

South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 03450 450 500
f: 01954 713149
dx: DX 729500 Cambridge 15
minicom: 01480 376743
www.scambs.gov.uk



15 October 2015

To: Councillor Peter Topping, Portfolio Holder

Henry Batchelor
Grenville Chamberlain
Jose Hales

Opposition Spokesman
Scrutiny and Overview Committee
Opposition Spokesman

Dear Sir / Madam

You are invited to attend the next meeting of **CORPORATE AND CUSTOMER SERVICES PORTFOLIO HOLDER'S MEETING**, which will be held in **LEADER'S ROOM - SOUTH CAMBS HALL** at South Cambridgeshire Hall on **FRIDAY, 23 OCTOBER 2015 at 10.00 a.m.**

Yours faithfully
JEAN HUNTER
Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA		PAGES
PROCEDURAL ITEMS		
1.	Declarations of Interest	
2.	Minutes of Previous Meeting The Portfolio Holder is asked to sign the minutes of the meeting held on 4 September 2015 as a correct record.	1 - 4
DECISION ITEMS		
3.	Corporate Services - Identification of Service Priorities for 2016-17	5 - 10
4.	Corporate Plan Annual Report 2014-15	11 - 24
STANDING ITEMS		
5.	Forward Plan Items to be considered by the Corporate and Customer Services Portfolio Holder include: <ul style="list-style-type: none">• IT shared services and performance• Digital by Default programme	
6.	Date of Next Meeting Attendees are requested to bring their diaries.	

OUR LONG-TERM VISION

South Cambridgeshire will continue to be the best place to live, work and study 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.

OUR VALUES

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

- Working Together
- Integrity
- Dynamism
- Innovation

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

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Agenda Item 2

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of the Corporate and Customer Services Portfolio Holder's Meeting held on
Friday, 4 September 2015 at 10.00 a.m.

Portfolio Holder: Peter Topping

Councillors in attendance:

Opposition spokesmen: Henry Batchelor

Also in attendance: Lynda Harford

Officers:

Patrick Adams	Senior Democratic Services Officer
Alex Colyer	Executive Director, Corporate Services
John Garnham	Principal Accountant (General Fund & Projects)
Richard May	Policy and Performance Manager

1. DECLARATIONS OF INTEREST

None.

2. STRATEGIC RISK REGISTER

The Principal Accountant (General Fund & Projects) introduced this report, which invited the Portfolio Holder to review the Strategic Risk Register, before it was formally reported to Cabinet on 10 September 2015. He explained that whilst the Corporate Governance Committee was responsible for the risk management strategy, the Executive was responsible for agreeing and owning the specific risks facing the Council.

STR05 – Lack of land supply

Councillor Lynda Harford explained that 220 homes had been granted consent at Barrington and not 199, as stated in the report. The importance of the A14 upgrade to Northstowe Phase 2 was noted.

STR08 – Medium Term Financial Strategy (MTFS)

The Executive Director explained that a report would be taken to Cabinet in November to discuss possible implications of the Government's autumn statement and local government finance settlement.

STR03 – Illegal Traveller encampments or developments

Councillor Lynda Harford expressed concern at EMT's recommendation to reduce the impact score of this risk, as in her view nothing significant had changed.

STR28 – Recruitment & Retention

It was noted that EMT were proposing that this risk regarding reduced staffing capacity be added to the register. It was hoped that sharing services with other neighbouring authorities could help mitigate this risk. The Corporate and Customer Services Portfolio Holder stated that general discussion on this issue should take place at the Finance and Staffing Portfolio Holder meetings.

The Corporate and Customer Services Portfolio Holder **RECOMMENDED** the Strategic Risk Register to Cabinet.

3. TRAVEL TO WORK PLAN 2015-2020

The Policy and Performance Manager introduced this revised travel plan for South Cambridgeshire Hall, by highlighting the need for a culture change at the Council to meet the targets in the Plan. It was noted that, as a planning authority, there was an expectation that Council staff should lead by example when travelling to work.

Working with partners

This Travel to Work Plan was for South Cambridgeshire Hall and so included officers from partner organisations who were now resident in the building. The Policy and Performance Manager explained that he was liaising with the Office of the Police and Crime Commissioner on this issue.

Homeworking

It was expected that an increase in home working would help the Council to meet its target. This had been made possible by advances in technology, which allowed remote working and changes in working practices and management. "Hot-desking" also helped to embed a culture of flexible working, which meant fewer staff in the office.

Walking and cycling to work

It was noted that approximately 30-40 staff lived in Cambourne. The Policy and Performance Manager explained that the Council was considering having pool cars to allow staff who lived locally to leave their cars at home but still have access to a vehicle in emergencies.

The Corporate and Customer Services Portfolio Holder requested a progress report in approximately six months' time and he

AGREED The Travel to Work Plan for South Cambridgeshire Hall for 2015-2020.

4. CUSTOMER SERVICE PERFORMANCE 2015/16 QUARTER ONE

The Policy and Performance Manager presented this report which updated the Portfolio Holder on the Council's customer service performance in respect of complaints handling, web usage, feedback and customer satisfaction.

It was noted that the number of complaints for the first quarter of 2015/16 (1 April – 30 June 2015) had fallen to 28, which was 26 fewer than the previous quarter.

Contact centre

It was understood that there was a correlation between the increase in the number of calls dealt with solely by contact centre staff and the increase in the waiting time for callers.

The Council was liaising with British Telecom to try and introduce a system that would allow the Council to ascertain how many callers had to wait for over two minutes before being answered. It was possible that the Council would have to introduce its own system.

The Executive Director explained that a dedicated rents line was being piloted before it was formally introduced. The new number would be publicised in the winter edition of South Cambs Magazine.

Planning complaints

It was explained that the 36% response rate of complaints made to Planning and New Communities within the target time reflected the fact that this department was currently understaffed. It was noted that the APAS planning system would have to be down for

approximately a week and so it was expected that this would be carried out right after the next Planning Committee meeting.

Waste collection services

The councillors present praised the Council's waste collection services for achieving a high level of residents' satisfaction. It was noted that residents were being encouraged to use the missed bin e-form instead of filling out the formal complaints form.

Complaints to councillors

It was noted that many complaints that were made to councillors were resolved without going through the complaints system and this saved officer time.

The Corporate and Customer Services Portfolio Holder recommended that all councillors should visit the Council's Contact Centre to see the professional way that they dealt with a wide range of queries.

The Corporate and Customer Services Portfolio Holder **NOTED** the report.

5. FORWARD PLAN

The Corporate and Customer Services Portfolio Holder stated that he would only hold these meetings if it could add value, by determining and discussing matters that could not be discussed by another meeting or group. He then suggested the following areas should be discussed at future meetings:

- The Council's Digital by Default programme.
- IT shared services and performance.
- Corporate Service Plan.

6. DATE OF NEXT MEETING

It was agreed that the next meeting would be held on Friday 23 October at 10am.

The Meeting ended at 11.45 a.m.

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Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Corporate and Customer Services Portfolio Holder

23 October 2015

AUTHOR/S: Executive Director (Corporate Services)

CORPORATE SERVICES – IDENTIFICATION OF SERVICE PRIORITIES FOR 2016-17

Purpose

1. This report sets out service priorities for Corporate Services for 2016-17, presented for Portfolio Holders' approval as the basis for the development of full service plans. The Finance and Staffing Portfolio Holder will be asked to approve his service priorities as a decision outside the meetings process.
2. This is not a key decision as it relates to approval for a series of draft priorities for which full business cases and project plans will be developed as part of full service plans, to be approved by 31 March 2016.

Recommendations

3. The Portfolio Holder is recommended to:
 - (a) agree the emerging priorities set out in paragraph 8 below as the basis for the development of the Corporate Services service plan for 2016-17, noting that resource requirements will be incorporated as part of the review of the Medium Term Financial Strategy (MTFS) and development of detailed estimates, and
 - (b) recommend to Cabinet the indicative ICT capital programme set out at Appendix A **attached** as the basis for discussions to ensure alignment with strategic partners as part of the emerging shared service business model.

Reasons for Recommendations

4. The recommendation is required to enable Portfolio Holder endorsement for service priorities to inform the development of 2016-17 service plans.

Background

5. Service priorities are required to be approved in advance of full and final plans being prepared for publication on 1 April 2016, in accordance with the Council's agreed corporate planning cycle.

Considerations – Policy context and service priorities

6. Corporate Services will continue to support South Cambridgeshire District Council to achieve its corporate objectives and provide services to the key internal and external customers of the Council in an accessible, effective and efficient manner, in an environment of major legislative and demographic change, and amidst ongoing pressure to reduce public sector spending.

7. The implementation of shared Legal and ICT services from 1 October 2015, led by Cambridge City and Huntingdonshire District councils respectively, requires a slightly modified approach to service planning to reflect agreed governance arrangements. Each shared service will develop fully scoped and costed business plans for 2016/17, which will be subject to internal Member scrutiny by each of the partners, and collective sign off by the Shared Services Partnership Board. In this context, the Executive Director (Corporate Brief) will assume lead 'client-side' responsibility for monitoring the effectiveness of shared services arrangements, as part of which he will ensure that SCDC's needs are reflected in emerging business plans.
8. The table below sets out service plan priorities for 2016-17 for which Corporate Services will be lead directorate. In addition to the items listed in the Table, the directorate will continue to play a pivotal role in supporting service delivery and business change across the organisation; these projects will be identified from service priorities agreed by the Council's operational directorates, with Corporate Services's input to be scoped in detail as part of the development of full business cases and project plans:

Item	Lead Service Area(s)	Lead Portfolio
Deliver corporate business change programmes	Business Improvement and Efficiency	Corporate and Customer Services
Deliver Digital by Default project	Business Improvement and Efficiency / Communications	Corporate and Customer Services
Implement Member Development Strategy	Democratic Services	Corporate and Customer Services
Monitor and evaluate ICT and Legal Shared services	Executive Director / Shared Services Partnership Board	Corporate and Customer Services
Deliver ICT strategic priorities through the Shared ICT Service Catalogue	3C Shared Services	Corporate and Customer Services
Deliver Legal Services annual business plan	3C Shared Services	Corporate and Customer Services
Work with Boundary Commission to deliver Boundary Review	Elections	Corporate and Customer Services
Deliver an outstanding customer contact service	Customer Contact Service	Corporate and Customer Services
Ensure the impacts of welfare reform continue to be managed smoothly and effectively	Revenues and Benefits	Finance and Staffing
Implement Organisational Development Strategy	Human Resources	Finance and Staffing
Maintain a viable financial strategy	Finance, Policy and Performance	Finance and Staffing
Implement new financial management system following procurement	Finance, Policy and Performance	Finance and Staffing
Take forward finance service task and role realignment as part of an emerging shared service structure	Finance, Policy and Performance	Finance and Staffing

Considerations – Resources

9. The service priorities identified above will be taken forward using existing resources, whilst delivering more efficient methods of working, building resilience and creating income opportunities for the Council.
10. An indicative ICT Capital Programme is **attached as Appendix A** to this report, setting out SCDC's priorities. The programme will be subject to amendment and refinement following discussions with shared services partners, to reflect the emerging shared service business model.

Options

11. The Portfolio Holders are invited to endorse the service priorities as presented; however, they may alter or amend the priorities, having regard to the policy context within which the service operates and to the needs of customers.

Financial Implications

12. Detailed estimates for all Corporate Services will be submitted to the Portfolio Holders as part of the Council's annual budget-setting cycle.

Risk Management Implications

13. The final service plan will include a section summarising key risks affecting the service and measures to mitigate against them. A number of service priorities are driven by the need to recognise and respond to risks arising from the national legislative environment in which the Council operates, particularly with regard to welfare reform and long term financial viability.

Equality and Diversity Implications

14. This report has not been impact-assessed; however, the final service plan will contain an equality impact assessment overview, signposting where specific services and projects will need to be subject to fuller Equality Impact Assessments.

Consultations

15. Consultation on Corporate Plan priorities and the draft MTFS will take place following Cabinet approval in November 2015, including with the District's Youth Council. Consultation requirements relating to specific projects will be identified as part of the development of outline business cases and project plans, and set out within the final service improvement plan.

Effect on Strategic Aims

16. The service plan proposals will contribute to the delivery of all the council's strategic objectives, linking these through a Golden Thread to service-level priority action plans and individual objectives.

Background Papers: The following background paper was used in the preparation of this report: Corporate Plan 2015-2020

Contact Officer: Alex Colyer – Executive Director (Corporate Services)
Telephone: (01954) 713023 e-mail: alex.colyer@scambs.gov.uk

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CAPITAL PROGRAMME
(at outturn prices, with grants adjusted to commitments basis)

	Estimate 2015/2016 £	Revised Estimate 2015/2016 £	Estimate 2016/2017 £	Estimate 2017/2018 £	Estimate 2018/2019 £	Estimate 2019/2020 £	Estimate 2020/2021 £	Estimate 2020/2021 £
Corporate and Customer Services Portfolio								
ICT Development:								
PC Refresh Programme	35,000	35,000	10,000	10,000	35,000	10,000	10,000	35,000
New Server Technologies	80,000	80,000	15,000	15,000	30,000	15,000	15,000	30,000
Share Point Portal Server	0	0	10,000	10,000	10,000	10,000	10,000	10,000
Government Connect	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Network Infrastructure upgrade	100,000	0	100,000	0	0	0	0	0
Network security	10,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000
Housing management system	100,000	100,000	100,000	100,000	0	0	0	0
Replacement CMS (website)	0	0	25,000	25,000	0	0	0	0
MS Office suite	25,000	25,000	0	0	0	0	0	0
GIS Development Programme	25,000	25,000	0	0	40,000	0	0	40,000
Financial Management System (FMS)	5,000	5,000	0	0	0	0	0	0
Financial Management System (FMS) - New Joint Implementation		190,000	10,000	10,000	10,000	10,000	10,000	10,000
Income Management System	4,000	4,000	10,000	10,000	10,000	10,000	10,000	10,000
NLIS / Land Charges System	5,000	5,000	0	0	0	0	0	0
Council Chamber PA System	0	0	0	0	60,000	0	0	0
ICT Security - Threat Management Gateway	0	0	0	15,000	0	0	0	0
Windows Server 2003 Replacement	35,000	35,000	0	0	0	0	0	0
Windows Server 2008 Replacement	0	0	0	0	0	35,000	0	0
Storage Array for Information@Work	25,000	25,000	0	5,000	0	5,000	0	5,000
Major Systems Upgrade (Planning & New Communities and H & ES)		0	150,000	0	0	50,000	0	0
VM (virtual machine) Server Environment	180,000	0	180,000	0	50,000	0	0	50,000
CPSN Procurement	0	0	0	20,000	0	0	0	0
Aerial Photography Refresh	0	0	15,000	0	0	15,000	0	0
SQL Server Replacement	0	0	0	0	0	50,000	0	0
VDI / Thin Client Replacement	0	0	0	0	0	300,000	0	0
Active Directory Server Environment	20,000	20,000	20,000	0	10,000	0	10,000	0
Replacement Firewall and Service Gateways	0	0	0	0	60,000	0	0	0
WiFi Network Expansion	20,000	0	0	0	0	0	0	0
	674,000	564,000	670,000	235,000	340,000	525,000	90,000	205,000
Supplementary Council Approval re FMS		(190,000)						
	<u>674,000</u>	<u>374,000</u>	<u>670,000</u>	<u>235,000</u>	<u>340,000</u>	<u>525,000</u>	<u>90,000</u>	<u>205,000</u>
						<u>2,144,000</u>		
ORIGINAL APPROVED PROGRAMME (restated following Website reallocated)		674,000	434,000	274,000	331,000	400,000		
						<u>2,113,000</u>		
Precautionary Items								
Wifi Network Expansion		20,000			20,000			
Fixed Wire Network Expansion			20,000					
Mobile Computing Requirements			70,000			70,000		
Mobile Telephony Upgrade			20,000			20,000		
Data Centre Consolidation / Migration			100,000					
MS Exchange Server (PSN) Compliance			20,000		5,000		5,000	
	<u>0</u>	<u>20,000</u>	<u>230,000</u>	<u>0</u>	<u>25,000</u>	<u>90,000</u>	<u>5,000</u>	<u>0</u>
						<u>365,000</u>		

ICT CAPITAL PROGRAMME - SUMMARY

	Estimate 2015/2016 £	Revised Estimate 2015/2016 £	Estimate 2016/2017 £	Estimate 2017/2018 £	Estimate 2018/2019 £	Estimate 2019/2020 £	Totals £	Estimate 2020/2021 £	Estimate 2020/2021 £
REVISED CAPITAL PROGRAMME as per S RAYMENT (OCTOBER 2015) Supplementary Council Approval re FMS	674,000	564,000 (190,000)	670,000	235,000	340,000	525,000		90,000	205,000
AS ABOVE LESS THE SUPPLEMENTARY APPROVAL	674,000	374,000	670,000	235,000	340,000	525,000	2,144,000	90,000	205,000
ORIGINAL APPROVED PROGRAMME (AS PER COUNCIL FEBRUARY '15) - Restated following reallocation of £25k pa for website		674,000	434,000	274,000	331,000	400,000	2,113,000		
ADDITION TO CURRENTLY APPROVED 5-YEAR CAPITAL PROGRAMME							(31,000)		
PRECAUTIONARY ITEMS (POSSIBLE INCLUSIONS)		20,000	230,000	-	25,000	90,000	365,000	5,000	0

Agenda Item 4



South
Cambridgeshire
District Council

Report To: Corporate and Customer Services
Portfolio Holder
Lead Officer: Executive Director (Corporate Services)

23 October 2015

Corporate Plan Annual Report 2014-2015

Purpose

1. To present an Annual Report to the Portfolio Holder for consideration and endorsement, summarising key achievements against the 2014-2019 Corporate Plan. This is not a key decision

Recommendations

2. It is recommended that the Portfolio Holder approve the Annual Report 2014-2015, set out at **Appendix A**, for publication, and authorise the Executive Director to finalise and publish the report and appendix in light of feedback.

Reasons for Recommendations

3. It is appropriate for a report providing an accessible public record of the Council's achievements against its last Corporate Plan to be formally endorsed at Portfolio Holder level.

Considerations

4. The Council worked towards twelve corporate objectives during 2014-2015 as part of its rolling five-year Corporate Plan, identifying twelve key measures of performance to assess progress against each. Full commentary on our performance against these objectives and indicators was included within the year-end Position Report, presented to Scrutiny and Overview Committee and Cabinet in July 2015, available to view on the Council's website [here \(see Item 12\)](#). The attached report presents an attractive and accessible summary of principal achievements and performance highlights to accompany the fuller report, enabling strong performance to be recognised and celebrated within and outside the organisation.

Options

5. The Portfolio Holder is invited to endorse, amend or reject the Annual Report presented at **Appendix A**.

Implications

6. There are no significant implications arising directly from this report and recommendations.

Effect on Strategic Aims

7. The report summarises a high-level summary of the Council's principal achievements against its strategic aims during 2014-2015.

Background Papers:

[Corporate Plan 2014-2019](#)

[Year-end Position Report on Finance, Performance and Risk \(see item 12\)](#)

Report Author: Richard May – Policy and Performance Manager
Telephone: (01954) 713366
Email: richard.may@scambs.gov.uk



South
Cambridgeshire
District Council

A review of the Council's performance

Annual Report 2014 - 2015



03450 450 500

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September 2015



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We are committed to being a listening Council, providing first class services accessible to all	-	2
Aim B		
We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family	-	4
Aim C		
We are committed to making South Cambridgeshire a place in which residents can feel proud to live	-	6
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Welcome to our Annual Report, which looks back at South Cambridgeshire District Council's performance and achievements since the launch of our Corporate Plan in April 2014.

It sets out what we have achieved for the community in terms of maintaining sound financial management, providing high quality services and contributing to residents' quality of life. There have been some notable achievements.

We have delivered major projects as part of a Business Improvement and Efficiency Programme (BIEP) to generate savings and implement better ways of working, including the introduction of new waste collection arrangements which has generated annual savings of £400k.

We signed a ground-breaking City Deal with government, as part of which we have identified transport infrastructure priority projects and agreed proposals to deliver up to 8,000 affordable homes and improve skills and digital connectivity.

A strategic partnership with Huntingdonshire District Council is underway, overseeing the development of full business cases for shared Building Control, ICT and Legal Services to reduce costs and increase resilience whilst maintaining and enhanced service standards. We have increased the percentage of household waste diverted from landfill and ensured the completion of over 200 new affordable homes.

Our district remains a fulcrum for the development of new communities, and during the year we resolved to grant Outline planning permission for Phase Two of the Northstowe development, which will deliver 3,500 new homes, alongside vital community facilities.

We have continued to demonstrate sound financial management, agreeing a balanced financial strategy for the next five years and delivering a favourable year-end General Fund budget variance of over £1 million. These measures, alongside a continued drive for savings and income, will help us to remain one of the lowest-spending councils in England.

Many of our corporate objectives represent ongoing priorities towards a long term Vision, so there is much more work to do. We updated our Corporate Plan in February 2015 to reflect these. We've included links towards the end of this report to our updated plan and progress in delivering it; look out to for opportunities to shape our future Vision over the next few months.

All these successes have relied heavily on our highly committed and well-trained workforce and councilors, and we would like to take this opportunity to sincerely thank them for all that they do.



Cllr Ray Manning
Leader of Council



Jean Hunter
Chief Executive

What did we set out to do?

The Corporate Plan 2014-2019 set out the following Vision for the Council

‘South Cambridgeshire will continue to be the best place to live, work and study 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.

We have worked to attain our Vision through three Strategic Aims around the themes of Engagement, Partnerships and Well-being. Our key achievements under each aim are summarised below

So how did we do?

Aim A - Engagement - We will engage with residents, parishes and businesses to ensure we deliver first class services and value for money

Objective 1	Progress and achievements
<p>Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income</p> 	<p>We agreed to invest up to £7 million to our housing company, Ermine Street Housing, for the acquisition of up to 40 properties.</p> <p>The company has acquired 30 properties on the open market of which 28 have been let, and made offers on a further five. Much-needed housing provided, with local families prioritised.</p>
Objective 2	Progress and achievements
<p>Improve efficiency and value for money within a viable financial strategy</p>	<p>Outturn for 2014-15 showed a favourable General Fund variance of £1,196,000 (7.38%), without detriment to service delivery.</p> <p>Revised waste collection working arrangements launched in September 2014, have delivered annual ongoing savings of £400k and also reduced the number of bin lorries on the road and consequent emissions.</p>

Objective 3

Progress and achievements

Make the district an even more attractive place to do business

Key Account Management arrangements have been developed to deliver a joined-up approach to regulation and communication. We have key account managers in place for a number of local businesses and organisations, and have trained account managers from across directorates to provide a single point of contact for services, advice and partnership with SCDC.

We agreed an outline business case for a Business Hub service which will provide businesses with access to a 'One Stop' advice and support services on a variety of regulatory functions carried out by the district and county councils and Fire and Rescue service.

We delivered programme of business support workshops, described by one attendee as 'a valuable opportunity for any potential business' and 'a fantastic opportunity to learn.'

We held community pub events at the Plough and Fleece, Horningsea, attended by over 30 local businesses, and at The Plough, Shepreth. The events were attended by both landlords and parishes interested in setting up their own community pub and protecting it through the community asset register.

Objective 4

Progress and achievements

Work with tenants, parish councils and community groups to sustain successful, vibrant villages

We have been actively involved in the Connecting Cambridgeshire initiative, under which around 71,000 premises have been reached with superfast broadband, out of the target of 90,000.

350 Green Deal Assessments were completed in the district. 113 quotes had been accepted, representing grant funding of £610,102. 69 jobs in SCDC had been passed for installation and 29 installations completed.

Locality Development Officers for the North and South West areas have been appointed to work with public sector partners and communities to deliver local improvements.

The latest crime figures continue to show that the district continues to be a very safe place to live. Feedback from partners at the annual strategic community safety meeting praised SCDC for delivered improvements in working to combat anti-social behaviour.



New water park - Cambourne

Objective 5

Progress and achievements

Build new council homes to provide affordable accommodation to meet the needs of local communities

Construction of an exception site scheme at Swavesey to provide 20 council homes for local people began on site in Summer 2015

A new tenant on the Chalklands, Linton, scheme, Katy Lester, said: 'It's great to have a place to call home. Everything in the house is brand new and finished to a high standard. I feel very lucky and look forward to building a new life for myself here.'



New council homes - Swavesey

Aim B - Partnership - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation

Objective 6

Progress and achievements

Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working

City Deal partners (SCDC, the county council, University of Cambridge and Local Enterprise Partnership) signed an agreement with Government to secure £100 million funding to improve connectivity between homes and businesses in the Cambridge area.

We began work to implement the Deal, agreeing priority transport infrastructure projects to be delivered during its first five years, and a first budget which will fund work towards the delivery of up to 8,000 affordable homes, improved digital connectivity and skills, inward investment, assessment of economic impact and capacity to ensure leadership and successful programme delivery.

SCDC and Huntingdonshire District Council (HDC) formally agreed the development of a strategic partnership at their Cabinet meetings on 10 July 2014.

Working also with Cambridge City Council, the partners have agreed business cases for shared Building Control, Legal and Democratic Services and ICT. These proposals are anticipated to generate total annual savings of around £1.25m across the three councils, whilst improving resilience, providing career development opportunities for staff and enhancing service standards.

Objective 7

Progress and achievements

Move to a commercial approach to service delivery

We are identified a number of opportunities to take commercialisation forward including:

- A Business Hub providing 'One stop' regulatory advice: see objective (3) above
- In-house enforcement agents
- An expanded Trade waste service.
- Energy generation, including expansion of our scheme to fit solar panels to council properties
- Extension Lifeline Plus (Supported Housing) service

Objective 8

Progress and achievements

Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill

Cabinet (16 October) agreed to create a Single Shared Waste Service based at Waterbeach, with a single management structure and workforce, aiming to cut costs by 15% over three years.

Cambridge City & SCDC have appointed a Waste Operations Manager and Waste Policy, Change and Innovation Manager for the single service.

Major changes to the waste service, involving revised routes and the reduction of winter green bin collections, were successfully implemented during the year.

The waste efficiencies programme delivered over £200k of savings during 2014/15 and is on course to deliver further savings of £400k per year from 2015/16.

Overall recycling and composting performance has been unaffected, with an improvement on the previous year's performance from 57% to 58% of waste recycling and composted.

Changes also achieved environmental benefits equating to 56 tonnes to CO2 savings in a full year through reduction in fuel use.



Garden waste collections - Cambourne

AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents

Objective 9	Progress and achievements
Work with GPs and partners to link health services and to improve the health of our communities	<p>We have helped to deliver new community transport schemes to reduce rural isolation, including Royston and District Community Transport (part-funding to purchase a new minibus), Meldreth's Friendship Club (weekly and monthly services for access to shops and other local amenities) Care Network (three new community car schemes, as well as a new demand-responsive service covering villages in the south-west of the district).</p> <p>Work has continued to develop the Active & Healthy 4 Life exercise referral scheme, which operates in sports centres across the district, providing tailored exercise programmes for patients referred by health professionals registered with the scheme. An additional centre in Girton has been brought into the scheme, bringing the total to ten. Feedback from a resident benefiting from the GP referral scheme explained how it had 'given me the motivation to improve my health'.</p> <p>We have run successful children's holiday camps in sports such as Athletics (average 97 attending per summer session), Netball (52) and Rounders (36), and awarded elite athlete funding to eight individuals totalling £3,300.</p> <p>Our participation in the Together for Families project has helped turn around the lives of eight families across the district, and many more across Cambridgeshire.</p>



Active and Healthy 4 Life - Exercise Referral - Girton

Objective 10

Progress and achievements

Ensure the impacts of welfare reform are managed smoothly and effectively

Our council tax support scheme continued to protect our most vulnerable residents whilst we collected 98.8% of housing rent and 99.2% of all Council Tax due.

The Benefits Team has received an unqualified audit report. Of £30 million paid in housing benefit to around 7,000 households last year, the adjustment required to the return was below £200.

Objective 11

Progress and achievements

Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14

The Northstowe Joint Development Control Committee has approved Reserved Matters relating to access to the site, the dedicated busway, primary roads and junctions for the first phase of development. Phase 1 earth works, improvements to the B1050 and construction of the first Primary School have commenced.

The committee resolved to grant outline planning application for Northstowe Phase 2 in June 2015, followed by the agreement of Heads of Terms for a legal agreement to provide a package of community facilities worth over £70 million.

Councillors resolved to grant outline planning permission for a station at Chesterton.



Artists impression - Northstowe

Objective 12

Progress and achievements

Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households parks.

The Council helped 218 households to prevent homelessness during 2014/15.

44 households were in temporary accommodation at 31 March 2015, which is a reduction since the start of the year.

Average monthly expenditure on Bed & Breakfast accommodation has reduced from £2,075 during 2013/14 to £919 for 2014/15.



Measuring our Performance

During the year we measured 12 key performance indicators, linked to each plan aim, to assess how well we ran our business and delivered high quality services generating customer satisfaction. The main report cites some highlights around recycling, council tax and housing; the Appendix provides full details of annual performance against each indicator.

Looking to the future

Following consultation with residents we reviewed our corporate priorities and agreed an updated Corporate Plan in February 2015. The plan retained the same Vision and strategic aims and objectives, but was updated to reflect the stages that ongoing projects had reached, as well as new and emerging priorities. Visit www.scamb.gov.uk/council-aims-and-objectives to view the new plan and our progress in delivering it.



The BikeBus Explorer - Wimpole Hall