The local community needs to be fully informed and kept up-to-date with the growth agenda to allow them sufficient opportunity to feedback their views.

12.2 The benefits of the planned growth in the Cambridge Sub-region will be wider than the provision of much needed extra homes and affordable homes – it will also create new community facilities, transport options, allotments, health centres, and a host of other new services and opportunities for the entire community. It is important that the community understands that new projects, such as the Cambridgeshire Guided Busway (CGB), Addenbrookes Access Road (AAR) and a range of other improvement, could not happen without funding linked to the growth agenda.

12.3 We have identified five key channels of community engagement:

- **One to one communication**, via email or face-to-face
- **Surveys**
- **Education**
- **Business consultation/ briefing**
- **Forums**

12.4 One to one

12.5 To ensure we engage with the broadest cross-section of the population possible we must utilise both passive and active means. Public meetings play an important part in reaching those who are already interested in the growth agenda, but we want to reach further than that to increase levels of interest by promoting Horizons in more innovative ways:

- Spring 2009: Roadshows in local hubs of the community, such as shopping centres, libraries, and leisure facilities, potentially with a “right to reply” or “Q&A” function using audio or video voxpops
- December 2008 onwards: Blog on Horizons website
- December 2008 onwards: New website launched and then regularly updated
- Spring/ Summer 2009: Public meetings in key growth areas: Cambridge South, Cambridge North West, Oakington, Long Stanton, Dry Drayton, Fenstanton, Teversham, Cherry Hinton etc...
- Parish councils: Meet with the Parish Councillors in key areas to discuss their individual requirements e.g. printed versions of the partnership e-newsletter may be required due to slow local internet connections.
- October 2008 onwards - Bi-monthly: Partnership e-newsletter
- Groups – Identification of specific groups to take place until the end of 2008, with meeting commencing from early 2009 with the following groups:
 - Mother & Toddler
 - Religious
 - Sporting
 - Children’s – Brownies, Guides, Cubs, Scouts...
 - Women’s Institute
 - University of the Third Age

12.6 Surveys

12.7 We carry out an in-depth public survey once every three years to gauge public opinions on the growth agenda and Horizons. Due to the cost implications of such a survey we would not choose to carry this process out on a more regular basis. However, there are forms of e-surveys we could utilise in the interim periods to gather community feedback on a more regular, less formal, basis throughout the year. These surveys could also tap into topical issues to provide us with useful information for both press releases and the Project Management team.

12.8 Ways in which we could distribute these surveys include:

- Via the internet
- Face to face – Whilst carrying our both internal and external road shows and events
- Via partnership e-newsletter

12.9 Education

12.10 We must not forget that the students of today are the residents of the future major planned developments, such as Northstowe and Cambridge East. Their ideas are not yet constrained by adult life, and can therefore bring a fresh and innovative new perspective to the planning and implementation process.

12.11 They can also act as ambassadors, who are well informed on the growth agenda from an early age, and (we hope) will continue to take this interest forward into their adult lives. We will engage with these students by:

- Ongoing: Presenting talks and hosting lectures in local schools and colleges
- Summer 2009: Work experience placements
- Spring and Autumn 2009: Field trips to developments
- September 2008 onwards: Project setting
- Ongoing: Guru lectures
- Spring/ Summer 2009: Design days
- Ongoing: Working with ACER and Connexions
- Ongoing: Attending networking events
- Autumn 2008 onwards: Youth Forums (see Appendix 6)

12.12 Business to Business

12.13 The growth agenda is intrinsically linked to the protection and enhancement of the local economy, making it a core issue for all businesses in the Sub-region.

12.14 New communities mean new business opportunities, new jobs, new workers and new facilities for all. By working closely with local businesses and business-related organisations we can actively engage them in the planning process, as well as benefiting from their professional experience as business leaders.

- Love Cambridge events
- Greater Cambridge Partnership (GCP)

- Speaking at, and attending, conferences including:
 - Inspire East
 - GCP conference
 - TCPA conference
- Working closely with developers
- Engaging with green schemes
- Local business – providing expert talks to relevant organisations to inform a bank of “ambassadors” who regularly engage with the community e.g. JobCentre Plus, CAB, Connexions...
- Chamber of Commerce
- Cambridge Network (technology focus)

13.0 Partnership Communications

13.1 As with all of the work we carry out at Horizons, a partnership approach is vital. In July 2008 representatives from all of the Local Authorities were invited to attend a Partnership Communications Meeting to share current strategy and agree a clear way forward for partnership working across the Sub-region.

13.2 The group welcomed the suggestion that Horizons should lead the Growth Agenda Communications and Community Engagement Strategy, and that the level of information sharing should be increased between partners to include:

- Alerts on media ring rounds
- Sharing of images
- Media alerts
- Inclusion on key distribution lists

13.3 The Partnership Communications Group (PCG) has now agreed to meet on a bi-monthly basis to identify e-newsletter content, discuss recent media stories, share strategies, and discuss other pertinent issues.

13.4 The current members of the PCG are: Cambridgeshire County Council, Cambridge City Council, South Cambridgeshire District Council, and East Cambridgeshire District Council, Huntingdonshire District Council and Fenland District Council.

13.5 The Communications Manager at Cambridgeshire Horizons, Laura Halstead, will organise and chair the meetings, with the support of the Project Assistant.

13.6 Key topics for future discussions include:

- E-newsletter content
- Growth Agenda Communications and Community Engagement Strategy
- Youth Planning Forums
- Media monitoring
- Media alert processes
- Information sharing
- Website updates and harmonisation
- Picture library formation

13.7 Minutes of the PCG meetings are available from Laura Halstead or via the Cambridgeshire Horizons website – www.cambridgeshirehorizons.co.uk.

14.0 Horizons Internal Communications

14.1 Whilst there are only 20 people directly working within the Horizons offices in Histon, internal communication is still a key issue. Some members of the team work part-time or from home, whilst others are often out of the office attending meetings or conferences.

14.2 Ensuring knowledge and information is shared effectively is an issue that must be tackled proactively by all members of the team.

14.3 Our current internal communications systems include:

- Ad hoc emails
- Informal briefings
- Circulation of key meeting minutes to attendees
- Weekly leadership team meetings
- Monthly management meetings
- Bi-monthly team meetings

14.4 In the future we will look to:

- Formalise team meeting agendas to include updates on specific areas of Horizons business and specialist topic overviews
- Implement a new agenda for the weekly leadership team meetings
- Create a new electronic and paper filing system to make it easier for all of the team to share and locate information
- Regular area catch ups e.g. with line manager
- Produce a rota for members of the team to attend different meetings as observers, e.g. Senior Officer Board, to increase knowledge of all areas
- Share all pertinent information via email or face to face briefings promptly
- Produce a protocol for who needs to be CC'd into which emails e.g. Charlotte should be copied into all emails to Alex and John
- Facilitate the next annual team away day
- Organise internal briefing meetings for major developments/ breaking news/ survey results
- Create a weekly internal update containing information on all key events for the week ahead, e.g. Delivery Boards, Conferences, Staff Annual Leave, Social Events, and any major news stories from the previous week

- Ensure all members of staff have a personal copy of all printed publications, reports and documents before they are distributed to a wider audience
- Create a new generic contact log to capture all phone calls and emails to come through to the Business Administration team and require a response. The system will include a holding email and deadline for response.

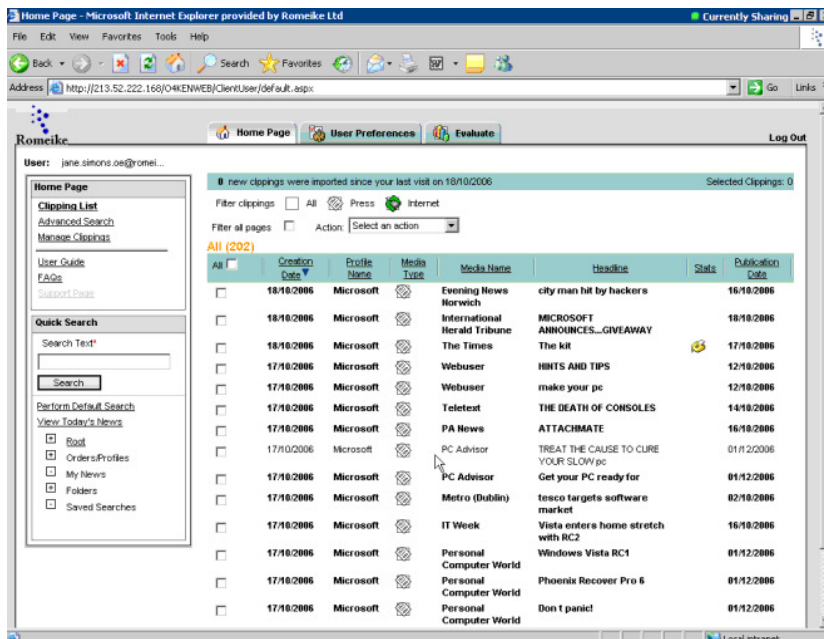
14.5 There is also benefit for all staff employed directly, or paid for, by Horizons to have a singular communication channel to gain information from, in addition to participating in an away day, and supporting the Stakeholder lunchtime seminars throughout the districts. This will ensure everyone is fully briefed on current Horizons activities and feels confident in promoting the brand to colleagues. A monthly special edition of the e-newsletter could be utilised for this purpose.

15.0 Monitoring and evaluation

15.1 To ensure we are targeting our key audiences in the correct manner we will be using a combination of the following monitoring and feedback methods:

- Media monitoring
- Website hits
- User journeys on website
- Intranet usage
- Publication distribution
- E-newsletter circulation list and analysis
- Queries via website and telephone
- Stakeholder awareness
- Survey results
- Conference attendance and feedback

15.2 **Media monitoring** – Using a combination of in-house and professional media monitoring services we will track coverage on Cambridgeshire Horizons and other key growth-related stories including Northstowe, A14, and Hanley Grange. Cision will provide Horizons with an electronic cuttings system that will give us access to cuttings online from national, local, trade and broadcast media. In-house we will continue to monitor the Cambridge Evening News, Hunts Post, Ely Standard, Transport, TCPA Magazine, and Regeneration & Renewal. An example of the Cision online media monitoring portal can be seen below:

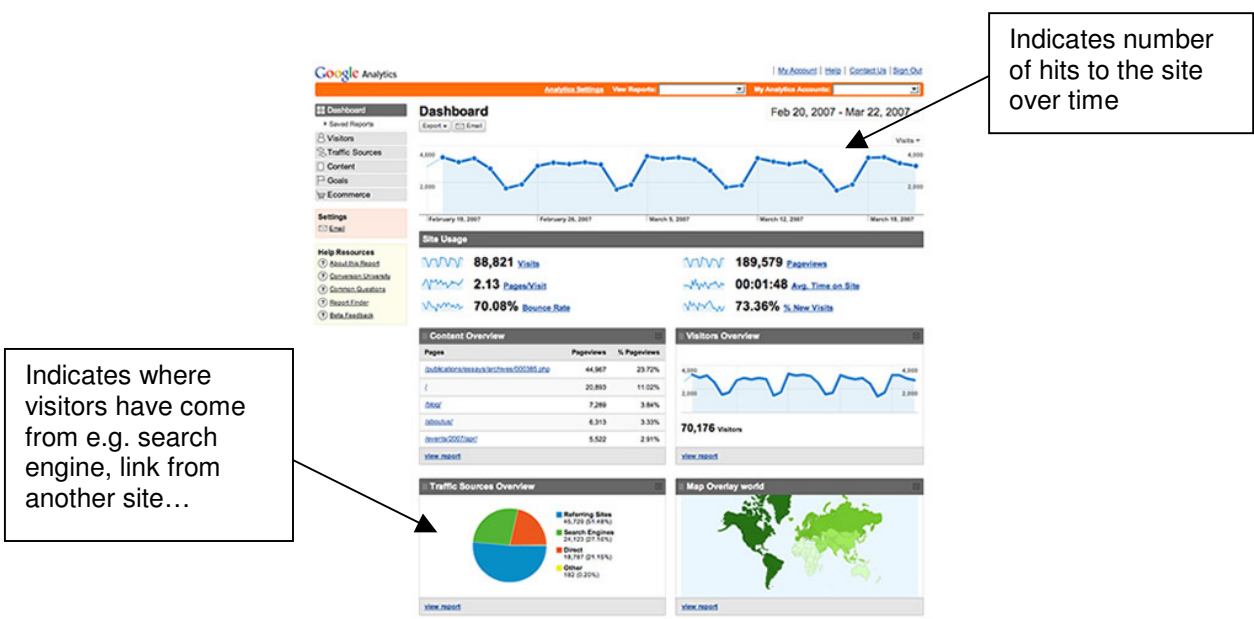


All	Creation Date	Profile Name	Media Type	Media Name	Headline	Stats	Publication Date
<input type="checkbox"/>	18/10/2006	Microsoft		Evening News Norwich	city man hit by hackers		18/10/2006
<input type="checkbox"/>	18/10/2006	Microsoft		International Herald Tribune	MICROSOFT ANNOUNCES...GIVEAWAY		18/10/2006
<input type="checkbox"/>	18/10/2006	Microsoft		The Times	The kit		17/10/2006
<input type="checkbox"/>	17/10/2006	Microsoft		Webuser	HINTS AND TIPS		12/10/2006
<input type="checkbox"/>	17/10/2006	Microsoft		Webuser	make your pc		12/10/2006
<input type="checkbox"/>	17/10/2006	Microsoft		Teletext	THE DEATH OF CONSOLES		14/10/2006
<input type="checkbox"/>	17/10/2006	Microsoft		PA News	ATTACHMATE		16/10/2006
<input type="checkbox"/>	17/10/2006	Microsoft		PC Advisor	TREAT THE CAUSE TO CURE YOUR SLOW pc		01/12/2006
<input type="checkbox"/>	17/10/2006	Microsoft		PC Advisor	Get your PC ready for		01/12/2006
<input type="checkbox"/>	17/10/2006	Microsoft		Metro (Dublin)	tesco targets software market		02/10/2006
<input type="checkbox"/>	17/10/2006	Microsoft		IT Week	Vista enters home stretch with RC2		16/10/2006
<input type="checkbox"/>	17/10/2006	Microsoft		Personal Computer World	Windows Vista RC1		01/12/2006
<input type="checkbox"/>	17/10/2006	Microsoft		Personal Computer World	Phoenix Recover Pro 6		01/12/2006
<input type="checkbox"/>	17/10/2006	Microsoft		Personal Computer World	Don't panic!		01/12/2006

15.3 The media cuttings will then be analysed and compiled into a database to give a clear picture of what type of coverage both Horizons and the growth agenda as a whole are achieving, and where. We can then proactively target any gaps in coverage to ensure the broadest spread of coverage. The database will rate all cuttings as either positive, neutral or negative, and note which key messages have been reflected in the article.

15.4 **Website hits** – Prior to the new website going live we will carry out some basic analytics on our existing site. This will show us how many people visit the site each day, and which pages they visit, to provide us with a benchmark on current usage. Going forward the new website will capture and analyse website hits over time. Our aim is to increase visitor numbers by 5% every quarter upon implementation of the new website.

15.5 **User journeys** – To get a clearer idea of why people choose to visit the Horizons website, a full analytics package will be built into our new website. This package will not only record how many people visit the site, but also where they come from, where they visit, what documents they download, and how they travel through the site. This will provide us with a clear picture of how people find our website, and how easy it is for them to find the specific information they require. Should user journeys be too long, we will look at ways to reduce the time it takes to find specific information.



15.6 Intranet use – Whilst the intranet will not hold a vast amount of information, it will be a useful area to store commercially sensitive papers that cannot be published in the public domain. It will also act as a one-stop shop for Delivery Board papers, making it easier for our partners to access the information they need to engage with us fully. In addition to the information bank will be an image library for use by the Partnership Communications Team, which will reduce the amount of duplicate imagery there is throughout the Sub-region and increase the diverse range of images available to all.

15.7 Publication Distribution – Records will be kept on how many copies of every Horizons publication are distributed (and who they are distributed to) to provide us with a benchmark figure. We will then seek positive expansion opportunities and regularly review distribution lists to ensure maximum exposure of our published reports, strategies and other publications to our key audiences.

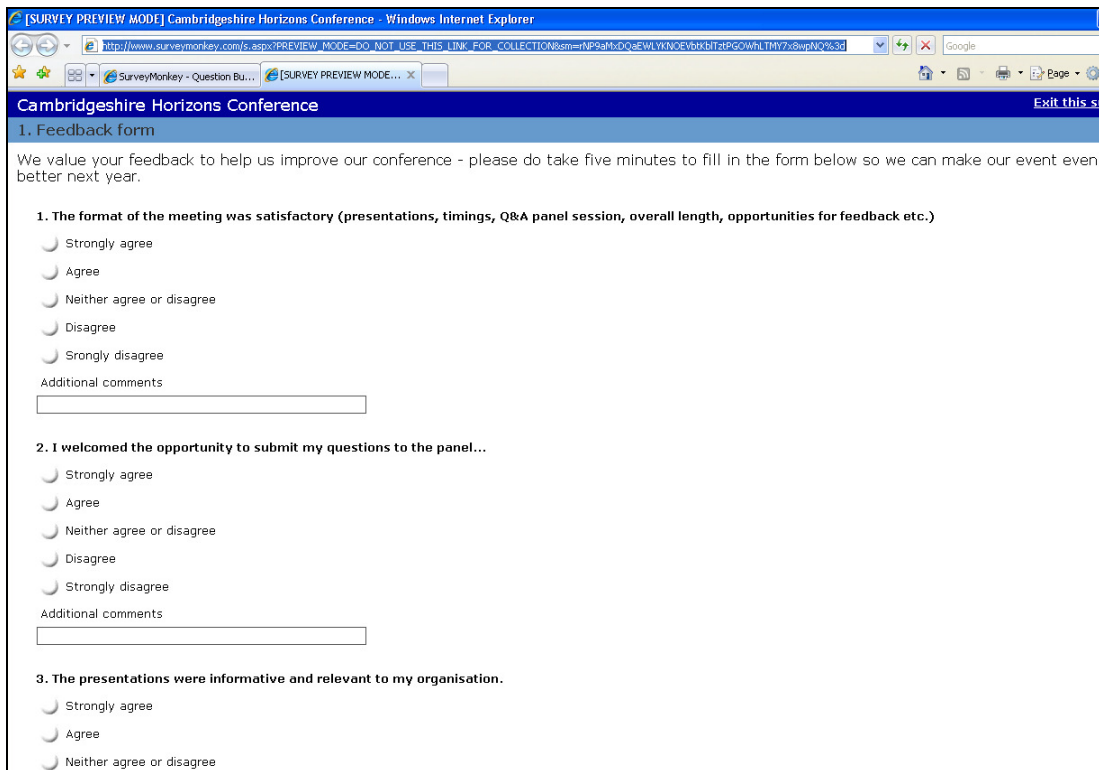
15.8 E-newsletter circulation and analysis – Horizons current e-newsletter can only be monitored in terms of the number of email addresses on the distribution list, and the number of bounce backs received. The new partnership e-newsletter will have in-built tracking which will provide us with information about how many people receive the e-newsletter, open it, read it, click on the links, or delete it before opening. This data will inform future content, to allow us to build upon popular areas and make us re-evaluate and re-frame less popular stories.

15.9 Queries via website and telephone – A new query system is being created by our Executive Assistant to effectively log telephone and website queries to both create a historic record of contact, and also ensure a swift response. We will monitor the log over time to see if the volume and/or type of query changes.

15.10 Stakeholder awareness – Using anecdotal research, we will continue to speak to key stakeholders and gather feedback on knowledge and awareness of Horizons within their organisations. Feedback from our conference and other events, coupled with requests to speak at conferences and invites to events, will also be used to gauge stakeholder awareness and perceptions.

15.11 Survey results – In 2005 and 2008 we carried out comprehensive research into the local communities attitudes to the growth agenda. The results help to inform both the work of Horizons and our partners, showing changing attitudes over time. The intention is to continue with these larger surveys every three years (next survey due in 2011), but also to supplement them with smaller, more frequent surveys to gauge current opinions on topical issues. These surveys will be created online and distributed via email, the partnership e-newsletter or our website.

15.2 Conference – Year on year delegate numbers increase at the Horizons conference. In 2009 we will be nearing venue capacity, and therefore we will be focussing more on reducing drop out/ no show rates and increasing satisfaction with the event. As an added target we will also be looking to increase the % of delegates who complete feedback questionnaires post-event. An example of the post event online survey can be seen below:



The screenshot shows a web browser window with the following content:

Cambridgeshire Horizons Conference Exit this site

1. Feedback form

We value your feedback to help us improve our conference - please do take five minutes to fill in the form below so we can make our event even better next year.

1. The format of the meeting was satisfactory (presentations, timings, Q&A panel session, overall length, opportunities for feedback etc.)

Strongly agree
 Agree
 Neither agree or disagree
 Disagree
 Strongly disagree

Additional comments

2. I welcomed the opportunity to submit my questions to the panel...

Strongly agree
 Agree
 Neither agree or disagree
 Disagree
 Strongly disagree

Additional comments

3. The presentations were informative and relevant to my organisation.

Strongly agree
 Agree
 Neither agree or disagree

16.0 Communications and Community Engagement Timetable

The following timetable for communications and community engagement activities in 2008-2009 will act as a core guide for all related activities over the coming year. As projects develop and new stories/ activities/ opportunities come to light we will add to this timetable to ensure it remains a living, breathing document.

Each of the councils linked to the growth agenda will also be running their own communications and community engagement campaigns, which will feed into the timetable on the following, and also be informed by the guidance in this strategy via the Partnership Communications Group.

Updates to this timetable will be available from Laura Halstead, Communications Manager at Cambridgeshire Horizons, by emailing laura.halstead@cambridgeshirehorizons.co.uk.

Appendix 1: Timetable of activity

Project	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Partner publications												
JSGIC/ Board												
Northstowe												
Southern Fringe												
North West Fringe												
Market Towns												
Cambridge East												
Engagement work												
POD Refresh												
Website/ e-comm's												
Green infrastructure												
Housing												
Conference												
Horizons generic PR												
HGF												
Research studies												

Appendix 2: Programme of communications and community engagement

Month	Date	Project	Channel	Lead	Support
July	28 th	Launch of Community Stadium feasibility report	PR	LH	LP
July	31 st	Feature to be published in Cambridgeshire Together Magazine on Horizons Survey Results	PR	LH	N/A
August	8 th	Horizons E-newsletter	E-communications	LH	All councils
August	29 th	Public notification of JSGIC meeting	PR & website	LH	WAR
August		Grafham Water Centre planning approved/ works begin (HGF project)	Website/ PR	GWC	LH
September	4 th	Northstowe Communications Strategy- 1 st stage	Meeting	LH	SF/ DC
September	12 th	Public notification of Horizons Board meeting	PR & website	LH	WAR
September	10 th	JSGIC Meeting	Meeting	WAR	
September	10 th	Launch of Arts/ Conference Centre study	PR	LH/ WAR	LP
September	17 th	Horizons Board Meeting	Meeting	WAR	
September	27 th	Launch of Northstowe Community Website	Website	LH/ DC	SCDC, CCC & JP's
September	27 th	Northstowe Community Forum	Meeting	HW	LH
September	30 th	AP speaking at Orbis Energy Conference	Meeting/ website	AP	LH
October	1 st	JobCentre Plus Training talk	Meeting	LH	
October	3 rd	POD refresh	PR/ Website	LH	JO

October	9 th 21 st 17 th	Partner Road shows: <ul style="list-style-type: none"> o South Cambridgeshire District Council o Cambridge City Council o Cambridgeshire County Council 	Seminar Seminar Seminar	LH LH LH	MH MH MH
October		New Horizons guide to development project plans	Print	MH	LH/ PM
October	3 rd	Horizons E-newsletter	E-communications	LH	All councils
October	10 th	Cambridge Southern Fringes Communications Strategy – 1 st stage	Meeting	LH	GB/ PM
October	27 th	Launch of Faith Facilities Study	Meeting/ PR	LH	LP
October	Late	Northstowe Youth Forum – Civic Hub	Education	HW	LH
October	24 th	SDT to chair Transport Conference (Northern)	Conference	SDT	AP
October		Refresh of Sub-regional housing strategy	PR/ Website	LH	SB
November	3 rd	Spokesperson alert – John Onslow	PR	LH	
November	5 th	Public notification of JSGIC meeting	PR/ Website	LH	OM
November	12 th	JSGIC meeting	Meeting	LH	OM
November	18 th	NorthWest Cambridge Communications Strategy – 1 st stage	Meeting	LH	GB/ PM
November	28 th	Horizons E-newsletter	E-communications	LH	All councils
November	19 th	Launch new Horizons website	Website	LH	MH
November		Centre of Excellent – low carbon future – vision defined	Website/ PR	CCC	LH
December	1 st	Horizons Blog up and running	Website	AP/ LH	MH

December	3 rd	Public notification of Horizons Board meeting	PR/ Website	LH	OM
December	10 th	Horizons Board Meeting	Meeting	LH	OM
December	14 th	Re-launch of Green Infrastructure Communications Strategy	PR/ Website	LH	TBC
December	15 th	Upload pictures onto new shared Photo Library	Website	LH	All councils
December	20 th	Ely/ St Neots Communications Strategy – 1 st stage	Meeting	LH	JO
December	12 th	Public survey about “wishes” for 2009	Website	LH	
January	9 th	Launch Horizons podcasts	E-communications	LH	TBC
January	16 th	Cambridge East Communications Strategy – 1 st stage	Meeting	LH	AP
January		New Years “wishes” press release	PR	LH	
February		Adoption of Area Action Plan for North West Cambridge	PR/ Website	CCC/ City C	LH
February		Horizons E-newsletter	E-communications	LH	All councils
February		Guided Busway due to open	PR/ Website	CCC	LH
March		Northstowe Planning Application decision due	PR/ Website	SCDC/ CCC/ LH	
April		AAR due to open	PR/ Website	CCC/ City C	LH
April		Horizons E-newsletter	E-communications	LH	All councils
April		Launch of Variable Tariff study	PR/ Website	LH	AP/ AK
April		Northstowe Youth Forum – Community facilities	Education	HW	LH
April		Refresh of SHMA	PR/ Website	LH	SB
May		Schools work experience placements	Engagement	LH	OM
May		Internal promotion of refreshed SHMA	Engagement	SB	LH

May		Horizons E-newsletter	E-communications	LH	All councils
May		Promotion of Cambridgeshire Horizons Conference	PR	LH	MH
June	18 th	Cambridgeshire Horizons Annual Conference	Conference	LH	OM
June		Northstowe Youth Forum – Youth provision & the arts	Education	HW	LH
June	25 th	Horizons E-newsletter – special edition	E-communications	LH	All councils

Key to responsibilities:

LH	=	Laura Halstead, Communications Manager, Cambridgeshire Horizons
AP	=	Alex Plant, Chief Executive, Cambridgeshire Horizons
JO	=	John Onslow, Director for Development, Cambridgeshire Horizons
MH	=	Michelle Hawker, Project Assistant, Cambridgeshire Horizons
PM	=	Paul Mumford, Lead Project Manager, Cambridgeshire Horizons
OM	=	Office Manager, Cambridgeshire Horizons
HW	=	Heidi Weight, Community Engagement and Communications Manager, SCDC
DC	=	Daniel Clarke, Project Manager, Cambridgeshire Horizons
LP	=	Lianne Parrett, Quality of Life Project Manager, Cambridgeshire Horizons
SB	=	Sue Beecroft, Sub-regional Housing Strategy Co-ordinator, Cambridgeshire Horizons
CCC	=	Cambridgeshire County Council
City C	=	Cambridge City Council
SCDC	=	South Cambridgeshire District Council
ECDC	=	East Cambridgeshire District Council
FDC	=	Fenland District Council
HDC	=	Huntingdonshire District Council
All Councils	=	CCC, City C, SCDC, ECDC, FDC, HDC
WAR	=	Ware Anthony Rust

Appendix 3: Descriptors

One liner:

Cambridgeshire Horizons is driving forward sustainable growth in the Cambridge Sub-region.

Boilerplate:

Cambridgeshire Horizons is the not-for-profit organisation charged with driving forward sustainable growth in the Cambridge Sub-region. We work with local councils, government departments, developers and other associated organisations to ensure new communities - not just new houses - are built to meet pressing local demands, and that they are accompanied by the appropriate infrastructure so that quality of life improves for all residents.

Appendix 4: Cambridgeshire Horizons on...

The Growth Agenda

The growth agenda is about more than just building new houses – it's about developing sustainable new developments with the right facilities to allow new and existing communities to flourish.

Planning

Cambridgeshire Horizons has no planning powers, however we do work closely with the local planning authorities to ensure all strategic new developments are well considered, well planned, and sustainable.

Affordable Housing

The Strategic Housing Market Assessment (SHMA), coordinated by Cambridgeshire Horizons, provides us with a clear overview of both private and social housing demand, supply, and costs in the Sub-region, allowing us to provide informed guidance on affordable housing requirements for new developments.

Infrastructure

A new development without the appropriate supporting infrastructure is not a community. Cambridgeshire Horizons works hard to ensure sufficient funding is available to allow new communities to form and develop by providing the right infrastructure at the right time, from roads and cycleways to green spaces and community halls.

Transport

Cambridgeshire Horizons has no statutory transport planning powers, but we are committed to pursuing available funding options and lobbying government to improve all forms of transport in the Sub-region, including the Guided Busway, Addenbrooke's Access Road, cycleways, bridleways, footpaths, and, of course, the A14.

Community Facilities

Facilities such as sports fields, community halls, shops, and medical centres are an intrinsic part of any development – people need places to meet, host group events, shop, and socialise, to allow them to form into a cohesive community.

Cambridgeshire Horizons works hard to provide support, specialist knowledge, and targeted research to ensure these vital elements of daily life are put in place as early as possible in major new developments.

Sustainability/ Renewable Energy

Reducing the carbon footprint of new developments is about more than just sustainable construction methods and in-built energy saving methods. Renewable

energy and alternative transport solutions must play a part in reducing the carbon footprint of both the new homes and their new residents. For Northstowe, a Special Purpose Vehicle (SPV) has been created to review the best possible site-wide renewable energy solutions, which could include Biomass Combined Heating and Power (CHP) plant and wind turbines, to help the whole community become low-carbon.

The Local Housing Market

The sub-regional Strategic Housing Market Assessment (SHMA) gives us a clear picture of housing need in the local area, including house prices, affordability and affordable housing demand. It confirms how urgent the need is for more and more affordable homes. We use this data to inform negotiations with developers to ensure adequate levels of all types of houses are delivered to meet the local communities requirements.

Eco-towns

Whilst Cambridgeshire Horizons fully supports work being undertaken by Government to facilitate zero carbon homes, we strongly believe that all new developments, including eco-towns, should go through all the proper planning processes. In addition to this concern, we strongly believe that all elements of the design and functionality of a new settlement including location must be considered when defining an eco-town – if houses are carbon zero, but everyone has to get into their cars to travel to work then we are no closer to creating a truly low carbon community.

The Credit Crunch

Whilst the Cambridge Sub-region can never be completely buffered from the effects of the credit crunch, we do believe that the local area, particularly in and around Cambridge City, will be less affected by the downturn in the housing market. Recent figures show that house prices in Cambridge continue to rise, despite the overall market downturn, proving that continued strong housing demand has helped to provide some stability to the local market.

Moreover, all of our delivery plans take into consideration changes in market conditions, which will always include peaks and troughs, and therefore there should be limited long-term impacts upon the delivery of just over 60,000 much needed new homes by 2021.

Northstowe

Northstowe will be the largest new town in the UK since Milton Keynes. In total 9,500 new homes will make up the prototype eco-town located north of Cambridge, on the Guided Busway line. Cambridgeshire Horizons are working with the South Cambridgeshire District Council, Cambridgeshire County Council, and the Joint Promoters (English Partnerships and Gallagher) to create a new town that will be an exemplar in terms of water, renewable energy, ICT, governance, and sustainable transport provision.

Hanley Grange

The proposed eco-town of Hanley Grange jeopardises the managed housing growth for Cambridgeshire that has been agreed through years of debate and publication consultation. We are opposed to the development as we believe it is in the wrong place, at the wrong time, and being promoted through the wrong process.

Appendix 5 - Youth Forums

Working in conjunction with South Cambridgeshire District Council's Community Engagement and Communications Officer, Heidi Weight (the project lead), we will assist the launch of the new Youth Forum – "Youth ink". Following on from the success of SCDC's Design Days at Swavesey Village College, this new scheme has been developed by Heidi Weight to engage local students with the planning process on a more regular basis.

To start with the scheme will focus on the three village colleges closest to the proposed Northstowe site – Cottenham, Impington and Swavesey Village Colleges (VCs). Ten students representatives from each of the VC's will be invited to join the Youth Forum and will be tasked to gather other students feedback on specific topic areas which will then be fed back to the Forum each term.

In addition to this, once a year there will be a Youth Planning Conference that will give students a chance to listen to professional talks and meet local councillors, and to discuss queries they have relating to the growth agenda.

The scheme is planned to commence in the Northstowe local area first in September 2008, with a view to Horizons rolling it out more broadly across the region over the next 12 months with the support and assistance of the other Local Authorities.

Appendix 6 – Key contacts

Cambridgeshire Horizons

Communications Manager – Laura Halstead

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Project Assistant – Michelle Hawker

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Cambridgeshire County Council

Communications and Media Manager – Mark Miller

Tel: 01223 699283

Email: mark.miller@cambridgeshire.gov.uk

South Cambridgeshire District Council

Communications Manager – Georgina Hayward

Tel: 01954 713289

Email: georgina.Hayward@scambs.gov.uk

Community Engagement and Communications Officer – Heidi Weight

Tel: 01954 713213

Email: heidi.weight@scambs.gov.uk

Cambridge City Council

Urban Growth Manager – Tim Wetherfield

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Email: tim.wetherfield@cambridge.gov.uk

East Cambridgeshire District Council

Communications and Media Manager – Tony Taylorson

Tel: 01223 718000

Email: tony.taylorson@cambridgeshire.gov.uk

Fenland District Council

Corporate Communications Manager - David Hamilton

Tel: 01354 654321

Email: dhamilton@fenland.gov.uk

Huntingdonshire District Council

Communications Manager – Heather Gilling

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Email: heather.gilling@huntsdc.gov.uk