

**CORPORATE PLAN 2017-2022 – YEAR-END PROGRESS REPORT, CABINET 28 JUNE 2018 (APPENDIX A)**

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
<b>LIVING WELL</b>			
<b>Objective (A) - Support our communities to remain in good health whilst continuing to protect the natural and built environment.</b>			
(i) Proactive intervention to improve mental health and emotional wellbeing for all	<p>Took action to better understand and address social isolation through:</p> <ul style="list-style-type: none"> <li>(i) Social Prescribing pilot at Granta Medical Practice (with Local Health Partnership): Recruited to social prescribing post. Successful bid to County Council's Innovate and Cultivate Fund.</li> <li>(ii) Member Task and Finish Group: report recommendations agreed by Cabinet. First phase Parish Toolkit drafted. Timebanking delivery partner contract let.</li> <li>(iii) CAB outreach service pilot operating from Willingham and Longstanton GP surgeries since July</li> </ul> <p>Supporting parish councils to develop community-led activities to improve</p>	<p>112 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:</p> <ul style="list-style-type: none"> <li>- Holiday camps and competitions (&gt;850 children)</li> <li>- Parklife event (&gt;5,000 visitors)</li> <li>- . South Cambs School Sports Partnership's Year 4 Mini Olympics (&gt;1,500 participants)</li> </ul>	<p>(i) Social prescribing postholder in post (two-year fixed term from May 2018).</p> <p>(ii) Implement Task and Finish report recommendations:</p> <ul style="list-style-type: none"> <li>- Consult on first phase parish toolkit</li> <li>- Set up timebanking pilots</li> <li>- Commission faith and social isolation audit</li> </ul> <p>(iii) Evaluate CAB Outreach pilot</p> <p>Ongoing sports programmes</p>

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	<p>mental health:</p> <ul style="list-style-type: none"> <li>- Mental Health Awareness Week in Histon (in partnership with Histon and Impington Community and CCC: 41 delegates).</li> <li>- Run/talk event as part of Mind/England Athletics reducing the stigma of mental health project. 10 people attended</li> </ul> <p>Partnerships Review Committee mental health recommendations agreed by Cabinet in November.</p> <p>Annual programme of sports activities carried out, including new initiatives such as buggy walks, Couch to 5k courses, walking football, New Age Kurling and a netball league.</p>		
(ii) Support our residents to stay in good health as they grow older, with access to the services they need	<p>Continued promotion of the Active and Healthy 4 Life exercise referral scheme.</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</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 completed during 2017/18).</p>	<p>Further promotion of the exercise referral scheme with GPs and Health Professionals, with review through 2017/18 Annual Report.</p> <p>Ongoing contract management of Handyperson Service.</p> <p>Progress Communal Room project seeking better uses of communal rooms to meet the needs of</p>

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	report presented to Portfolio Holder September 2017. Working group set up including councillors, staff and scrutiny team members to take forward and develop the findings from the scrutiny review in consultation with local residents.	2017/18 referrals = 289 and completions 118  Over 100% increase in hospital discharges and referrals into the Handyperson scheme. Both Hinchingbrooke and Addenbrookes Hospitals referring into the scheme; there were 12 hospital discharge assessments for South Cambs residents completed in Quarter Two.  253 South Cambs residents supported by the Handyperson Service between April-December 2017.	communities.
(iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live	<p>Legal agreement 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 contributions towards an athletics track and swimming pool.</p> <p>Participated in the Northstowe Healthy News Towns (HNT) programme:</p> <ul style="list-style-type: none"> <li>- Sheffield Hallam older people's accommodation final report</li> </ul>	<p>During 2017/18 planning permission was granted for 46 developments where section 106 contributions totalling over £4m were secured for Parish Councils to provide or improve; sports pitches, play areas, villages halls, community transport, burial grounds.</p> <p>Secured over £450k to facilitate the expansion of village surgeries and over £1 million towards primary school provision in Fulbourn, Cottenham, Swavesey and Caldecote.</p> <p>A further £5,500 Community Chest funding has been awarded between Jan-Mar, supporting seven community projects in</p>	<p>Ice Rink build completion scheduled for September/October 2018.</p> <p>Northstowe HNT:</p> <ul style="list-style-type: none"> <li>• Commission Extra-care site appraisal tool from Sheffield Hallam (subject to additional NHS England funding).</li> <li>• Research report "Establishment of Base Data for Northstowe Healthy New Town modelling" (projection of health and care needs based on Cambourne data).</li> <li>• Preparation of research proposal "Evaluation of</li> </ul>

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	<p>received and being used to inform provision on future new developments</p> <ul style="list-style-type: none"> <li>- Working with the NHS to develop new models of care, including a new joint post to be based at the Clinical Commissioning Group</li> <li>- Phase 2 Healthy Living, Youth and Play Strategy complete, including costed measures and health impact assessment.</li> <li>- Secured funding for a further 2 years for the HNT programme.</li> </ul> <p>Timebanking delivery partner contract let.</p> <p>Revised Taxi Licensing policy agreed by Council following consultation.</p> <p>Developing pilots in Hardwick and Ickleton to trial viability of LED upgrading of footway lighting.</p>	<p>South Cambridgeshire. Approximately £74,500 of funding was awarded over the year to 89 organisations.</p> <p>New Taxi Licensing Policy came into force in April 2018, enhancing public safety by ensuring taxi drivers meet the highest standards.</p> <p>48 of 59 SCDC footway lights in Hardwick and Ickleton upgraded to 'Smart City' enabled LEDs which will inform next steps to upgrade all SCDC lights and identify environmental and financial benefits for communities - awaiting replacement of 11 concrete columns deemed unsuitable for LED upgrade.</p>	<p>sustainable transport interventions at Northstowe" in collaboration with Centre for Diet and Activity Research (CEDAR) at the University of Cambridge.</p> <p>Identify timebanking pilot areas.</p> <p>Implementation, monitoring and review of new Taxi licensing policy</p> <p>Complete replacement of 11 concrete columns and upgrade all to LEDs.</p> <p>Compile and review the learning from LED pilots to inform development of LED Business Case for upgrade of entire SCDC footway lighting network.</p>
(iv) Support local businesses to improve the health of their employees	<p>Took steps towards building a network of 'mindful employers' to support improved mental health. Leaflet produced and business team briefed. Leaflets handed out at the Let's Talk Business event and further promotion</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</p>	<p>Continue delivery of 'mindful employers' project, including promotion of the concept during food and health and safety inspections.</p>

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	through the bimonthly newsletter sent to all business on our business register.	businesses. SCDC has had the highest uptake rate in Cambridgeshire.	Focus on signposting businesses to the Healthy Options website and signing up further new food businesses at the point of registration.
(v) Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity	Embedding a “Think Family” & “Person-Centred” approach across SCDC to improve outcomes for families and older people with complex needs: Early contact made with County Leads on Early Help and Adult Early Help.	Together for Families programme helping 533 families in the district.  Families and older people with complex needs receive a joined-up, multi-agency response from South Cambs that improves their lives.	Expected project completion date 31 Oct 2018.
(vi) Improve existing private rented housing standards to ensure everyone can be safe and healthy at home	<p>Explored new approaches to the Private Sector Stock Condition Survey to provide more cost-effective methods of gathering relevant data and enable ongoing reporting rather than a five-yearly snapshot.</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 Houses in Multiple Occupation (HMO) launched.</p> <p>Promoting energy-saving schemes:</p> <ul style="list-style-type: none"> <li>- Loaned Thermal Imaging Cameras for use over the winter months to identify where home improvements can be made to</li> </ul>	<p>Thermal imaging cameras loaned out 157 times between October 2017 – March 2018.</p> <p>Improved approach to HMOs will reduce substandard and rogue landlord complaints.</p> <p>New Housing legislation will give new powers to Local Authorities to address substandard private accommodation.</p> <p>New guidance to landlords detailing legal issues and best practice.</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 and end of season report.</p> <p>Stock condition survey deferred to identify more cost effective methods to achieve outcomes</p>

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	<p>improve thermal efficiency.</p> <ul style="list-style-type: none"> <li>- Open Eco-home programme 8th and 14th October.</li> <li>- Cambridge Carbon Footprint Open Ecohomes programme. Some properties in the programme are within South Cambs (Impington, Girton, and Orchard Park).</li> </ul>		Implementation of new legislation in respect of HMO's due to be introduced Oct 2018
<b>HOMES FOR OUR FUTURE</b>			
<b>Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities</b>			
(i) Influence developers to increase the pace of housing and infrastructure construction, including delivery of affordable housing	<p>Progressed work to prepare an Area Action Plan to guide future growth on the Cambridge Northern Fringe East (CNFE AAP) development site.</p> <p>Prepared Design Codes at Northstowe Phase 2, Wing and Cambourne West to ensure high quality development on all strategic application sites</p> <p>Worked 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>Worked with the Combined Authority (CA) and Greater Cambridge Partnership (GCP) to help plan</p>	<p>The CNFE AAP project has secured funding from the City Council and SCDC to bring forward the document n 2018/19. A new project team has been established to allow for residents/business engagement through 2018 in anticipation of the successful conclusion of the £193m Housing Infrastructure Fund bid to relocate the Water Treatment Works.</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 were completed.</p> <p>41% of dwellings permitted on sites of two or more dwellings were affordable</p>	<p>Ongoing delivery against housing trajectories identified in annual monitoring report, achieving and maintaining a five-year land supply.</p> <p>Completion and adoption of design codes and first phases of development underway at Wing, Cambourne West.</p> <p>Phase 2 Northstowe development to commence on site in July 2018.</p> <p>Confirmation of delivery for Cambourne to Cambridge public transport project/implementation of GCP transport strategy</p> <p>Completion of Trumpington Meadows local centre</p>

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	<p>infrastructure to support strategic growth sites</p> <p>Re-shaped the planning service to provide greater capacity and resilience to enable prompt and effective decision making. The Shared Planning Service published its business plan and completed phase 1 of the project, involving defining the structure and ICT systems for the new service.</p>	<p>(2016/17) where Local Plan Policy HG/3 (40% affordable housing) applied.</p> <p>Continued housebuilding and commencement of new commercial development at Northstowe: first occupations took place in 2017, with 156 dwellings under construction at 5 April 2018. Design Guide approved and enabling planning conditions discharged to enable work to start on Phase 2.</p> <p>Residents have moved into the first of more than 2,000 affordable homes in Northstowe (300 Phase One, comprising 180 for affordable rent and 120 for shared ownership)</p> <p>The Planning Service maintained performance above national targets throughout 2017/18 for speed of decision making (see Appendix B)</p> <p>There were 582 actual completions on development sites of 10 dwellings or more during 2017/18, compared to the 529 predicted.</p>	<p>Pre-application discussions ahead of submission and approval of applications for Darwin Green 2&amp;3 (approximately 1,000 homes)</p> <p>Submission and Approval of phase 2 development proposals at North West Cambridge</p> <p>Affordable housing SPD adopted and being applied to new developments in the District.</p> <p>On the basis of an update published on 21 May 2018, SCDC considers that it can demonstrate a 5-year housing land supply for the period 2018-2023, for the purposes of making decisions on planning applications.</p>
(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes	<p>Used HRA land assets to assist self build applicants and capital receipts to help fund new build development programme</p> <p>Offered a regional service to other local authorities, acting as the self-build 'hub' for registers and events locally and</p>	<p>151 new affordable dwellings were completed in the district during 2017-2018.</p> <p>Attracted 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</p>	<p>Create a planning policy position on self build for individual, communal and developer led self build applications. Running a series of sub regional self /custom build events</p> <p>Continued promotion of community-led development through parish</p>



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	<p>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 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>Heads of Terms agreed in March 2018 to progress a Strategic Collaborative Agreement with Homes England for a bespoke Northstowe Starter Homes</p>	<p>Community Land Trust in November 2017 and from April 2018 they successfully became a legally incorporated Community Benefit Society.</p> <p>Currently working with 15 communities who are interested in taking forward community-led development. Two potential sites have been identified for affordable housing are being investigated further, working with Hastoe Housing Society.</p> <p>Planning Committee on 24 April 2018 approved an application for the temporary installation of a modular show home at Cambourne Business Park.</p> <p>A proof of modular concept pilot will allow learning and assist the development of commercial relationships, and can assist the delivery of self/custom build project outcomes.</p>	<p>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>Adopt community-led strategy (Summer 2018); preparatory work underway</p> <p>Pilot modular (factory-based) build for Temporary Accommodation on SCDC owned site – subject of an EU bid for research and shared learning funding – Subject to planning – could be 6-8 one-bed units for single homeless residents.</p>



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	model whereby the discount will be reinvested in the future for affordable housing in Northstowe and the wider District.		
(iii) Continue to progress the Local Plan to adoption	Completed consultation on proposed modifications to the Local Plan and submitted all material to the Planning Inspector for consideration	936 representations received on the modifications to the modifications consultation, provided to the Local Plan Examination Inspectors.	Inspector's report likely to be received in Summer 2018.
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities	<p>Neighbourhood Planning Toolkit agreed and published.</p> <p>Ongoing support for 14 parish councils in the development of Neighbourhood Plans.</p> <p>The Planning Service successfully bid for £130K from the National Housing Delivery funds to work with local communities on establishing better quality housing outcomes through local character assessments.</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so, supported positively by SCDC.</p> <p>Great Abington was the first community in the district to submit its Neighbourhood Plan to the Council, in March 2018.</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> <p>Launch and deliver a project to help local communities produce Village Design Guides to help them shape and influence future housing schemes.</p>
(v) Find solutions for people facing homelessness	<p>Carried out work to produce a new Homelessness Strategy for 2018:</p> <ul style="list-style-type: none"> <li>- CIH Review completed to inform strategy.</li> <li>- Joint themes identified with Cambridge City</li> </ul>	<p>Excellent prevention figures achieved during 2017/18 with a total of 207 preventions compared to an annual target of 120.</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>Implementation, monitoring and review of new processes and procedures as required by Homeless Reduction Act.</p> <p>District review of homelessness will go on to inform Homelessness Strategy.</p>

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	<p>Policies and procedures have been reviewed in advance of the Homeless Reduction Act, which came into force on 1st April, and staff have received training.</p> <p>Regular shared learning from Trailblazer work and other implementation issues through monthly Sub regional homeless meetings</p>	<p>Service fully compliant with the Homeless Reduction Act which came into force on 1 April 2018.</p> <p>Successful placement of first tenants in six Private Sector Leasing (PSL) scheme homes.</p>	<p>PSL focus is on increasing portfolio of properties and negotiations with landlords: 11 properties taken on so far with more in the pipeline.</p> <p>Ongoing dialogue with partner agencies regarding joint working arrangements, including as part of the Trailblazer project.</p>
(vi) Secure a viable future programme for our Council houses	<p>Additional affordable homes built or under construction:</p> <p>Completions imminent at:</p> <ul style="list-style-type: none"> <li>- Waterbeach (23 homes)</li> <li>- Great Abington (9 homes)</li> </ul> <p>On site at:</p> <ul style="list-style-type: none"> <li>- Longstanton (4 homes)</li> <li>- Balsham (13 homes)</li> <li>- Gamlingay (14 homes)</li> </ul>	<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 £5.5-6.5 million.</p> <p>Expected:</p> <p>A further 30 homes on site by end of 2018-19 Q3 (9 at Waterbeach, 18 at Great Abington and 3 at Caldecote).</p> <p>A Viable S106 pipeline established to 2022 and an Exception site pipeline to 2025.</p>	<p>Keep securing exception site and S106 opportunities (subject to planning permission and funding).</p> <p>Use self build plot sale receipts to support a secure new build programme for next 3-5 years</p> <p>Make offers on a number of S106 sites covering c.116 new build homes over next 3-4 years.</p> <p>Identification of exception site opportunities to establish a future 'pipeline'; around 75 new build homes identified so far.</p>
(vii) Lead the Combined Authority's (CA) Housing Investment Programme	<ul style="list-style-type: none"> <li>• Recruited programme team including Housing lead.</li> <li>• Draft framework prepared</li> <li>• Presented delivery pipeline of almost 3,000 homes using all of the £100m to DCLG in Feb &amp; to CPCA</li> </ul>	<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 has now started on-site at Melbourn and Willingham.</p>	<p>Engaging with Housing Associations, landowners, member LAs to further develop the funding programme</p> <p>Delivery of programme to be undertaken by CPCA</p>

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	Board in March.		
<b>CONNECTED COMMUNITIES</b>			
<b>Objective (C) Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity</b>			
i. Support the delivery of City Deal (GCP) and Combined Authority (CA) transport, housing, technology and skills programmes	<p>Engaged 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:</p> <p>SCDC Chief Exec appointed lead Chief 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>£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>Our participation will contribute towards:</p> <ul style="list-style-type: none"> <li>- Approval of infrastructure projects delivering enhanced public transport access between Cambridge and Cambourne</li> <li>- A Greater Cambridge transport strategy to enable development at Waterbeach and new development in the Cambridge Northern Fringe East Area Action Plan area</li> <li>- The development of Rural travel hubs to improve travel options/choices for SCDC residents (C(iv) below)</li> </ul> <p>Combined Authority:</p> <p>SCDC economic growth will be supported by adopted investment strategies of the Combined Authority</p> <p>A new station for South Cambridge.</p>	<p>Develop a programme of interventions to support unlocking stalled housing developments on brownfield sites across SCDC.</p> <p>GCP/CA aiming for NSSP phase 2 to be commenced in summer 2018.</p> <p>Work on Greater Cambridge Local Plan to start in 2019, consistent with GCP agreement.</p> <p>Continue to engage actively with the CA on the development of transport and economic strategies for the CA area</p> <p>Continue to work with City Council and CA to ensure that the investment in the new Cambridge South Station benefits residents across SCDC area.</p>

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ii. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307 improvement proposals, the M11 corridor and an East-West rail link	<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, 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>	<p>Outcomes from our work and funding will enable:</p> <ul style="list-style-type: none"> <li>• The A14 improvement scheme to be completed by March 2021</li> <li>• A decision on alignment and format of E-W rail corridor through SCDC to allow effective planning for the future growth of the area.</li> <li>• Delivery of a new station at South Cambridge</li> <li>• Delivery of enhanced public transport along A428 Cambourne to Cambridge Corridor</li> <li>• Improvements to the A1307 corridor</li> </ul>	<p>A decision on the preferred route for the A428 (Black Cat to Caxton Gibbet) is awaited from Highways England.</p> <p>A1307 consultation on Bus Priority options, completed in April 2018. A report will be taken to Combined Authority / GCP in summer to consider how to proceed.</p> <p>Ely to Cambridge Transport Study completed in February 2018, 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>E-W Rail anticipate informal public consultation on route options October to December 2018, SOBC and confirmation of preferred route early 2019.</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>Worked with CA and GCP towards 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>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>Nine new Enterprise Zone production units at Cambridge Research Park, Waterbeach</p>	<p>Economic Development strategy refresh to be completed by October 2018.</p> <p>Member task and finish group – implement recommendations.</p> <p>Continue to promote Enterprise</p>

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	<p>Continued involvement with Local Enterprise Partnership to deliver Enterprise Zones in Cambourne, Northstowe &amp; Waterbeach.</p> <p>Member task and finish group on rural business report and recommendations to Cabinet, February 2018.</p> <p>Participated 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>were launched in May and there is strong interest in at least two of the units. The first business rates discount has been given to one of the new companies within the Enterprise Zone.</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 approved, expected to lead to the creation of 1,400 new jobs.</p> <p>New Local Plan Policies have been promoted to support rural enterprises 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>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 D(iii) below)</p>
iv. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community led services and targeted	Community Rail Partnership - supported 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. Partnership-funded Community Rail Partnership	<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</p>	<p>GCP-led Rural travel hubs Phase 2 business cases to be completed during 2018/19. SCDC support in engaging communities.</p> <p>Ride-in sweeper scheme pilot operating within Melbourn and surrounding areas and</p>

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support for the rural economy.	<p>Officer in post.</p> <p>See A (iii) above re Timebanking</p> <p>Facilitated 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: Expressions of Interest received from 20 parishes to be involved in street cleansing pilot.</p> <p>Rural Travel Hubs – first stage feasibility study complete and pilot sites for further investigation in South Cambs agreed by the GCP Board; work to develop business cases underway</p> <p>Adopted a discretionary business rate relief policy which will benefit around 300 rate payers.</p>	<p>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>Street Cleansing pilots now underway with 7 parishes, tailoring the support provided over the next 6 months of the Pilots.</p> <p>Ride-in sweeper scheme designed and developed working closely with representatives of Melbourn parish and surrounding areas. Four volunteers trained, local business engaged to support delivery and first community sweep scheduled to take place in May.</p>	<p>monitored/reviewed prior to evaluation. Further street cleansing support developed and tailored to the needs of the other 6 parishes.</p> <p>Council to consider a report in respect of a Compulsory Purchase Order for The Tree Public House, Stapleford.</p>
<b>AN INNOVATIVE AND DYNAMIC ORGANISATION</b>			
<b>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</b>			
i. Develop strategies for the Council to take advantage of commercial and investment opportunities as they arise	<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</p>	<p>ESH paid over £1 million interest to SCDC during 2017/18, slightly below the amount anticipated (£1.4m) due to a number of acquisitions towards the end of the financial year. The projected interest payment to SCDC during 18/19 is £1.7</p>	<p>The results of the Orchard Park feasibility study was presented to Cabinet in February 2018. The Business Case is currently under review.</p> <p>Develop a Commercial Strategy for</p>

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	<p>with the Business Plan projections. 140 MOD leased properties and 203 acquired properties (31 March 2018, compared to 127 at 31/3/17).</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. Community Energy Grant fund opened to applications from March 2018 - £55k available.</p> <p>Business Hub Primary Authority work embedded as business as usual as a cost recovery income stream.</p>	<p>million.</p> <p>Equity share projected net income for 2017-18 is £265,000.</p> <p>£215k savings achieved on cyclical maintenance contracts. Moving to a price-per-property contract with our response housing repairs contractors has generated an underspend of £435k.</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 to apply for loans or grants for investment in renewable energy or energy efficiency.</p>	<p>the Council to provide a clear strategic approach, and associated corporate processes, to the commissioning, development and delivery of commercial projects ensuring that it is best-placed to seek and take advantage of opportunities.</p> <p>A staff workshop has identified potential new commercial/income generating projects for consideration by EMT.</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>Establish Renewables Working Group to identify, explore and make recommendations on potential investment opportunities.</p> <p>Business Hub: Explore the development of a fully operational commercial arm.</p>
ii. Complete full integration of the Single Shared Household and Commercial Waste Services	<p>Projects:</p> <p>(a) Recycling policy review (paper in/out).: Cabinet agreed change to a co-mingled service for the collection of all</p>	<p>a) The collection service has successfully moved to a fully commingled service for recycling. Residents have embraced this change and the service received over 2,500 requests for second recycling bins</p>	<p>Finalise Memorandum of Understanding for the service.</p> <p>Develop the Greater Cambridge</p>



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	<p>SCDC kerbside recycling material; launched 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>enabling them to recycle more.</p> <p>b) Work has started to collate information for the Street Cleansing review including locations of litter and dog bin; detailed sweeping locations.</p> <p>c) The Memorandum of Understanding has been re-drafted including reporting and financial split agreements.</p> <p>d) 11 new collection vehicles delivered in Q4 (four more to be purchased during 2018/19) and all vehicles have transferred from Cambridge City Councils Operators licence</p> <p>Bins collected on schedule improved over the year from 98.70% in Q1 (following major service change) to 99.73% in Q4</p> <p>The annual recycling figure is slightly below 50% target at 49.22%, this was due to disruptions in Q1 caused by the service change and due to an extended winter reducing the green waste tonnage available.</p>	<p>Shared Trade Waste Service to help fund waste and recycling in the area.</p> <p>Review of SCDC Street Cleansing.</p>
iii. Consolidate existing shared services and develop plans for shared Finance, Planning and Housing services	<p>Completed staff consultation on new management structure for shared planning service and TUPE transfer of all staff to SCDC by 1 April 2018.</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>3C Shared Services now moved from “set-up” phase to operational delivery work.</p> <p>New on-line Service Desk and meeting</p>	<p>Delivery of 3C ICT 2018-19 Business Plans.</p> <p>Planning Shared Service – recruit shared management team.</p> <p>Arrange Member and staff briefings on 3C ICT strategy and gather views</p>

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	<p>consideration.</p> <p>All 3C Heads of Services in post.</p> <p>Updated business cases and performance indicators developed by new Heads of Service for 3C ICT and Building Control.</p> <p>New internal project team appointed to take forward shared financial management system implementation project</p>	<p>room booking systems launched.</p>	<p>on priorities for digital strategy.</p> <p>Agree and deliver revised SCDC go-live date for new shared financial management system.</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>SCDC Apprenticeship Strategy approved.</p> <p>Member Task &amp; Finish Group has reviewed the Councillor role profile, Member Induction, and representation on Outside Bodies.</p> <p>Employee Health and Wellbeing Strategy adopted. Events held included financial wellbeing support, nutrition/healthy eating a weight management programme and personal career planning.</p> <p>Monthly management reports on absence and cost implemented – cases being monitored and actions taken by managers (See Appendix B).</p> <p>Improved Health &amp; Well Being pages on</p>	<p>Five apprentices have been recruited, with recruitment ongoing for an HR apprentice. One of our apprentices has since moved into a permanent role within the organisation.</p> <p>Procurement of Apprenticeship providers through framework.</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>Maintained a positive staff turnover rate of 10.6% (2.9% in Q1&amp;2, 2.3% in Q3 and 2.4% in Q4) compared with a target 13% for the year.</p> <p>Reduced accident risk from improved</p>	<p>Identification and recruitment of remaining apprenticeships.</p> <p>Develop management apprenticeship programme.</p> <p>Revisit the Health &amp; Wellbeing Survey to benchmark improvement and satisfaction with project outcomes so far</p> <p>Continue to build relationships through existing Health Champions in particular at Waterbeach</p> <p>Shared Waste Service manager training/coaching for the effective handling of sickness absence to be delivered.</p>

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	<p>Insite.</p> <p>Final cohort of staff has completed Leadership Development Programme</p> <p>Delivered H &amp; S and employment/dignity at work briefings to all staff in the waste operations service</p>	<p>training and risk management.</p> <p>Increased the number of females in management roles. Gender Pay Gap reporting showed a positive bias towards women e.g. 48% women in the top 5% of earners</p>	
v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them	<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>Launched new Intranet</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>Developed a corporate Digital Strategy.</p>	<p>19,427 completed e-forms were submitted during 2017-18, compared to 18590 during 2016-2017.</p> <p>88.9% of calls to the customer contact service were handled during 2017-18 (87.9% in Q4 - 89.4% in Jan, 90.7% in Feb and 84.2% in Mar), compared with 77.9% in 2016-17 (86.0% in Q4 2016-17).</p> <p>The average call waiting time was 104 seconds in 2017-18 (113 in Q4 – 100 in Jan, 92 in Feb, 147 in Mar) compared with 231 seconds in 2016-17 (134 in Q4 2016-17).</p> <p>Implementation of the Revs and Bens customer portal is complete. Revenues integrated e-forms to enable customers to self-serve.</p>	<p>Finalise and adopt Corporate Digital Strategy with 3C ICT.</p> <p>Deploy the Waste Service Integrated ICT system focusing on digital solution for customer to crew.</p> <p>Implement payment solution with IEG4</p>