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23 May 2013

To: The Leader – Councillor Ray Manning
Deputy Leader – Councillor Simon Edwards
Members of the Cabinet – Councillors Pippa Corney, Mark Howell, Mick Martin,
David Whiteman-Downes, Tim Wotherspoon and Nick Wright
Quorum: Majority of the Cabinet including the Leader or Deputy Leader

Dear Councillor

You are invited to attend the next meeting of **CABINET**, which will be held in the **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **MONDAY, 3 JUNE 2013 at 6.00 p.m.**

Yours faithfully
JEAN HUNTER
Chief Executive

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AGENDA

PAGES

PROCEDURAL ITEMS

- 1. Apologies for Absence**
To receive apologies for absence from Cabinet members.
- 2. Minutes of Previous Meeting**
To authorise the Leader to sign the Minutes of the meeting held on 11 April 2013 as a correct record.
- 3. Declarations of Interest**
- 4. Leader's Announcements**
- 5. Public Questions**

OPERATIONAL ITEMS

- 6. NORTHSTOWE: Delivery and Drainage Requirements (Key)** 7 - 14
- 7. City Deal: Update** 15 - 18

INFORMATION ITEM

- 8. Corporate Plan 2012/2013: Review of Performance**

19 - 38

STANDING ITEMS

- 9. Issues arising from the Scrutiny and Overview Committee**
No recommendations have been received from the Scrutiny and Overview Committee meeting held on 30 April 2013.
- 10. Updates from Cabinet Members Appointed to Outside Bodies**
- 11. Reports from Cabinet Members attending Parish Council meetings**
- 12. Reports from Member Champions**

OUR VISION

South Cambridgeshire will continue to be the best place to live and work in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment. The Council will be recognised as consistently innovative and a high performer with a track record of delivering value for money by focussing on the priorities, needs and aspirations of our residents, parishes and businesses.

OUR VALUES

We will demonstrate our corporate values in all our actions. These are:

- Trust
- Mutual respect
- A commitment to improving services
- Customer service

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Cabinet held on
Thursday, 11 April 2013 at 2.00 p.m.

PRESENT: Councillor Ray Manning (Leader of the Council)

Councillors:	Pippa Corney	Planning Policy and Localism Portfolio Holder
	Sue Ellington	Environmental Services Portfolio Holder
	James Hockney	Corporate and Customer Services Portfolio Holder
	Tim Wotherspoon	Northstowe Portfolio Holder
	Nick Wright	Planning and Economic Development Portfolio Holder

Officers in attendance for all or part of the meeting:

Alex Colyer	Executive Director, Corporate Services
Jean Hunter	Chief Executive
Fiona McMillan	Legal & Democratic Services Manager and Monitoring Officer
Graham Aisthorpe-Watts	Democratic Services Team Leader
Gemma Barron	Partnerships Manager
Susan Gardner Craig	Human Resources Manager
Anita Goddard	Housing Operational Services Manager

Councillors Richard Barrett, Lynda Harford, Sebastian Kindersley, Cicely Murfitt, Ben Shelton, Hazel Smith, David Whiteman-Downes and Bunty Waters were in attendance, by invitation.

Apologies for absence were received from Councillor Simon Edwards and Mark Howell.

The Leader of the Council opened proceedings by welcoming Dennis Ockenden to the meeting, who had recently commenced an Apprenticeship with the Council as part of the new Apprenticeship Scheme.

Procedural Items

67. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 18 February 2013 were approved as a correct record for signing by the Leader of the Council.

68. DECLARATIONS OF INTEREST

No declarations were made.

69. LEADER'S ANNOUNCEMENTS

No announcements were made.

70. PUBLIC QUESTIONS

No public questions had been received.

Operational Items

71. REMOVING BARRIERS TO EMPLOYMENT STRATEGY

Cabinet considered a report which sought approval of the Pathway to Employment Strategy and the Action Plan contained within it.

Councillor David Whiteman-Downes, on behalf of the Portfolio Holder for Finance and Staffing, presented the report and highlighted that reducing barriers to employment was one of the Council's corporate priorities and that the Strategy had been developed internally by officers of an Action Learning Set as part of the Leadership Development Programme. The Action Learning Set was originally established to understand what the barriers to employment were within the district and what help the District Council could offer its residents to help them find work.

Councillor Whiteman-Downes referred to page three of the Strategy, which identified the eleven areas of South Cambridgeshire that were the most deprived and had the highest levels of unemployment. Although South Cambridgeshire did not register in the poorest 10% of areas nationally on any of the components of the Index of Deprivation, the Strategy highlighted clear pockets of deprivation in some rural areas. He also reported that a survey was undertaken in 2012 for tenants who were due to have their housing benefit reduced in April 2013 and 78% of respondents indicated that work was unfortunately not an option for them. Of that 78%, 43% stated the reason as being due to ill health or a disability and 13% confirmed that they already worked on a part-time basis.

Cabinet noted that officers had been working with Cambridge Regional College as part of this project to develop an Apprenticeship Scheme for the Council. Further to this, the Council's first Apprentice had recently commenced work in Housing Services and further opportunities for Apprenticeships across the authority were being investigated.

The following points were noted during discussion on the content of the Strategy and Action Plan: -

- the commencement of Apprenticeship Schemes at the District Council was very much welcomed;
- the Council was a major employer in the area and sought to lead by example with regard to Apprenticeship Schemes;
- it was reassuring that transport had not been cited in the results of the survey as one of the main barriers to employment, although it was accepted that some of the more rural villages still considered the lack of public transport links as an issue;
- South Cambridgeshire District Council benefited from having links with some excellent educational institutions in the county. In view of there being a close connection with skill levels and unemployment it was suggested that the Council could help more in that regard. It was noted that the Council actively signposted people to educational opportunities, particularly via its website.

In answer to a question about how the work of the Strategy would be reviewed, it was noted that one of the actions in the Action Plan was to review the success of the Pathway to Employment initiatives. Update reports on the performance of the Strategy and Action Plan would therefore be reported to Cabinet in due course.

In closing Councillor Ray Manning, Leader of the Council, thanked all officers involved in the production of the Pathway to Employment Strategy for the enormous amount of work they had done.

Cabinet **APPROVED** the Pathway to Employment Strategy and the actions identified therein.

72. COMMUNITY SAFETY PLAN 2013/14

Consideration was given to a report which sought approval of the Community Safety Plan 2013/14 for the South Cambridgeshire Crime and Disorder Reduction Partnership.

Councillor Ben Shelton, Member Champion for Policing, presented the report and informed Cabinet that the Plan had been developed based on evidence from the Crime and Disorder Reduction Partnership's Strategic Assessment 2012/13. The new priorities included in the Plan were agreed at the Partnership's stakeholder event held in January 2013. One of the priorities included a section on 'shaping and supporting new growth, including taking account of its impact on existing communities', in particular working together with planners developing Northstowe and Longstanton. A suggestion was put forward to include Cambourne as part of this priority and Councillor Shelton agreed to feed that in to the next stakeholder event.

Councillor Shelton, who was also Chairman of the Council's Scrutiny and Overview Committee, reported that the Scrutiny and Overview Committee would be considering crime and disorder matters at its meeting scheduled to be held on 30 April 2013. The Crime and Disorder Reduction Partnership was one issue due to be considered, together with the priorities of the Police and Crime Commissioner and Neighbourhood Policing Panels.

Reference was made to improved partnership working, particularly with the Local Health Partnership around such issues as mental health service commissioners and practitioners. This had resulted in officers from the District Council receiving mental health first aid training and the development of tailored training for other frontline staff within partner organisations, which was welcomed.

Cabinet **APPROVED** the Community Safety Plan 2013/14.

73. SHARED SERVICES - PAYROLL AND INTERNAL AUDIT

Cabinet considered a report which sought approval for the establishment of two shared services, namely Payroll in partnership with Cambridge City Council and Internal Audit in partnership with Cambridge City Council and Peterborough City Council.

Councillor James Hockney, Portfolio Holder for Corporate and Customer Services, presented the report and took Members through the business cases included within the report for the two shared service proposals. The main aim of developing these shared services was to achieve strengthened resilience and improved efficiency, ensuring best use of the Council's assets and enabling the authority to benefit from better value for money and first class services.

Councillor Hockney highlighted pages 15 and 16 of the Payroll shared service business case document, as appended to the report, which showed the current structures of both Councils' Payroll Services compared to potential shared service structures. It was noted that South Cambridgeshire District Council's current Payroll Service consisted of only

1.62 full-time equivalent staff, making the prospect of a shared service favourable from resilience and risk management perspectives.

In noting that the Payroll shared service proposal consisted of it being hosted by Cambridge City Council, an initial concern was expressed when taking into account the success of the Customer Contact Centre being returned in-house at the Council's headquarters. Discussion ensued on this point and Cabinet agreed that the back-office nature of Payroll and Internal Audit meant that the services did not necessarily need to be delivered from South Cambridgeshire Hall.

In closing, the Executive Director (Corporate Services) agreed to make details available to Cabinet Members before sign-off with regard to both shared service proposals.

Cabinet:

- (a) **APPROVED** the implementation of a shared service for Payroll and Internal Audit, as set out in the report.
- (b) **APPROVED** the delegation of authority to the Executive Director (Corporate Services) and the Legal and Democratic Services Manager, to agree legal protocols to govern the shared services arrangements.

Standing Items

74. ISSUES ARISING FROM THE SCRUTINY AND OVERVIEW COMMITTEE

Councillor Ben Shelton, Chairman of the Scrutiny and Overview Committee, reported that two informal groups had been set up to undertake preliminary reviews into the following aspects of Information Communications Technology: -

- tendering processes and the provision of equipment;
- redundant equipment.

It was noted that the first group would also be asked to investigate the potential of reducing the number of printed agenda packs for public meetings by way of encouraging more paperless working.

75. UPDATES FROM CABINET MEMBERS APPOINTED TO OUTSIDE BODIES

Councillor Sue Ellington, Portfolio Holder for Environmental Services, provided Cabinet with an update on the Cambridgeshire Health and Wellbeing Board and Network, together with the South Cambridgeshire Local Health Partnership. The terms of reference for each body were circulated at the meeting for information.

It was reported that the Health and Wellbeing Board had been operating in a shadow capacity for the past 18 months and would become an official Board on 16 April 2013.

Councillor Ray Manning, Leader of the Council, acknowledged the complexity of the health and wellbeing agenda and thanked Councillor Ellington for taking the lead on this important subject.

76. REPORTS FROM CABINET MEMBERS ATTENDING PARISH COUNCIL MEETINGS

No reports from Cabinet Members attending Parish Council meetings were received.

77. REPORTS FROM MEMBER CHAMPIONS

Cabinet **NOTED** a report from Councillor Ben Shelton, Member Champion for Policing, which updated Cabinet on recent meetings of the Police Neighbourhood Panel, the Crime and Disorder Reduction Partnership and the Police and Crime Panel.

The Meeting ended at 3.15 p.m.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

3 June 2013

AUTHORS: Director of Planning and New Communities

NORTHSTOWE DELIVERY AND DRAINAGE REQUIREMENTS**Purpose**

1. To consider the implications for the Council arising from the need to support funding for the range of community and infrastructure facilities in Phase 1; endorse support for the A14 Improvement Scheme; and give authority to explore an appropriate mechanism to deliver the investment and development vehicle for phase 2 and subsequent phases.
2. This is a key decision because,
 - (a) it is likely to result in the authority incurring expenditure which is significant having regard to the Council's budget for the service or function to which the decision relates, and
 - (b) it is likely to be significant in terms of its effects on communities living or working in an area comprising two or more wards.

Recommendations

3. Cabinet is recommended:
 - (a) To agree in principle the Council's support for the A14 Improvement Scheme and to authorise officers to proceed to negotiate an Agreement with the County Council for this purpose subject to a detailed scheme to be reported to Cabinet and Council in due course.
 - (b) To note on-going negotiation on the section 106 Agreement for Northstowe including the need to meet the required funding in order to provide the essential requirements for the first phase as set out in Appendix B of the report approved by the Northstowe Joint Development Control Committee (NJDCC) on 19 March 2013.
 - (c) To authorise the allocation of up to £3m funding to cover the balance of the estimated funding required for the implementation of the first phase of community facilities.
 - (d) To authorise the allocation of funding of £780,000 in order to underwrite the repayment of the Local Enterprise Partnership loan for the purposes of implementing the Webbs Hole sluice pump project as part of the long-term drainage solution for Northstowe and settlements within the drainage catchment area.
 - (e) To authorise the allocation of funding of £0.5m for the purpose of funding the maintenance of the Webbs Hole sluice pump for a period of 100 years, and to note that officers will continue to seek to identify a partner to take on this maintenance responsibility.

- (f) To agree that the District Council, will take on the responsibility for the operation and practical maintenance of the Webbs Hole Sluice pump and related works until such time that officers secure a management arrangement with a suitable body as a long-term solution.
- (g) To authorise officers to develop Heads of Terms in order to enter into an Agreement with Homes and Communities Agency (HCA) and Cambridgeshire County Council (CCC) for the purposes of establishing a joint venture to invest in and develop the post phase 1 development of Northstowe, to be reported to Cabinet at a future meeting.
- (h) To authorise the principle of the allocation of £25m from the HRA Business Plan approved by Council in February 2013 for the purposes of the District Council's investment in the Joint Venture delivery vehicle.
- (i) To endorse the principle of supporting a thriving business community and to instruct officers to consider schemes to incentivise business to locate and develop in Northstowe from the early days of the development.

Reason for Recommendations

- 4. To ensure that Cabinet can consider any corporate and financial implications arising from the essential requirements for Northstowe Phase 1 and support from the A14 Improvement Scheme and (i) to confirm that Cabinet has no objection to the completion of the section 106 Agreement which includes an obligation on SCDC and the County Council to secure funding (but not necessarily from their own resources) to ensure that the balance of essential requirements will be provided at the relevant time and such as to ensure that the planning permission will be acceptable in planning terms, and (ii) to authorise officers to commence consideration of an appropriate investment and delivery vehicle for subsequent phases in partnership with the County and HCA.

A14 Considerations

- 5. Council, in April 2013, requested that a more detailed consideration of the financial implications of the A14 upgrade be brought to this meeting of Cabinet. Unfortunately this has not been possible as the full details were not available at the time of drafting this report.
- 6. Members will recall the October Government announcement of the major A14 Improvement scheme. Works are currently programmed to start in 2018 and are expected to last for three years. The proposed access arrangements for Northstowe are currently being reviewed by the Highways Agency. The road will be part-tolled; the details of this are still being developed but tolls are likely to be applied to the proposed new off-line section. Without these road and traffic management works to the A14 large sites such as Northstowe could not proceed.
- 7. Detailed work is proceeding on the basis of a tripartite funding split between central Government, the affected local authorities and income to be derived from tolling. A report on the scheme and funding details will be presented to Cabinet at a later stage. In order to assist in the progress of the scheme Members are asked to endorse the principle of the shared funding proposals, and in principle to commit the District to a financial contribution to be made over 25years. Recommendation (a) in this report applies.

8. The Cambridge Northern Bypass from Girton to Milton will be improved, separately, as a Highways Agency Pinchpoint improvement project.

Funding Northstowe Phase 1 requirements

9. The (NJDC) resolved to grant outline planning consent for Phase 1 of the Northstowe development on 19 March 2013 subject to the successful negotiation of a section 106 Agreement to secure required infrastructure and community facilities, and to the conclusion of a land transfer arrangement for the secondary school. In order to create a sustainable community the requirements of Phase 1 have to be delivered early in relation to the housing build-out programme to ensure that essential infrastructure such as schools and community meeting places are ready for use at the appropriate time and are viable in relation to their patronage. Together with suitable planning conditions, the planning agreement is the principal mechanism for securing this.
10. Officers are currently in detailed negotiations with the developers over the precise delivery and funding arrangements for each element of infrastructure. There are areas where funding from the public or voluntary/community sector, at a later date, could improve a facility, either enhancing its specification or as part of a funding partnership. Some of the items in the Northstowe phase 1 application fall into this category and additional funding will be required, beyond the £30m pledged by the developers.
11. The estimate of additional funding for the essential infrastructure requirements for phase 1 reported to NJDC in March amounted to approximately £2.3m together with the £30m offered by the developer and accepted by Members. Officers continue to explore ways to reduce the estimated sums required through value engineering, the phasing of funding, external sources of funding available for sports or community uses, and delivery partnerships with other bodies such as the developer or trusts. Early research on local governance, energy generation and community sustainability suggests that the transfer of phase 1 assets such as the public sports areas, the sports pavilion and community centre, to a local trust or to the new Town Council could derive sufficient potential revenue to generate self-sufficiency. However, this work is at an early stage, and more detailed proposals will be brought forward at a later stage.
12. Cabinet is therefore asked to approve the principle of the allocation of funding of £3m to provide the backstop for bringing forward the essential facilities at times appropriate to meet the needs of the emerging community. It is proposed that this sum would be shared and apportioned with the County Council, and proposals regarding responsibilities of each Council are being developed. Recommendations (b) and (c) apply.

Land Drainage Solution: Uttons Drove Sewage Treatment Works Land Drainage Solution (Pumping Station at Webbs Hole Sluice)

13. On 30 January 2013 the NJDC approved Planning Condition 34 'Land Drainage Solution' restricting occupancy of the phase 1 development to 500 dwellings until the land drainage solution for the Uttons Drove Waste Water Treatment Works has been fully implemented in accordance with an approved scheme.
14. On 19 March 2013 the NJDC agreed officer delegation to conclude the delivery of the land drainage solution including the proposal for the District Council to

commission and operate the pumping station as an interim measure until such time as officers were able to identify and secure an alternative responsible organisation. The Environment Agency (EA) then agreed to act as project manager on behalf of the District Council. A preliminary report setting out a delivery programme commencing in March 2013 with completion in August 2014 was presented and endorsed by the NJDCC which would enable the pumping station to be in operation in advance of the current proposed housing trajectory for 500 dwellings. The NJDCC report referenced a financial obligation of £277,500 from Gallagher, representing their offer of a pro rata contribution based on the 1,500 houses in phase 1. Funding is already secured for a loan of £780,000 from the (LEP) but it is repayable in full by SCDC in five years' time.

15. However, the initial EA cost assessment indicated capital costs for the pumping station design and construction in the region of £1.7m and a revenue requirement of £474,000 for its operation and maintenance over a 100 year period. Officers have sought alternative estimates and the developer's consultants, in consultation with the Technical Liaison Group, have estimated a capital cost of approximately £1m. This amount can be covered by the total funding secured whereas the £1.7m would leave a shortfall payable by SCDC. In addition to working with the EA, officers are exploring delivery arrangements in order to bring forward the project for the lowest cost.
16. Cabinet is therefore asked to agree formally to taking on the LEP loan of £780,000 in accordance with the funding agreement and note that this requires re-payment in full by September 2018 as set out in recommendation (d) in this report. It is also recommended that funding is allocated for the revenue contributions over a 100 year period, payable to a suitable body, for a total of £0.5m as set out in Recommendation (e). Whilst officers continue to negotiate a solution with appropriate bodies, the Council would take on the operational responsibility for the maintenance of the pump in the interim period. It is unlikely that this obligation would be called upon since officers will be negotiating strenuously on an alternative solution before the completion of the project in Autumn 2014. A report will be brought back to Cabinet when a solution is agreed or the works are complete, whichever is the sooner. Recommendation (f) applies.

A Joint Venture

17. Following the meeting of the HCA Investment Board on 25 April, the HCA Regional Director wrote to the County Council and District Council to invite them to consider a joint venture to invest in and to bring about the creation of the town itself post-phase 1. The HCA Investment Board is further considering the details of the financial package for Gallagher for phase 1 and the Delivery and Investment Plan for subsequent phases on 11 July.
18. In February 2013 the District Council approved a 30 year Business Plan for the Housing Revenue Account that allocated over £230m of investment in house building. Officers are in discussion with the prospective partners, the HCA and County Council, on the principles of a delivery vehicle and how this might operate and will bring back a more detailed proposal at a later stage. In the meantime Cabinet is asked to endorse the principle of investing £25m for the purpose of bringing forward housing through a joint venture and to authorise officers to draft Heads of Terms (Recommendations (g) and (h)).

Business Location and Development Incentives

19. A thriving business community is essential to the economic sustainability of Northstowe. Supporting local business growth and development will help to balance the function of the town as a community in its own right, as a complementary settlement to Cambridge and to establishing its role in the sub-regional economy. The previous scheme for Northstowe was supported by an Economic Development Strategy that identified a mixture of roles but the recession and depressed housing market over the past five years forces its reconsideration. Officers have agreed with Gallagher that a review will provide the context for bringing forward the commercial areas and local centre, including exploring the role of the LEP, the college and training centres, and the County and District Councils.
20. Cabinet is therefore asked to endorse the principle of creating a thriving and skilled business and enterprise community from the early days of Northstowe and to instruct officers to consider schemes to incentivise business and the skills sector in order to bring back options for Cabinet’s consideration. Recommendation (i) applies.

Implications

21. Financial	<p>There are direct implications for the Council in relation to:</p> <ul style="list-style-type: none"> i. Funding for the joint venture of £25m from the HRA ii. Allocation of £3m as a backstop support towards the community infrastructure over the 8-10 year build-out of Phase 1(with the County Council) iii. Underwriting the repayment of the LEP loan of £780,000 by September 2018 to be funded through s106 Agreements iv. Making provision for revenue maintenance funding of £474,000 over 100 years for the drainage pump to be funded through s106 Agreements v. No funding has been identified within the Council’s Medium Term Financial Strategy to meet the costs of any Council contribution to the A14 upgrade. It is likely the Council will be requested to make a commitment to fund a part of the capital costs over a 25 year period. This could be met through the New Homes Bonus, Business Rates generated from the upgrade or through the General Fund. A full financial appraisal will be brought forward in due course
Legal	<p>In addition to concluding the detailed section 106 Agreement for Phase 1, there will be:</p> <ul style="list-style-type: none"> i. Heads of Terms leading to a legal agreement with the HCA and County on the joint venture ii. Legal agreement with the EA or Gallagher on the project management to deliver the drainage pump and/or suitable operating body iii. A legal agreement with the Highways Agency for the A14 funding <p>There is an existing agreement with the LEP regarding the Drainage pump funding.</p>
Staffing	<p>There may be staffing implications due to needs arising from phase 2 and extensive on-going work on phase 1. Two new staff members have recently been appointed on contracts to work on community engagement and the co-ordination of community, children’s and family services</p>

Risk Management	There are two principal corporate risks: the reputational risk of not achieving the aim to secure an Exemplar town at Northstowe, and the financial risk arising from the allocation of funds to different aspects of the Northstowe programme as identified in this report. The financial exposure of the Council is moderated by a mixture of the long timescale for the provision of the funding, the requirement on officers to bring back detailed schemes and business plans that will identify how funds can be repaid or achieve returns to the Council, and the sharing of the financial risk with other public sector partners.
Equality and Diversity	The Northstowe proposals aim to create a sustainable town and address a range of community and economic needs with community engagement and local governance being at its core.
Equality Impact Assessment completed	No EIA will be appropriate in the development of the individual proposals.
Climate Change	The ability to adapt and to mitigate the effects of climate change is inherent in the Exemplar ambitions and in the ethos of the creation of Northstowe as a sustainable community.

Consultations

22. The Northstowe proposals have been the subject of extensive consultation through the planning process and through the Northstowe Parish Forum, workshops on a strategic framework and design codes, a traffic management group and residents' drop-in sessions in nearby villages programmed to continue through 2013/14.
23. With regard to consultation with children and young people it is the intention to work with young people, community youth groups and the schools to develop the detailed proposals with the individual builders for the first phase of Northstowe. The new Community Worker will have this remit. There will be extensive consultation on establishing a Town Council over the next year or so.
24. Specifically, the Youth Council has appointed a Northstowe Specialist Youth Councillor to help inform the development process from a young person's perspective. The Northstowe Specialist Youth Councillor is spending two weeks' work experience during July in the Northstowe Team based at South Cambs DC to help increase his understanding both of Northstowe as a whole, but also of planning processes and how new communities are developed.
25. Youth Councillors have also been attending the public drop-ins that have been happening in Longstanton and Oakington to help encourage young people to attend and make sure their views are captured too. Currently, Youth Councillors are surveying their local schools by interviewing teachers, students and parents to find out what makes a school good and what they would like to have in the new secondary school at Northstowe – Meridian Trust (the Northstowe secondary school provider) have actively encouraged and welcomed this initiative by the Youth Council and a Report on the Youth Council's findings and recommendations will be published in October half term 2013. Similarly, the Diocese of Ely is also encouraging input from the Youth Council to help develop the first Primary School and early community facilities at Northstowe.
26. Other Northstowe issues that the Youth Council are keen to influence are healthy and sustainable lifestyles with good public footpaths, cycle ways and transport links as well as employment, business and learning opportunities for people of all ages.

Effect on Strategic Aims

27. The development of Northstowe is a corporate priority. The creation of a quality town with the infrastructure to support housing and economic development is a fundamental requirement. Officers will continue to seek additional funding sources and explore different ways of delivering community-based services and facilities to reduce the financial risk to the Council and to enhance its reputation in civic leadership.

Conclusions

28. The development of Northstowe is a long-term programme that must remain flexible to changing circumstances over the next generation. This report summarises the range of initiatives under way or being explored to bring forward not only the housing but the essential community infrastructure and facilities. Much of this work needs to be in partnership with the private sector as developer, with new businesses, and public sector partners, particularly the County and the HCA. In its role as civic leader the Council may be required to provide financial support in order to unlock individual aspects of the programme. As negotiations continue Cabinet will consider further reports to enable the Council to continue to provide that direction and to make the required strategic decisions.

Background Papers: The following background papers were used in the preparation of this report:

Northstowe Action Area Plan (NAAP) 2007
Committee Report to NJDCC 20 July 2012
Development Framework Document, August 2012
Committee Report to NJDCC, 4 October 2012
SCDC Cabinet report 12 October 2012
Committee Report to NJDCC, 24 October 2012
Committee Report to NJDCC, 30 January 2013
Committee Report to NJDCC, 19 March 2013

Contact Officer: Lois Bowser – Northstowe Team Leader, Tel: (01954) 713390

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

3 June 2013

AUTHOR/S: Director of Planning and New Communities

GREATER CAMBRIDGE CITY DEAL – UPDATE REPORT**Purpose**

1. To inform members of the progress of work to date on a Great Cambridge city deal, and to seek approval for continuing negotiations with local partners and Government.
2. This is not a key decision.

Recommendations

3. Cabinet is recommended to:
 - (a) Delegate to the Chief Executive in consultation with the Leader of the Council, to continue work on a full City Deal with the Government and partners; bringing core aspects of the negotiating position to a future meeting of Cabinet, and any final City Deal to full Council for approval;
 - (b) Note progress on work on a City Deal.

Reasons for Recommendations

4. To provide a progress report to Cabinet and facilitate consideration of corporate implications arising from the proposed city deal.

Executive Summary

5. City Deals are a series of devolutions of powers, responsibilities and funding streams negotiated between Government and partners in individual city-regions. Those partners are required to integrate a range of their own economic growth levers into a combined, strengthened and binding decision-making framework.
6. The Greater Cambridge partners, Cambridgeshire County Council, Cambridge City Council and South Cambridgeshire District Council together with Cambridge University and the Greater Cambridgeshire and Greater Peterborough Local Enterprise Partnership, have worked together on the Greater Cambridge City Deal proposal.
7. An Expression of Interest was submitted to Government in January 2013. The Expression of Interest was received positively, and work has continued to develop a proposition in readiness for negotiations with Government over the summer. A key event will be a Ministerial meeting on 4 July.

Background

8. City Deals are agreements between government and a city region that devolve greater powers and funding to promote sustainable economic growth. The first City

Deals were negotiated during 2012 with the Core Cities (the eight largest cities outside London). The eight existing Deals vary in their nature, but all include some element of devolution from Whitehall to the city region, and some strengthening of local governance arrangements relating to economic powers within the city region.

9. Following the success of this first wave, the Government announced in Autumn 2012 that they were inviting a second wave of 20 city regions to compete for a City Deal for their areas. These 20 comprise the next 14 largest cities, and the 6 cities with the highest population growth during 2001 to 2010. It is on this latter category that the Greater Cambridge area was invited to participate. Greater Cambridge brings together the combined area of Cambridge City Council and South Cambridgeshire District Council and has a combined population of around 280,000, with a shared Travel to Work and economic area.
10. In January 2013 an Expression of Interest was submitted to Government by the five core partners promoting the City Deal (Cambridgeshire County Council, Cambridge City Council, South Cambridgeshire District Council, the Local Enterprise Partnership and the University of Cambridge). This was well received by Government, and following the assessment of all 20 Expressions of Interest, Greater Cambridge was invited to progress to the next stage, as one of the first group of Wave 2 Cities.

Considerations

11. Following on from the positive reaction to the Expression of Interest, the joint team working on the City Deal from the three local authorities, the Local Enterprise Partnership and the University of Cambridge have developed the proposition in readiness for negotiations with Government over the summer. The key event will be a meeting with a Ministerial Group chaired by the Deputy Prime Minister on 4 July.
12. The narrative of this Council's proposition builds on the EOI, and points out that whilst Cambridge has traditionally succeeded in bringing many of the best brains in the world to come and live, study and work here, this is not guaranteed to remain the case. It also makes the case that many of this district's most important businesses are, because they depend on intellectual more than physical capital, extremely footloose, both nationally and internationally and so the right frameworks need to be in place to encourage them to stay and grow here, and to attract new businesses to the area.
13. The city-region needs to grow if it is to be able to support further business development and help the wider UK economic recover, but it needs to grow in a way that protects the quality of life for existing and new residents and business. In particular that requires a means of delivering enhanced transport infrastructure to allow people to move quickly and reliably from where they live to where they work, and for the major employment hubs to be connected to each other far more effectively than they are now. And the evidence put together shows that the funding for that infrastructure cannot be met from existing funding sources available locally under the current systems, even where those existing funding sources are combined more effectively under a City Deal Board where the existing authorities pool some of their current funding and powers.
14. The proposition the Council is working up to negotiate with Government therefore builds itself around a series of "offers" and "asks".

15. The timeframes remain similar to those reported in January, and are as shown below.

DATE	ACTION
15 January 2013	Submission deadline for final expression of interest.
February 2013	Announcement of successful second-wave city-regions.
March 2013	Announcement of the core package for city deals.
February-July 2013	Successful city-regions will work up full proposals with government, including presentations to Ministers and negotiations around the proposal details.
September-November 2013	Agreeing and signing off implementation plans.

16. The next steps are to work up a Negotiation Document ready to present to a Ministerial meeting currently scheduled for 4 July 2013.
17. The negotiated deal will be brought back to full Council for a decision before an implementation plan is agreed with Government. This timetable has changed since January, and is now anticipated to be July - September 2013. The Council will be able to withdraw from the process up to this point if this is felt to be necessary.

Implications

18. There are no financial implications from submitting an expression of interest and working on a city deal with the Government. A signed city deal would have considerable financial, risk and other implications; the nature of which would vary according to the aspects included, but likely to include the pooling of funds currently held separately by the respective signatories to any Deal. Further detail will be brought to a future meeting of Cabinet, and a report will be considered by full Council in the event that Greater Cambridge is successful in negotiating a city deal.

19. Financial	There are no financial implications from submitting an expression of interest and working on a city deal with government.
Legal	There are no legal implications arising from submitting an expression of interest and working on a city deal with government.
Staffing	Developing the proposal has required staff input from a number of senior officers, and this will continue through the negotiation phase if the bid is successful. If a deal is concluded, it may have implications for staff in relevant services to ensure the desired degree of co-ordination and sharing between the partner authorities and other signatories.
Risk Management	There are small risk management implications at this stage.
Equality and Diversity	There are no equality and diversity implications at this stage.
Equality Impact Assessment completed	An initial EIA has been carried out on the proposals in the draft expression of interest, by Cambridge City Council on behalf of all partners. This EIA will be revised in the event that Greater Cambridge is selected to negotiate a city deal as more detail becomes clear.
Climate Change	There are no climate change implications at this stage.

Consultations

20. The development of the city deal proposition has been a largely internal process within the proposed partnership of local authorities, Cambridge University and the Greater Cambridge Greater Peterborough Local Enterprise Partnership.

Consultation with Children and Young People

21. There has been no consultation with children and young people to date.

Effect on Strategic Aims

22. The proposed City Deal is intended to support the Council's Aim to 'work with partners to create and sustain opportunities for employment, enterprise, and world-leading innovation.' Its purpose is to enable the infrastructure that will unlock the potential of the Cambridge city region, build on its track record of success and launch a new phase of stronger and sustainable international competitiveness.

Background Papers: the following background papers were used in the preparation of this report:

- Letter of invitation from Rt Hon Greg Clark MP dated 5 November 2012
- Initial Equalities Impact Assessment
- Cambridgeshire County Council Cabinet Report on 18 December 2012
- Cambridge City Council Strategy and Resources Scrutiny Committee on 20 December 2012
- South Cambridgeshire District Council Cabinet Report on 13 January 2013

Appendices: Draft Expression of Interest – Greater Cambridge City Deal

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet

3 June 2013

AUTHOR: Executive Director (Corporate Services)

CORPORATE PLAN 2012/2013: REVIEW OF PERFORMANCE**Purpose**

1. This report summarises performance against the Council's key actions for 2012-13 as set out in the Corporate Plan 2012-2017, in terms of delivery of project objectives and associated performance indicators.

Recommendations

2. Cabinet is invited to consider, comment on and note the Council's performance as set out in the report and **Appendix A attached**.
3. This recommendation is required to enable Cabinet to review the organisation's performance during 2012-13. The review will inform the evidence base for the ongoing review of priorities and enable, where appropriate, resources to be redirected to address underperformance and reflect emerging priorities.

Background

4. In February 2012 Council agreed a Corporate Plan for 2012-2017 consisting of a high-level Vision and Strategic Aims, and using a number of approaches to carry out specific actions under each aim. Progress against these actions is measured quarterly through reports to Executive Management Team (EMT) and Cabinet.

Considerations – Corporate Plan Actions

5. The Council made good progress with implementing its key actions and has achieved a number of positive outcomes for service delivery – see **Appendix A attached** for commentary against each action. The table below picks out some specific successes and areas for improvement arising from learning from the implementation of key projects and the changing external environment. EMT considered the report at its meeting on 22 May 2013 and was satisfied that there are no other key performance indicators or projects causing concern.

Successes	Areas for Improvement
<p>Contact Centre first-time resolution rate consistently above 80%, compared to performance below 70% under the previous arrangements.</p> <p>Reduction of staff sickness absence levels – year-end average of 7.18 days per employee compared to 11.5 days during 2011-12.</p> <p>Year-end Council Tax, Business Rate (NNDR) and Rent collection figures of 99.2%, 99.2% and 98.9% respectively. Each surpassed tough targets, confirming SCDC as one of the top-performing district councils in the country in this regard.</p> <p>Improvement in Development Control performance in determining planning applications (e.g. performance in determining Other applications was above target for the last three months of 2012-13, having been below target prior to this) and reducing caseload to a more manageable level (around 400 cases compared to over 600)</p> <p>The Council's average processing time for Benefits claims was 12.71 days, within the target of 13 days.</p> <p>A survey conducted by Health and Environmental Services identified 95% business satisfaction rate with the Council's regulatory services.</p> <p>South Cambridgeshire has been declared the second best place in the country in which to do business (Municipal Journal / Local Futures)</p>	<p>Call waiting times for customers using the new Contact Centre have been longer than desired during peak periods. EMT approved the reallocation of existing, and the addition of extra, staffing resources to address this. Average call answer time has reduced, although it remains higher than we would like. The situation continues to be closely monitored through monthly reports to EMT.</p> <p>The new contact centre uses 'cloud' technology; there have been technical problems, which we continue to work proactively with our suppliers to resolve.</p> <p>The average time for processing change of circumstances Benefits forms did not reach target, although the final figure of 12.31 days represented an 0.5-day improvement on the 2011-12 figure. The number of change of circumstances forms to process increased by 15%, or 3,000 forms, over the same period.</p> <p>The headline reduction in total household waste diverted from landfill (including litter, road sweepings, fly tips, clinical waste and bulky collections) was 55.93%, below the target of 65%. The commentary under Council Action C2 provides a full explanation why this target was missed – see Appendix A for details.</p> <p>Only 72.2% of undisputed invoices were paid within ten days, against a target of 80%. EMT has reminded managers of the importance of prompt payment of suppliers, and will continue to monitor performance against this indicator closely during 2013-14.</p>

Implications

6. Financial	Year-end outturn information is being finalised, alongside the preparation of the annual accounts for audit; provisional figures will be circulated to EMT members for comment in early June, prior to submission to Cabinet on 27 June 2013 (including requests for budget rollovers)
Legal	None specific arising from this report.
Staffing	None specific arising from this report.
Risk Management	There are currently no performance issues with implications for the council's strategic risks, which are monitored on a quarterly basis by EMT and the Corporate and Customer Services Portfolio Holder.
Equality and Diversity	None specific arising from this report
Equality Impact Assessment completed	No Not applicable to an information report
Climate Change	None specific arising from this report.

Consultations

7. Corporate Plan aims and actions are based on residents' identified priorities and subject to consultation each year prior to adoption. The Council's Consultation Panel and Youth Council will be consulted on the key areas they feel the Council should be focussing on in terms of planning and delivering services and measuring effective performance; feedback from these exercises will inform the ongoing review of the Corporate Plan and performance management framework.
8. This report has been circulated to members of the Scrutiny and Overview Committee. Feedback and comments will be reported at the meeting.
9. The Corporate Governance Committee has recently reviewed the format and reporting process for key year-end documents, with a view to developing more integrated means of reporting through the Annual Governance Statement (AGS). As a result of this review, it is proposed that the AGS for 2012-13 will include reference to Corporate Plan performance.

Effect on Strategic Aims

10. This report and Appendix demonstrate that the Council has made significant progress against the majority of its actions during 2012-13, although particular areas for improvement remain. The commentary in Appendix A identifies a number of noteworthy achievements which are leading to positive outcomes for our customers.

Background Papers: the following background papers were used in the preparation of this report:

[Corporate Performance Health Card](#) (link available to Members and Officers; alternatively please contact Richard May on the number/e-mail address below)

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COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money		
ACTION A01 - Strengthen working with key partners, including MPs and the County Council.	Ray Manning / Jean Hunter	<p>Local and county-wide health, ageing well, waste and community safety partnerships are delivering practical outcomes on issues such as tackling anti-social behaviour and exploring joint waste procurement opportunities.</p> <p>We are working with the City and County Councils on issues such as City Deal, the Local Development Plan, Ultra-Fast Broadband, Procurement and Strategic Planning & Transportation: see Actions A3, A5, B1 and B6 for further details below.</p>
ACTION A02 - Invest in employees and members by carrying out actions in the Organisational and Member Development strategies.	Simon Edwards / Susan Gardner-Craig	<p>The 2013-14 Member Development Programme was approved by Cabinet in February 2013. The programme aims to deliver Members' general and specific training needs in the context of the Council's corporate priorities and the changing local and national context. During the final quarter of 2012-13, briefing sessions took place on Welfare Reform and the Council's budget, both of which generated positive feedback.</p> <p>A re-assessment process of the Council's Member Development Charter Status will take place in June 2013; preparations are underway.</p> <p>The Council continues to deliver a number of key initiatives within its Organisational Development Strategy. Recent developments include:</p> <p>We have enrolled 20 new staff of the second tranche of the</p>

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
		<p>Leadership Development Programme, whilst the first tranche have begun the second stage of follow-up modules relating to organisational culture, advanced coaching, performance management and leadership self-management.</p> <p>Flexible working - we launched a new flexitime policy at the beginning of April 2013 which abolishes core hours thereby increasing staff capacity to work hours which suit their circumstances, within the overall parameter of continuing to deliver excellent customer service.</p>
<p>ACTION A03 - Develop new and monitor existing shared services to achieve strengthened resilience and improved customer service.</p>	<p>Simon Edwards / Alex Colyer</p>	<p>Cabinet has agreed shared service arrangements for Payroll (Cambridge City Council) and Internal Audit (Peterborough City Council). The development of new shared services will achieve strengthened resilience and generate value for money efficiencies and ensure best use of Council assets whilst maintaining and strengthening first class services.</p> <p>Discussions are continuing regarding possible shared ICT, emergency planning and business continuity services with the City Council.</p> <p>We are undertaking joint commissioning of facilities management work, and are embedding and developing the shared Home Improvement Agency, learning lessons for similar future projects.</p>
<p>ACTION A04 - Maintain financial sustainability whilst channelling our resources to create opportunities for investment, sustainable borrowing and economic growth.</p>	<p>Simon Edwards / Alex Colyer</p>	<p>Council agreed a revised, balanced MTFS at its meeting on 28 February. The strategy requires us to deliver annual savings of £920,000 per year from 2014-15 whilst limiting council tax increases and absorbing further cuts in government grant funding, and we have set up a Business Efficiency Programme through</p>

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
		<p>which the bulk of these savings can be delivered.</p> <p>We have created a property company to deliver a mix of new-build properties to help meet local housing need (see B8 below)</p>
<p>ACTION A05 - Implement actions within the County-wide Asset Management Strategy to ensure best use of the Council's assets and benefit from opportunities to achieve efficiencies from working together.</p>	<p>James Hockney / David Whiteman-Downes / Alex Colyer</p>	<p>The Police and Crime Commissioner's team has completed its move to South Cambs Hall.</p> <p>We have been working with county partners to explore whether efficiencies can be achieved from the co-location of highway and waste management operations. The results of this work will be reported to Cabinet in September 2013.</p> <p>We are undertaking joint commissioning of facilities management work as part of the county council's framework contracts.</p>
<p>ACTION A06 - Implement a streamlined, integrated and accessible grants process to support localism.</p>	<p>Ray Manning / Jo Mills</p>	<p>The outcomes of a stakeholder consultation on changes to the grants framework informed recommendations which were agreed by the Leader on 1 February 2013.</p> <p>This decision provides for a simplified and refocused grants system, which better meets the current aims and priorities of the Council as well as the planned approach to savings agreed by Cabinet. Whilst significant savings have been found, the revised programme will protect and provide welfare advice, allow opportunities to strengthen partnerships with parishes and communities and that the changes in responsibility will build stronger links between Portfolio Holders and work relating to their service areas.</p> <p>The Leader has since approved the allocation of the final £114k towards capital schemes, and has agreed criteria for future grants</p>

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
		to support the voluntary sector. The Council is also exploring a community facilities loan scheme to support local groups in delivering capital schemes. The Community Chest small grants scheme continues to provide assistance to a wide range of groups and projects.
ACTION A07 - Develop a resilient and responsive planning service that is an effective tool to deliver corporate priorities.	Nick Wright / Jo Mills	<p>A series of actions have been taken in accordance with the Service Improvement Plan, including a streamlined and simplified process for determining Historic Buildings applications. Further actions have been completed by 31 March, including simplified report templates and arrangements for internal consultations. Work is underway on the next phase of the improvement plan, which will inform how the service should progress.</p> <p>Performance in terms of proportion of cases determined within target has improved and the key targets have been achieved during the last quarter. Since July, the average number of outstanding planning applications at the end of each month has remained below 400, from the highpoint of 600 in 2011.</p>
ACTION A08a - Develop and promote the implementation of the new interactive website.	James Hockney / David Whiteman-Downes / Alex Colyer	<p>The launch of the new intranet in April 2013 has brought to a close the initial development stage of the new web platform, which was launched in December last year with the redesigned website. The timetable for launching these facilities had to be brought forward, due to the Council's previous supplier going into administration in October 2012.</p> <p>The new website has generated significant interest so far, allowing us to gather feedback from a wide range of users. We have received over 270 written comments, the majority of which have been from individuals using the website. We've also heard directly from Councillors and colleagues. Issues raised through this</p>

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
		<p>feedback are being addressed as part of the next phases of development. We continue to invite comments through the link at the bottom of each webpage.</p> <p>The biggest weaknesses identified by earlier surveys on the old website concerned cluttered appearance and the navigation for top tasks. We're pleased to say that comments received to the new design and 'smart' search confirm these concerns have been addressed.</p> <p>We hope the new sites will help raise the profile of the Council and service areas, and continue to provide valuable emerging evidence on which to base future development decisions when designing possible alternatives to the current service approach.</p>
ACTION A08b - Develop and promote self-service through improved customer contact arrangements	James Hockney / David Whiteman-Downes / Alex Colyer	<p>Since the launch of the new website we have seen a 10% increase in usage by mobile devices, with positive responses to the display and use of electronic forms.</p> <p>A number of further improvements are planned, with the planning application search pages to be refreshed to link with the new planning system, improvements to the payments portal, new Freedom of Information pages and Open Data and new features associated with our Customer Contact Centre.</p> <p>Benefits e-forms are being tested live with visitors to the Cambourne Reception. Take-up and usage on e-forms will be investigated closely as part of business process reviews arising from the Business Efficiency Programme, to ensure that we are maximising their potential as a means of saving time and money.</p>

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
		<p>Call resolution in the new contact centre remains at over 83%, demonstrating a high quality of service being maintained at a particularly busy time of year, following distribution of council tax bills, rent bills, benefit statements and landlord year end letters, as well as poll cards, council tax reminders and council tax summons.</p>
<p>ACTION A09 - Ensure residents are better informed about the Council and its services.</p>	<p>James Hockney / David Whiteman-Downes / Jean Hunter</p>	<p>2012 was a record breaking year for South Cambs in terms of media coverage. We have achieved over 1300 items in the media, with 90% rated either positive or neutral. We also issued 220 press releases and dealt with 590 media enquiries.</p> <p>We have also improved our residents' magazine to include direct opportunities for readers to have their say on key issues such as the Council's future development plan and corporate objectives, both of which were subject of public consultation events during January 2013.</p> <p>The Communication Strategy has been refreshed to provide a more focussed forward plan and targets.</p>
<p>ACTION A10 - Build on existing social media networks to engage local communities and deliver the "Cambridgeshire Connection".</p>	<p>James Hockney / David Whiteman-Downes / Alex Colyer</p>	<p>The community mapping service is a key feature of the new website. We continue to seek to build strategic partners' & customers' support, including social media networks, and have recently obtained data from parish council which will be uploaded. We are also exploring the most effective ways of measuring take-up and value added by the service.</p>
<p>ACTION A11 - Work with the newly elected Tenant Participation Group (TPG) and other tenants to set up an independent Tenant Scrutiny Panel.</p>	<p>Mark Howell / Stephen Hills</p>	<p>The creation of a tenant scrutiny panel is a project over 18 months. We are working with a tenant led consultancy service -The Linchpin Project - to establish tenants' wants and training needs as well as working internally to establish mechanisms to enable the scrutiny function to go 'live' and be sustainable. In 2012/13 we ran 3 Open</p>

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
		Days, and began working with tenants and Linchpin. We are currently focussing our work with the elected TPG and other established Forums. In 2013 we will establish a more tenant focussed complaints process within housing, train tenants to enable a pilot scrutiny project to commence and agree the way scrutiny embeds into the democratic decision making processes for the housing service.
ACTION A12 - Ensure the new South Cambridgeshire Development Plan is based on effective engagement with members and parishes and reflects corporate priorities.	Pippa Corney / Jo Mills	Comments from Issues & Options 2 are being processed. A series of Member workshops have been held and the draft chapters of the Local Plan for the topics covered at these workshops were considered by the Planning Policy & Localism Portfolio Holder at her meetings on 21 March and 11 April 2013. The remaining draft chapters will be considered by the Portfolio Holder and Cabinet in June. Consultation on the draft Local Plan is anticipated to start in July 2013. The project is proceeding according to timescale.
AIM B – We will work with partners to create and sustain opportunities for employment, enterprise and world-leading innovation		
ACTION B01 - Work with partners to improve digital infrastructure.	Nick Wright / Alex Colyer	Throughout the year we have actively participated in the "Connecting Cambridge" initiative (County and Peterborough Superfast Broadband programme, for which grant funding has been received – see A1 above). The programme of activity will continue to 2015 (which includes procurement, project management to demand registration, demand stimulations, public relations and

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
		<p>delivery, including planning).</p> <p>South Cambridgeshire has been a leading partner in the registration process, making up 9,000 of the 26,000 residents and businesses. The success is shared by promotions with colleagues (e.g. Local plan, Communications and recruited local Digital Champions (residents and businesses).</p>
<p>ACTION B02 - Identify ways to support existing, developing and new businesses.</p>	<p>Nick Wright / Jo Mills</p>	<p>The Business Support programme has delivered impressive results. Beginning in October it has provided 15 workshops to 154 delegates of whom 99% rated all sessions as either 'excellent' or 'good'. Business diagnostic support has been provided to 75 organisations – 61 'light touch' and 14 more intensive face-to-face meetings making applications to the Business Support Fund. Of these applications, 8 have been paid, leaving approximately £12,000 underspent. It is proposed to roll this money forward to provide an additional round of workshops in the first half of 2013/14. Businesses have also been supported through Cambridge-Plus info, Commercial property search, Economic Development Panel, Inward investment initiatives and direct engagement.</p>
<p>ACTION B03 - Develop a strategy to reduce barriers to employment, thus reducing the impacts of benefits reform.</p>	<p>Nick Wright / Stephen Hills</p>	<p>Cabinet agreed a Pathway to Employment Strategy at its meeting in April 2013. The actions contained within the strategy provide a corporate approach that supports residents to find employment and/or training. Through the proposed Apprenticeship Scheme, the Council has the opportunity to support local development in training and employment and be an exemplar model for other businesses in the District to follow suit. Two apprentices are joining the Council as part of this initiative, one of whom has begun employment.</p>

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
ACTION B04 - Improve marketing to promote inward investment to South Cambridgeshire.	Nick Wright / Jo Mills	We are working to attract appropriate investment through leaflets, display materials and web optimisation, answering enquiries and business meetings in partnership with the Local Enterprise Partnership and UK Trade Investment (UKTI). The Council's approach towards inward investment is being independently reviewed.
ACTION B05 - Ensure our enforcement teams robustly target residents' problems and reduce "red-tape" and unnecessary burdens on businesses.	Sue Ellington / Mick Martin / Mike Hill	Actions to deliver all Cabinet-agreed recommendations of the Enforcement & Inspection Review are underway. Staff training on the new Intelligence Database has started to support the on-going fortnightly Tasking & Coordination Group meetings to "join-up" case management across SCDC. The major reorganisation of Health and Environmental Services to move to customer-focused, multi-skilled "Working with Business" and "Community Response" teams is now complete. This will further strengthen officers' work to target major problems facing local residents while better supporting local businesses to be successful. A Portfolio Holder Task and Finish Group has developed a corporate enforcement and inspection policy, which will be subject to stakeholder consultation before being submitted to Cabinet for adoption.
ACTION B06 - Work with partners to deliver an effective, collaborative approach to strategic planning and transport.	Pippa Corney / Jo Mills	The Joint Strategic Transport and Spatial Planning Group meets regularly to oversee the development of the Local Plans for SCDC and Cambridge City Council, and the County Council's Transport Strategy. The next meeting on 22 May will seek agreement for a co-ordinated strategy for the local area which will enable our Portfolio Holder and Cabinet to agree a draft Local Plan for consultation during June, covering key issues around village and major developments and transport infrastructure.

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
		<p>Work to submit our City Deal, setting out proposals to connect homes and jobs via improved infrastructure, is progressing to a point where we will present a joint bid, put together with the County Council, Cambridge City, the Local Enterprise Partnership and Cambridge University, to a delegation of Government Ministers during June 2013.</p>
<p>ACTION B07 - Ensure the effective delivery of Northstowe and other new communities.</p>	<p>Tim Wotherspoon / Jo Mills</p>	<p>In March 2013 Councillors approved headline items for the legal agreement to secure developer contributions towards affordable housing and infrastructure for the Phase 1 development, granted Outline Planning Permission earlier in the year. The agreement will secure 20% affordable housing and contributions towards community facilities and infrastructure equating to £20,000 per household. We hope to issue a Decision Notice by the end of July 2013.</p> <p>The Major phase, including retail units, at Orchard Park, was approved in August 2012 and, in the same month, the Decision Notice issued for the University's north-west application.</p> <p>Construction of new homes at Cambourne and Trumpington Meadows continues. Pre-application discussions are underway for land north of Newmarket Road and land north of Huntingdon Road, Cambridge</p>
<p>ACTION B08 - Work to deliver a range of homes that are affordable to all and where people want to live that will support economic growth and economic activity.</p>	<p>Mark Howell / Stephen Hills</p>	<p>Cabinet has agreed a Housing Development Strategy for 2012 – 2014 (in November 2012). A procurement exercise has been completed to get the Council's legal advice team in place. A design team has been appointed. A new arms-length development company has been set up (Dec 2012), with the potential to deliver homes to meet local need and provide income-generating opportunities for the Council. Cabinet will be asked to consider the</p>

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
		<p>options in a report to the meeting on 3 June 2013.</p> <p>Planning permission has been obtained for the first new build Council properties, at Linton, and these are on target for completion by the target date.</p>
<p>AIM C – We will make sure that South Cambridgeshire continues to offer outstanding and sustainable quality of life for our residents</p>		
<p>ACTION C01 - Work with partners to encourage local environmental enhancements including the Chalk Rivers project.</p>	<p>Nick Wright / Jo Mills</p>	<p>Enhancement projects for the Rivers Mel and Shep have been completed. Six new Community Orchards have been supported. Six planning-related proposals have been supported. The Chalk Rivers project was not successful in securing external funding and therefore has been deferred. Revised catchment restoration projects are being developed for Hoffer and Bourn Brooks and Bar Hill.</p>
<p>ACTION C02 - Promote the benefits of black-bin waste minimisation and maximising the use of enhanced recycling facilities by households and businesses to reduce the environmental impact of our waste.</p>	<p>Sue Ellington / Mick Martin / Mike Hill</p>	<p>Initiatives to promote black-bin waste minimisation and recycling are progressing well. (Textiles, Village recycling bins, RECAP Joint Waste Partnership).</p> <p>Trade waste recycling continues to improve. The figure for 2012/13 was 19.59% recycled, an increase on the target of 15%.</p> <p>The headline reduction in total household waste diverted from landfill (including litter, road sweepings, fly tips, clinical waste and bulky collections) was 55.93%, is primarily due to unseasonably prolonged wet weather conditions, which resulted in a decrease in the amount of green waste that could be composted as it was simply too wet. Changes to tipping protocols for tyres, white goods</p>

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
		<p>and small electrical items, also led to a technical increase in recorded total household waste collected.</p> <p>A separate collection of food waste capable of exceeding the 65% diversion target was scoped but not implemented, as the additional cost of between £500,000 and £800,000 per year could not be justified simply to achieve the target. However, investigation of food waste collections continues as part of the RECAP Whole Systems programme.</p> <p>If the effects of the exceptional weather are excluded, the 2012/13 diversion rate, based on a like-for-like comparison of household waste collected through the blue, green and black bins i.e. excluding road sweepings, fly tips etc. is 61.09% compared with 60.99% in 2011/12.</p>
ACTION C03 - Develop solutions to deliver co-ordinated community transport.	Nick Wright/ Jo Mills	An updated Community Transport Strategy is being finalised for consultation. Work to bring forward a pilot Demand Responsive Transport (DRT) solution in the south-west of the district is progressing and has been well-supported at community level. Planning is now at a sufficiently advanced stage to facilitate a full procurement process.
ACTION C04 - Work with older people to improve their independence and quality of life and ensure that our sheltered housing schemes remain attractive places to live.	Mark Howell / Stephen Hills/Mike Hill	<p>The new Sheltered Housing service continues to produce positive outcomes through targeted work by support staff for residents with specific needs. Estate Officers have led initiatives to boost community cohesion through greater use of communal rooms, for example Keep Fit schemes for older people to which the wider community have been invited. The first session at Cottenham attracted 18 attendees.</p> <p>Following the adoption of Age Well as a key priority in the</p>

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		<p>Cambridgeshire Health & Wellbeing Board Strategy, the Ageing Well partnership group is being merged into the South Cambridgeshire Local Health Partnership. Work to roll-out the new “Community Navigators” scheme across the District began with a launch event on 13th May 2013, with the Portfolio Holder joining the Project Steering Group. A further local launch is planned for June 11th at one of our sheltered schemes.</p>
<p>ACTION C05 - Work together with our Local Health Partnership, GPs and communities to protect and improve public health, meet local health needs and reduce and prevent future health problems.</p>	<p>Sue Ellington / Mick Martin / Mike Hill</p>	<p>The Local Health Partnership continues to work closely with the Crime and Disorder Reduction Partnership and held a successful joint workshop in January to look at growth and in particular Northstowe. Links with mental health colleagues continue to build and a small project team has been set up to develop an outline business case to tackle issues relating to anti-social behaviour and mental health.</p> <p>Cllr Ellington has been re-elected as the district council representative on the Health and Wellbeing Board. The Health and Wellbeing Strategy Action Plan was agreed at the Board on 16 April 2013. SCDC has been engaged in the action planning process and the draft plan went to EMT in January 2013 for comments.</p>
<p>ACTION C06 - Develop a sustainable process to address the accommodation needs of Gypsies and Travellers.</p>	<p>Mark Howell / Stephen Hills</p>	<p>The provision of sites for Gypsy and Traveller accommodation continues to be a theme that is being explored as part of the consultation on the Council’s Local Development Plan. In addition, the Affordable Homes section has been working with the Homes and Communities Agency to secure Government funded investment to secure the long term future of existing sites as well as the provision of new sites once a suitable location has been identified. Around £1.5M has been secured so far. Affordable</p>

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
		<p>Homes is also working closely with local landowners and parish councils to consider potential sites that can then be taken through the planning process. The Council will be assisted with these community consultations by the Ormiston Trust.</p> <p>Seven Gypsy & Traveller pitches were granted permanent consent by the Planning Committee in April 2013.</p>
<p>ACTION C07 - Ensure benefits reform is implemented as smoothly and as effectively as possible.</p>	<p>Simon Edwards / Alex Colyer</p>	<p>The Council's local scheme was formally agreed in January 2013 and launched in April 2013. The implementation has been smooth, with additional capacity brought into the contact centre to improve resilience following initial notification of Council Tax and benefit entitlement. The scheme will be reviewed as part of the Revenues and Benefits Service Plan for 2013-14.</p>
<p>ACTION C08 - Work with local communities and businesses to develop and deliver actions on climate change that make a difference.</p>	<p>Nick Wright / Jo Mills</p>	<p>A successful and innovative year has delivered:</p> <ul style="list-style-type: none"> - The Cambourne Parish Energy Fund (creative response to discharging on-site renewable energy policy – incorporating extensive PV arrays on public buildings in Cambourne). - Enhanced Sustainability Show Homes in Trumpington Meadows and Upper Cambourne (including drafting into the new Local Plan) - Maintenance and further development of the Sustainable Energy Parish Partnership – winning regional Carbon Footprint Award from National Energy Action. - Green Deal 'Community Connection' project that has brought together all Cambs' local authorities in successfully securing £75k Govt funding and working to procure necessary business relationships to launch single Green Deal brand for Cambridgeshire in the coming year. - Approval of the district's first community wind turbine in Gamlingay - The development of a sustainable business assessment

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		tool for agriculture and public houses.
ACTION C09 - Work to ensure the provision of a sustainable housing service for the Council's sheltered housing residents.	Mark Howell / Stephen Hills	The new Sheltered Housing service continues to produce positive outcomes through targeted work by support staff for residents with specific needs. Estate Officers have led initiatives to boost community cohesion through greater use of communal rooms, for example Keep Fit schemes for older people to which the wider community have been invited. The first session at Cottenham attracted 18 attendees.
ACTION C10 - Ensure the effective delivery of the Children and Young People's Plan and the development of the Youth Council.	Pippa Corney / Jo Mills, Mike Hill	The majority of the Children & Young People's Plan agreed in 2011-12 has now been delivered with the successful launch of the South Cambridgeshire Youth Council in January 2013. An updated Plan is now being drafted. The Children & Young People's Partnership is successfully delivering projects in Chesterton, and supporting access to mental health services for young people across the District.
ACTION C11 - Celebrate rural life through the Diamond Jubilee, 2012 Olympics, Community Pride, Village Heroes' and best-kept garden awards.	Ray Manning / Jo Mills	The Parklife, Paralympic Flame Event, Village Hero Awards and Best Kept Gardens Awards have all been completed. The 'Emerge' arts programme of events celebrating young talent has been delivered.
ACTION C12 - Continue support for community orchards, hedgerows, tree-planting and other conservation and enhancement projects.	Nick Wright / Jo Mills	We have planted 6 community orchards (target 6), 30 trees (target 30) and 2500 metres of hedges (target 2500 metres) supported by parish planting/trees and hedges grants. 11 historic buildings grants have been awarded.
ACTION C13 - Work with parish councils and police to implement new local policing arrangements which	Sue Ellington / Mick Martin / Mike Hill	The Council (SCDC) continues to work closely with Cambridgeshire Police in their new operational arrangements based on the District boundaries. A Police Inspector attends fortnightly SCDC Tasking and Coordination Group to share intelligence and support joint

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improve community safety.		<p>operations. SCDC continues to support 7 Police Panels across the District and is working with Police to improve resident and Parish engagement with these events. A PCSO is now partly based at South Cambs Hall to help reduce business crime in support of the SCDC "Open for Business" Priority.</p> <p>Figures published during the year showed a 6% drop in overall crime, whilst the district has recently been judged one of the most peaceful places to live in the country in a survey produced by the Institute for Economics and Peace.</p>