

CORPORATE PLAN 2017-2022 – THIRD QUARTERLY PROGRESS REPORT, FEBRUARY 2018 (APPENDIX A)

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
LIVING WELL			
Objective (A) - Support our communities to remain in good health whilst continuing to protect the natural and built environment.			
<p>(i) Proactive intervention to improve mental health and emotional wellbeing for all</p>	<p>Actions to better understand and address social isolation through:</p> <ul style="list-style-type: none"> (i) Social Prescribing pilot at Granta Medical Practice (with Local Health Partnership): Job description for social prescribing post agreed. Bid to County Council’s Innovate and Cultivate Fund submitted. (ii) Member Task and Finish Group: report recommendations agreed by Cabinet in November. (iii) CAB outreach service pilot operating from Willingham and Longstanton GP surgeries since July <p>Supporting parish councils to develop community-led activities to improve mental health:</p> <p>Event on Monday 9 October during Mental Health Awareness Week in Histon. Working in partnership with Histon and Impington Community and CCC (41</p>	<p>27 residents supported by a new weekly Citizens Advice Bureau outreach service at Willingham and Longstanton GP surgeries, launched in July 2017 (a Northstowe Healthy New Towns project).</p> <p>Participation levels in sports programmes: over 850 children have attended holiday camps. Over 5,000 visitors to annual Parklife event. South Cambs School Sports Partnership’s Year 4 Mini Olympics: over 1,500 participants</p>	<p>(i) Recruit to social prescribing post.</p> <p>(ii) Implement Task and Finish report recommendations:</p> <ul style="list-style-type: none"> - Develop parish toolkit - Set up timebanking pilots - Commission faith audit <p>(iii) Evaluate pilot</p> <p>Ongoing sports programmes: February Half Term and Easter holidays.</p>

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	<p>delegates).</p> <p>Run/talk event on 12th October as part of Mind/England Athletics reducing the stigma of mental health project. 10 people attended the event.</p> <p>Partnerships Review Committee mental health recommendations agreed by Cabinet in November.</p> <p>Annual programme of sports activities being carried out, including new initiatives such as an adult netball league.</p>		
<p>(ii) Support our residents to stay in good health as they grow older, with access to the services they need</p>	<p>Further promotion of the Active and Healthy 4 Life exercise referral scheme. 2016/17 Annual report presented to Portfolio Holder October 2017.</p> <p>Working with partners to ensure effective delivery of the handyperson scheme, including hospital discharge service.</p> <p>Tenant Scrutiny Review of uses of Communal Rooms on Sheltered Housing schemes: Tenant Scrutiny report presented to Portfolio Holder September 2017. Agreed action plan to take forward some of the recommendations and working group set up including councillors, staff and scrutiny team representatives to consider usage of rooms further.</p>	<p>2016/17 Active and Healthy 4 Life annual report produced highlighting the benefits of the scheme and the conditions treated. 50 completers recorded improvements in their blood pressure, 47 reduced their body fat % and 112 decreased their Body Mass Index. 272 clients started the scheme during 2016/17, and 112 completed courses (some clients will complete during 2017/18).</p> <p>Q1 – Q3 referrals = 187 and completions 86</p> <p>Over 100% increase in hospital discharges and referrals into the Handyperson scheme. Both Hinchingsbrooke and Addenbrookes</p>	<p>Further promotion of the exercise referral scheme with GPs and Health Professionals.</p> <p>Ongoing contract management of Handyperson Service.</p> <p>Outcomes from working group to be considered by Portfolio Holder in Spring 2018, seeking better use of communal rooms to meet the needs of communities.</p>

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		Hospitals referring into the scheme; there were 12 hospital discharge assessments for South Cambs residents completed in Quarter Two.	
(iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live	<p>A legal agreement has been signed to allow ice-rink construction on land off Newmarket Road, Cambridge, part funded by a £1.85 million loan from SCDC. Construction on site has begun.</p> <p>Agreement signed with parish and county councils to deliver £45 million of community and sporting facilities alongside new homes at Cambourne West including an athletics track and swimming pool.</p> <p>Participating in the Northstowe Healthy News Towns (HNT) programme:</p> <ul style="list-style-type: none"> - Sheffield Hallam older people's accommodation final report received and being used to inform provision on future new developments - Working with the NHS to develop new models of care, including a new joint post to be based at the Clinical Commissioning Group - Phase 2 Healthy Living, Youth and Play Strategy complete, including costed measures and health impact assessment. - Secured funding for a further 2 	<p>Between October and December 2017, the Council granted planning permission for six developments where s106 contributions in the region of £1,775,000 were secured for Parish Councils as well as the provision of new public open space and play areas, including Hardwick (£608k new community centre), Caldecote (£29k extension to Village Hall) and Cottenham (£25k new burial spaces).</p> <p>We also secured over £1 million towards primary school provision in Fulbourn, Cottenham, Swavesey and Caldecote.</p> <p>A further £25,000 Community Chest funding has been awarded between Oct-Dec, supporting 28 community projects in South Cambridgeshire..</p> <p>New Licensing Policy will enhance public safety by ensuring taxi drivers meet the highest standards.</p> <p>SCDC footway lights in Hardwick and Ickleton upgraded to LEDs and</p>	<p>Anticipated payment of ice rink loan to contractor, February 2018. Build completion scheduled for June 2018.</p> <p>Northstowe HNT:</p> <ul style="list-style-type: none"> • Commission Extra-care site appraisal tool from Sheffield Hallam (subject to additional NHS England funding). • Research report "Establishment of Base Data for Northstowe Healthy New Town modelling" (projection of health and care needs based on Cambourne data). • Preparation of research proposal "Evaluation of sustainable transport interventions at Northstowe" in collaboration with Centre for Diet and Activity Research (CEDAR) at the University of Cambridge. <p>Procure Timebanking partner and identify pilot areas.</p> <p>Adopt new Licensing Policy (Council 22 February 2018)</p>

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	<p>years for the HNT programme.</p> <p>Working with communities to increase the number of timebanking projects in the district. Obtaining quotes for procurement of delivery partner</p> <p>Working with parish councils to secure developer contributions (from applications and appeals) to fund improvements to recreation grounds, pavilions, play areas, and village halls and create new community transport initiatives in order to mitigate the impact of new development.</p> <p>Revised policy agreed by Licensing Committee following consultation.</p> <p>Developing pilots in Hardwick and Ickleton to trial viability of LED upgrading of footway lighting.</p>	<p>evaluated to inform 2018 review of service.</p>	<p>Quotes for LED upgrade works due back end January 2018. LEDs ordered, delivery February 2018. LED spec 'Smart City Sensor Ready'.</p>
(iv) Support local businesses to improve the health of their employees	<p>Build a network of 'mindful employers' to support improved mental health. Leaflet drafted, business team being briefed.</p>	<p>Businesses reporting improved employee health outcomes and associated business benefits will constitute success against this measure.</p> <p>Healthy options scheme rolled out to nine businesses.</p>	<p>Continue delivery of 'mindful employers' project</p>
(v) Work with other councils, the NHS and public sector partners, to make	<p>Embedding a "Think Family" & "Person-Centred" approach across SCDC to improve outcomes for families and older</p>	<p>Together for Families programme helping families in the district (177 families living in the district are on the</p>	<p>Project design complete and phase 1 reports received by March 2018.</p>

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<p>sure families with the most complex needs are supported to improve their own health, prospects and prosperity</p>	<p>people with complex needs: Early contact made with County Leads on Early Help and Adult Early Help.</p>	<p>Together for Families Programme). Families and older people with complex needs receive a joined-up, multi-agency response from South Cambs that improves their lives.</p>	<p>Expected project completion date 31 Oct 2018.</p>
<p>(vi) Improve existing private rented housing standards to ensure everyone can be safe and healthy at home</p>	<p>Promotion of Thermal Imaging Cameras for use over the winter months to identify where home improvements can be made to improve thermal efficiency.</p> <p>Explore new approaches to the Private Sector Stock Condition Survey to provide more cost-effective methods of gathering relevant data. Investigate “smart” ways through existing information gathering methods to achieve an ongoing method of reporting rather than a once every five year snapshot approach</p> <p>Moving to a multi-agency intelligence-led approach to identify and address potentially substandard housing: multi agency problem solving group Landlord guide to HMO launched.</p> <p>Promoting energy-saving schemes:</p> <ul style="list-style-type: none"> - Open Eco-home programme 8th and 14th October. - Cambridge Carbon Footprint Open Ecohomes programme. Some properties in the programme are within South Cambs (Impington, Girton, and Orchard Park). 	<p>Thermal imaging cameras loaned out 51 times between October-December 2017.</p> <p>Improved approach to HMOs will reduce sub standard and rogue landlord complaints.</p> <p>New Housing legislation will give new powers to Local Authorities to address substandard private accommodation.</p>	<p>Work with partners to bid for Warm Homes funding for targeted work.</p> <p>Work with partners to adopt local criteria to maximise the number of South Cambs residents able to be supported to improve energy efficiency.</p> <p>Review of worth and effectiveness of Stock Condition survey, with recommendations.</p> <p>Approach external companies to identify what information is available digitally.</p> <p>Continued promotion of Thermal Imaging Cameras.</p>

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HOMES FOR OUR FUTURE			
Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities			
<p>(i) Influence developers to increase the pace of housing and infrastructure construction, including delivery of affordable housing</p>	<p>Preparing:</p> <ul style="list-style-type: none"> - an Area Action Plan to guide future growth on the Cambridge Northern Fringe East (CNFE) development site. - guidance for future development at Bourn Airfield and Waterbeach new settlements. - Design Codes to ensure high quality development on all strategic application sites <p>Working with developers and communities to help ensure that planning permissions/applications deliver the right mix of homes, amenities and employment opportunities and meet local objectives</p> <p>Working with the Combined Authority (CA) and Greater Cambridge Partnership (GCP) to help plan infrastructure to support strategic growth sites</p> <p>Affordable Housing SPD to be prepared to guide the type and tenure of new affordable homes in the District.</p> <p>Re-shaping the planning service to provide greater capacity and resilience to enable prompt and effective decision making</p> <p>-</p>	<p>543 net additional dwellings were completed in the district in 2016-2017, 62 more than the number predicted in the housing trajectory included in the previous monitoring report. Between 2011 and 2017, 3,970 net additional dwellings have been completed.</p> <p>41% of dwellings permitted on sites of two or more dwellings were affordable (2016/17) where Local Plan Policy HG/3 (40% affordable housing) applied.</p> <p>Adopted Area Action Plan for the wider CNFE area and planning permission for new development granted.</p> <p>Continued housebuilding and commencement of new commercial development at Northstowe: first occupations took place in 2017.</p> <p>Combined Authority strategies will reflect SCDC needs and support investment in infrastructure across the district.</p> <p>A high performing planning service will better engage communities and the development sector to deliver high quality outcomes.</p>	<p>Ongoing delivery against housing trajectories identified in annual monitoring report, achieving and maintaining a five-year land supply.</p> <p>Completion/Adoption of SPD's for Bourn Airfield and Waterbeach new settlements</p> <p>Completion and adoption of design codes and first phases of development under way</p> <p>Phase 2 Northstowe development to commence on site.</p> <p>Confirmation of delivery for Camborne to Cambridge public transport project/implementation of GCP transport strategy</p> <p>Completion of Trumpington Meadows local centre mid 2018.</p> <p>Submission and approval of applications for Darwin Green 2&3 (approximately 1,000 homes)</p> <p>Submission and Approval of phase 2 development proposals at North West Cambridge</p>

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			<p>Affordable housing SPD adopted and being applied to new developments in the District.</p> <p>We estimate that 659 additional housing units will be completed by 31 March 2018.</p>
<p>(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes</p>	<p>Using HRA land assets to assist self build applicants and use capital receipt to help fund new build development programme</p> <p>Offering a regional service to other local authorities, acting as the self-build 'hub' for registers and events locally and regionally.</p> <p>Self build project launched in July 2017. Around 100 self build plots identified (subject to planning) on council land for onward sale. First two Self-Build plots have planning permission and are being marketed and sold. A further 10 plots are at pre app stage with planning</p> <p>In conjunction with technical advisers at Community Land Trusts East we are offering expert guidance and technical support for potential community-led housing groups to bring forward affordable housing.</p> <p>Community-Led Housing Grant launched September 2017: Groups with an interest in developing their own affordable housing for the community can apply for up to £4,500 in grant funding to cover all their</p>	<p>132 new affordable dwellings were completed in the district during 2016-2017.</p> <p>Attracting 5 Eastern Regional LAs to take up the hub service in 2018/19</p> <p>The first community-led development fund grant of £4,500 was awarded to Cottenham Community Land Trust in November 2017.</p> <p>Currently working with 15 communities who are interested in taking forward community-led development.</p> <p>A long term strategic approach to our HRA land assets will allow for some new build modular construction redevelopment at lower cost bringing much needed single person accommodation back into SCDC.</p> <p>A proof of modular concept pilot will allow learning and may develop strong commercial relationships, give good PR for SCDC and give benefits to the self/custom build function where</p>	<p>Create a viable planning policy position on self build for individual, communal and developer led self build applications. Running a regular number of sub regional self /custom build events</p> <p>Expected Delivery Date: April 19</p> <p>Promotion of community-led development through parish forums, magazines, website, etc.</p> <p>Identification of potential communities to work with.</p> <p>Complete a feasibility study to explore the potential for system build and other modular homes to be able to maximise provision of homes, reduce construction costs and provide homes that are affordable; and test this through the commissioning of a pilot scheme.</p> <p>Potential for temporary planning and pilot structure by Q2 2018 (subject to planning permission): Pre App</p>

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	<p>start-up costs.</p> <p>Investigating options for modular construction: approval for a 'proof of concept' project with modular contractor Cubicco granted April 2017.</p> <p>Sites under HRA ownership being assessed for suitability.</p>	<p>modular construction has a cross over.</p>	<p>submitted Oct/Nov 17.</p> <p>Expected Delivery Date: Dec 2018</p> <p>Adopt community-led strategy (Summer 2018); preparatory work underway</p>
(iii) Continue to progress the Local Plan to adoption	<p>Consultation underway on proposed modifications, closes 16 February 2018</p>	<p>Finding of a “sound” plan by inspector, through which the Council will be able to demonstrate a Five-Year Housing Land Supply, will ultimately constitute success against this measure.</p>	<p>Inspector’s report likely to be received in Spring 2018, with adoption to follow.</p>
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities	<p>Ongoing support for 14 parish councils with neighbourhood areas designated as requested, and to others at the beginning of the neighbourhood planning process.</p> <p>Neighbourhood Planning Toolkit agreed by Planning Committee following consultation with parish councils.</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so, supported positively by SCDC.</p> <p>Neighbourhood Planning Toolkit agreed and published.</p>	<p>Delivery of neighbourhood plan toolkit with parishes and annual review of its effectiveness.</p> <p>We are also preparing some additional guidance on particular topics of interest to PCs.</p>
(v) Find solutions for people facing homelessness	<p>Producing new Homeless Strategy for 2018:</p> <ul style="list-style-type: none"> - CIH Review completed April 2017 which will inform strategy. - Joint themes identified with Cambridge City via shared meeting on 19.7.2017 <p>Preparing for introduction of Homeless</p>	<p>Excellent prevention figures achieved between April-December 2017 with an cumulative figure of 169, compared to a combined target of 90 over the first three quarters.</p> <p>Completed Homelessness Strategy will meet statutory obligations including the identification of specific pathways as set out in the new Homeless Reduction Act.</p>	<p>District review of homelessness to take place following CIH review, which will go on to inform Homelessness Strategy.</p> <p>PSL focus is on increasing portfolio of properties and negotiations with landlords: six more properties in the negotiation stage, which should be complete by 31 March.</p>

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	<p>Reduction Act in April 2018:</p> <ul style="list-style-type: none"> - Staff have all received initial training in the Act. - Joint planning/information sharing meeting held with the City on 19/7/2017. - Team day to start working through plan/timetable for new service requirements took place on 26/7/2017. <p>Staffing analysis and budget requests completed in respect of delivering the Homeless Reduction Act. Recruitment is now underway.</p> <ul style="list-style-type: none"> - Specialist training booked for staff and member briefing took place in January 2018. <p>Regular shared learning from Trailblazer work and other implementation issues through monthly Sub regional homeless meetings</p>	<p>Service will be fully compliant in anticipation of Homeless Reduction Act coming into force on 1 April 2018.</p> <p>Successful placement of first tenants in six Private Sector Leasing (PSL) scheme homes.</p> <p>All staff (including additional team members) will be trained to deliver the new legislation from April 2018.</p>	<p>Policies and procedures are currently being reviewed by the team and will be completed by April 2018.</p> <p>Ongoing dialogue with partner agencies regarding joint working arrangements.</p>
(vi) Secure a viable future programme for our Council houses	<p>Delivery of additional affordable homes. SCDC development pipeline 2017/18 update:</p> <p>On site with:</p> <ul style="list-style-type: none"> - 14 homes , 10 of which are affordable in Gamlingay - eight affordable homes in Great Abington - 13 affordable homes in Balsham 	<p>Completion of 15 rented homes in Foxton.</p> <p>Estimated build programme per annum likely to be around 35-45 new homes at a budget cost of circa £5.5-6.5m per annum.</p> <p>Expected:</p> <p>By April 18 completion of further 31 new homes, with a further 28 on site</p>	<p>Keep securing exception site and S106 opportunities (subject to Planning and funding).</p> <p>Use self build plot sale receipts to support a secure new build programme for next 3-5 years</p> <p>Offers on a number of S106 sites covering circa 116 new build homes over next 3-4 years. Note: offers may not be accepted – this is a competitive</p>

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	<p>- 23 affordable homes in Waterbeach</p> <p>Imminently on site with three affordable homes in Longstanton and nine in Waterbeach</p>	<p>A Viable S106 pipeline established to 2022 and an Exception site pipeline to 2025.</p>	<p>arena.</p> <p>With Local Plan ratification forthcoming we will begin to source exception site opportunities to establish an early pipeline, as lead in on exception sites is generally 2-3 years</p>
(vii) Lead the Combined Authority's (CA) Housing Investment Programme	<ul style="list-style-type: none"> Recruiting programme team including Housing lead. Draft framework being prepared Leader and Housing Director addressed EELGA Conference in September 2017. 	<p>Sites in Papworth, Melbourn and Willingham are among 11 locations across Cambridgeshire and Peterborough receiving funds as part of the first wave of housing schemes. Construction work is expected to start before the end of March 2018.</p>	<p>£100m Delivery Framework including investment objectives and levels of delegation to the CA Board Feb 2018 alongside Partnership Agreement</p> <p>Complete partnership agreement between CA and SCDC for CA Board Feb 2018</p> <p>Engaging with Housing Associations, landowners, member LAs to further develop the funding programme</p>
CONNECTED COMMUNITIES			
Objective (C) Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity			
i. Support the delivery of City Deal (GCP) and Combined Authority (CA) transport, housing, technology and skills programmes	<p>Officers engaging in the delivery of the GCP programme to support transport, housing, economic and smart programme outcomes for the benefit of residents in SCDC.</p> <p>Combined Authority: SCDC Chief Exec appointed lead Chief</p>	<p>Approval of infrastructure project will deliver enhanced public transport access between Cambridge/West Cambridge and Bourn and Cambourne</p> <p>Supporting delivery of a transport strategy will enable development at Waterbeach and new development in the Cambridge Northern Fringe East</p>	<p>Finalise route options and development funding for public transport enhancements for A428 corridor (Cambourne-Cambridge).</p> <p>Development of a programme of interventions to support unlocking stalled housing developments on brownfield sites across SCDC.</p>

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	<p>Exec for the Combined Authority Spatial Strategy. SCDC officers will support the CA in the delivery of Phase 1 of the Non-Statutory Spatial Plan (NSSP) (Spring 2018) and the development of future growth options under phase 2 of the NSSP through to 2019</p> <p>SCDC will engage actively with the CA on the development of transport and economic strategies for the CA area</p> <p>SCDC officers working with City Council and CA to ensure that the investment in the new Cambridge South Station benefits residents across SCDC area.</p> <p>£8.7 million from Cambourne West developer agreement provisionally allocated to improving public transport links between Cambourne, Cambridge and nearby villages</p> <p>Housing: See B(vii) above</p> <p>Developing a skills and apprenticeship brokerage scheme for role out across GCP area.</p>	<p>Area Action Plan area</p> <p>Development of enhanced park and ride options for easier access by SCDC residents to Cambridge City Centre.</p> <p>Development of Rural travel hubs will improve travel options/choices for SCDC residents (C(iv) below)</p> <p>Combined Authority:</p> <p>SCDC growth will be supported by adopted investment strategies of the Combined Authority</p> <p>New station delivered for South Cambridge.</p> <p>CPCA delivers strategic housing and transport infrastructure</p>	<p>CPCA aiming for NSSP phase 1 to be completed by spring 2018, with phase 2 by Spring 2019.</p> <p>Work on Greater Cambridge Local Plan to start in 2019, consistent with GCP agreement.</p> <p>Skills workstream: implementing proposals agreed by Executive Board in September.</p>
<p>ii. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307 improvement proposals,</p>	<p>SCDC officers have supported GCP projects to bring forward development of key transport corridor enhancements as part of GCP delivery programme Officers are working with County Council,</p>	<p>Outcomes from our work and funding will enable:</p> <ul style="list-style-type: none"> The A14 improvement scheme to be completed in March 2021 	<p>A decision on the preferred route for the A428 (Black Cat to Caxton Gibbet) is awaited.</p> <p>A1307 consultation on Bus Priority options, to commence in early 2018</p>

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<p>the M11 corridor and an East-West rail link</p>	<p>GCP and CA to support effective prioritisation of infrastructure investments</p> <p>Officers from SCDC supported GCP in the development of submissions to the National Infrastructure Commission enquiry into transport in the Oxford to Cambridge Corridor.</p>	<ul style="list-style-type: none"> • A decision on alignment and format of E-W rail corridor through SCDC to allow effective planning for the future growth of the area. • Delivery of a new station at South Cambridge • Delivery of enhanced public transport along A428 Cambourne to Cambridge Corridor • A scheme for improvements to the A1307 corridor to be delivered by GCP 	<p>(delayed following the receipt of traffic modelling updates).</p> <p>Finalise A10 corridor study report to enable targeted investment that secures delivery of new developments in the corridor at Waterbeach and Cambridge NFE. Preferred options consultation anticipated summer 2018.</p>
<p>iii. Take a stronger leadership role in shaping economic growth for the area, through the development of shared economic strategies with partners Related PI(s).</p>	<p>Working with CA and GCP to produce an economic strategy for Cambridgeshire and Peterborough which supports SCDC businesses and ensures appropriate investment takes place to grow the area's economy in ways that benefit local people.</p> <p>Continued involvement with Local Enterprise Partnership to deliver Enterprise Zones in Cambourne, Northstowe & Waterbeach. A total of 14 new business premises, totalling over 30,000 sq m, are under construction and in the development / planning pipeline across the county, including nine potential industrial units at Waterbeach.</p> <p>Member task and finish group on rural business report and recommendations to</p>	<p>The Local Plan has proposed the release of additional land for economic growth on the edges of Cambridge and the enlargement of existing research parks at Babraham and Granta Park.</p> <p>Planning permission granted for Babraham Institute expansion to create 450 new jobs and contribute £200k towards local cycling links.</p> <p>Plans for a comprehensive redevelopment of Sawston Trade Park have been approved, which are expected to lead to the creation of 1,400 new jobs.</p> <p>New Local Plan Policies have been promoted to support rural enterprises</p>	<p>Local Plan to be adopted and relevant policies communicated.</p> <p>Agree timetable and scope for review of economic strategy.</p> <p>Member task and finish group – agree and implement recommendations.</p> <p>Continue to promote Enterprise Zones attracting businesses with the prospect of business rate exemptions and a simplified planning process.</p> <p>Implementation of shared planning service including new capacity for strategic planning and efficient business processes to support prompt and efficient decision making (see</p>

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	<p>Cabinet, February 2018.</p> <p>Participating in the NIC Oxford to Cambridge Corridor project to ensure SCDC/Greater Cambridge is represented effectively</p> <p>Supporting the area's economic prosperity through effective service delivery – including investing to improve planning services</p>	<p>on the edges of villages (subject to specific controls)</p> <p>Between 2011 and 2015 there was a net gain of 6,000 jobs in South Cambridgeshire. There were 22,209 sq metres of business completions. (Local Plan Annual Monitoring Report 2016-2017).</p>	<p>D9(iii) below)</p>
<p>iv. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community led services and targeted support for the rural economy.</p>	<p>Community Rail Partnership - supporting a number of parishes to enhance the rail community by working with the local community and stakeholders to deliver improvements in rail stations, services, travel and integration. Community Rail Partnership post recruitment underway.</p> <p>See A (iii) above re Timebanking</p> <p>Facilitation of discussions between the County Council and parishes affected by changes to the 7a bus service (Whittlesford, Hinxton, Pampisford and Babraham)</p> <p>Piloting community street cleansing initiatives; letters inviting expressions of interest from parish councils sent out in December '17</p> <p>Rural Travel Hubs – first stage feasibility study complete and possible pilot sites in South Cambs proposed at Oakington, Sawston and Whittlesford.</p>	<p>Community Rail Partnership will enable better maintained stations with improved user access.</p> <p>Community led supplementary street cleansing services – SCDC equipment used by volunteers to respond to local street cleansing priorities</p> <p>Rural travel hubs have the potential to reduce isolation by improving access to services and reduce congestion, supporting delivery of SCDC and GCP transport priorities.</p>	<p>Creation of a community interest company and employment of a Community Rail Partnership Officer.</p> <p>Rural travel hubs report to Greater Cambridge Partnership Board and Assembly in January/February 2018 to consider progression of at least two trial sites and second stage development of business cases during 2018-19.</p> <p>Seeking 2-3 parish councils for street cleansing trial to run for six months. 21 expressions of interest received: looking to take forward six to next stage of evaluation.</p> <p>Council to consider a report in respect of a Compulsory Purchase Order for The Tree Public House, Stapleford, at its meeting on 22 February 2018.</p>

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	Adopted a discretionary business rate relief policy which will benefit around 300 rate payers.		
AN INNOVATIVE AND DYNAMIC ORGANISATION			
Objective (D) Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost			
<p>i. Develop strategies for the Council to take advantage of commercial and investment opportunities as they arise</p>	<p>Feasibility work has been carried out to make a business case for the potential acquisition and development of a Build to Rent scheme at Orchard Park.</p> <p>Ermine Street Housing (ESH) continues to acquire a property portfolio in line with the Business Plan projections. Currently 140 MOD leased properties and 163 acquired properties (Quarter Three figure).</p> <p>Equity Share scheme investing in Council properties to sell on the open market.</p> <p>Renewable Energy Generation investment options: Cabinet agreed the establishment of Community Energy Fund for small grants to local organisations.</p> <p>A report outlining options for the future of the Business Hub will be submitted to management team on 31 January 2018.</p>	<p>ESH projected interest payment to SCDC during 17/18 of £1.4 million</p> <p>Equity share projected net income for 2017 is £190,500</p> <p>£180k savings negotiated on cyclical maintenance contracts.</p> <p>Identifying and researching green energy investment opportunities will enable EMT to make informed decisions about where available finance can best be invested to ensure sufficient financial return.</p> <p>An SCDC renewables fund will enable local community and voluntary groups apply for loans or grants for investment in renewable energy or energy efficiency.</p>	<p>The results of the Orchard Park feasibility study will be presented to Cabinet in February 2018.</p> <p>Develop a Commercial Strategy for the Council to provide a clear strategic approach to the commissioning and delivery of commercial projects ensuring that it is best-placed to seek and take advantage of opportunities.</p> <p>Put in place corporate process to identify, commission, develop and review commercial opportunities</p> <p>Continued delivery of ESH business plan.</p> <p>Equity share project continuing as business as usual. Project Team to consider if this approach can be used with other properties</p> <p>Community Energy Grant fund to be open to applications from March 2018 - £55k available for distribution during 2018-2019.</p> <p>Identifying and researching green energy investment opportunities and</p>

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Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
			introduce a loan scheme – reports to EMT and Cabinet Jan/Feb 2018.
<p>ii. Complete full integration of the Single Shared Household and Commercial Waste Services</p>	<p>Projects:</p> <p>(a) Recycling policy review (paper in/out). On track: Cabinet agreed change to a comingled service for the collection of all SCDC kerbside recycling material; launced 11 December 2017</p> <p>(b) Review of SCDC Street Cleansing - This project has been delayed due to a focus on the refuse side of the service. Work has started to collect data on litter bins, sweeping and litter picking routes to ensure it is mapped prior to undertaking the review.</p> <p>(c) Memorandum of Understanding re-draft and agreement - This has grown in scope and is now awaiting final clarification of financial questions and resource commitments. Legal are working on a draft of the document.</p> <p>(d) Fleet licence and operation changes – On track</p>	<p>99.54% Bins collected on schedule (in December 2017).</p> <p>51.8% of household waste sent for reuse, recycling and composting (target 50%) in November 2017.</p> <p>50.55% Estimated for Quarter 3, subject to confirmation of December 2017 figures by county council.</p>	<p>Ownership and investment for fleet is agreed in MoU for the service.</p> <p>Develop the Greater Cambridge Shared Trade Waste Service to help fund waste and recycling in the area.</p> <p>A large percentage of the current fleet is ageing which is currently having the issue of increased number of break downs. 18 new collection vehicles will be phased-delivered in Q4.</p>
<p>iii. Consolidate existing shared services and develop plans for shared Finance, Planning and Housing services</p>	<p>Priority given to Business Case for Shared Planning Service approved by SCDC and City Councils, July 2017. Second stage staff consultation underway, taking into account feedback from initial consultation.</p> <p>3C Digital and ICT Strategy drafted and submitted to each council for</p>	<p>3C ICT Strategy and high-level action plan “Roadmap” agreed by all 3C Partners in November 2017.</p> <p>All 3C Shared Services Heads of Service now in post. 3C Shared Services now moved from “set-up” phase to operational delivery work.</p>	<p>Planning Shared Service – recruit shared management team. Complete consultation, analyse responses and agree next steps.</p> <p>Q4 - Arrange Member and staff briefings on 3C ICT strategy and gather views on priorities for digital</p>

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Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>consideration.</p> <p>New on-line Service Desk and meeting room booking systems launched.</p> <p>All 3C Heads of Services now in post.</p> <p>Updated business cases and performance indicators being developed by new Heads of Service for 3C ICT (end of Q3) and 3C Building Control (end of Q3).</p>	<p>3C ICT revised business case agreed and submitted to Partners for consideration as part of MTFs.</p> <p>Shared Head of Internal Audit in post.</p>	<p>strategy.</p> <p>Following appointment of new shared Head of Service, in Q4 agree and implement 3C Building Control updated business case and performance indicators ready for start of 2018-19</p> <p>Continuing user acceptance testing stage of Financial Management System implementation, with go-live scheduled for April 2018.</p>
<p>iv. Deliver an Organisational Development Strategy that ensures that we recruit and retain staff with the skills and behaviours required to embrace new ways of working and address the challenges ahead</p>	<p>SCDC Apprenticeship Strategy approved by Portfolio Holder.</p> <p>Member Task and Finish Group working to prepare for all-out elections in 2018: Terms of Reference and work programme agreed, including visit to another authority. Members are considering updates to the councillor role description, new councillor induction and training programme.</p> <p>Employee Health and Wellbeing Strategy adopted. Recent events included financial wellbeing support, nutrition/healthy eating a weight management programme and personal career planning.</p>	<p>Four apprentices have been recruited with plans for further apprentice posts.</p> <p>. Nicole Stimson from the Communications Team was Highly Commended in the Business Apprenticeship of the Year category in the Hunts Post Business Awards.</p> <p>The Council and its Members are fully equipped to adapt to all-out elections in 2018 and associated reduction in Councillors and four-year electoral cycle.</p> <p>Improved staff morale (to be measured through Staff Survey).</p> <p>Reduced sickness absence. 17/18 Q2 remained above target (2.7 days/employee compared to 1.75</p>	<p>Identification and recruitment of remaining six apprenticeships to commence employment by during 2018.</p> <p>Procurement of Apprenticeship providers.</p> <p>Develop management apprenticeship programme.</p> <p>Task and finish group to complete work programme, including timetable to report to Portfolio Holder.</p> <p>Monthly management reports on absence and cost – cases being monitored and actions taken by managers.</p> <p>Revisit the Health & Wellbeing Survey to benchmark improvement and</p>

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		<p>target);</p> <p>Improved retention and attraction of staff (turnover for Q2 17/18 was 2.93%, within the target of 3.25%)</p> <p><i>(Q3 sickness and turnover figures awaited)</i></p> <p>Reduced accident risk from improved training and risk management.</p>	<p>satisfaction with project outcomes so far</p> <p>Continue to build relationships through existing Health Champions in particular at Waterbeach</p> <p>Develop and improve Health & Well Being pages on Insite when relaunched.</p> <p>Shared Waste Service manager training/coaching for the effective handling of sickness absence to be delivered.</p>
<p>v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them</p>	<p>Drafted a Digital Strategy</p> <p>New revs and bens Workflow system has gone live; work proceeding on revs and bens phase of online customer portal</p> <p>Improved the look and feel of the 'find your bin collection dates' web page, including an 'add to my calendar' function too.</p> <p>Implemented the new and improved 'What goes in which bin?' page</p> <p>Changed the look and feel of the A-Z and search facility to improve it.</p> <p>Customer Contact Service has recruited to combined post-handling / customer advisor roles to produce additional flexible capacity to deal with peak demand periods.</p> <p>Developing a corporate Digital Strategy.</p>	<p>10,277 completed e-forms were submitted between 1 April – 30 September 2017, compared to 8,868 during the comparative period in 2016-2017.</p> <p>92% of calls to the customer contact service were handled in December 2017. The average call waiting time was 108 seconds for the same period.</p> <p>Launched new Intranet</p>	<p>Finalise and adopt Digital Strategy with 3C ICT (Quarter Four).</p> <p>Digital by Default:</p> <ul style="list-style-type: none"> - Once implementation of the Revs and Bens customer portal is complete, work to commence on revenues integrated eforms to enable customers to self-serve. - Update website content - Implement payment solution with IEG4 <p>Continue to promote and increase in the use of digital means of contact, including online booking, payment and reporting, reducing the need for</p>

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			customers to use the Contact Centre