APPENDIX B – UPDATE ON CORPORATE PLAN 2013-18 ACTIONS

| COUNCIL AIM AND ASSOCIATED ACTIONS | CABINET / EMT LEAD | PROGRESS TO 31 AUGUST 2013 |
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| AIM A – We will listen to and engage w money | vith residents, paris | hes and businesses to ensure we deliver first class services and value for |
| A1. Continue to invest in employees and members by carrying out actions in the Organisational and Member Development strategies | Simon Edwards and David Whiteman- Downes / Susan Gardner Craig and Fiona McMillan | The East of England Local Government Association carried out the Council's 18 month review of the Councillor Development Charter on 17 June 2013 and confirmed that the Council has maintained the standards of the Charter. The Portfolio Holder is currently exploring how future Member Development priorities can be effectively identified and addressed, whilst linking more closely with the Organisational Development Strategy. The Member Development Programme for 2013/14 continues to be rolled out, with numerous training and development courses/sessions having already been held this municipal year. Sessions that have taken place include statutory training for committees such as Employment, Licensing and Planning, together with some more generic sessions for chairing skills and public speaking. We also carried out induction training for the three new Members elected in May 2013. The Council continues to deliver a number of key initiatives within its Organisational Development Strategy. We have introduced a Leadership forum for senior managers and begun a review of our Performance Development Review scheme. The second cohort on the Leadership Development Programme have commenced learning projects, forming teams to take forward corporate improvement projects linked to the Business Improvement and Efficiency Programme (see A4 below). |

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| | | We continue to invest in personal development plans for staff, including those adversely affected by the recent Job Evaluation process. |
| | | We launched a new Buying Additional Annual leave policy and Flexible Retirement policy earlier this year and several staff have made use of these new arrangements. Remote and homeworking policies are currently under review. |
| A2. Maintain financial resilience whilst channelling our resources to create opportunities for investment, sustainable borrowing and economic growth | Simon Edwards / Alex Colyer | The Council has produced an integrated performance monitoring report bringing together headline information around budgets, performance indicators, key projects and strategic risks, enabling issues to be identified and addressed in a co-ordinated manner. Variance against capital, revenue and Housing Revenue Accounts budgets was below 3% at 30 June 2013. |
| | | Work is continuing to explore how the council's new housing company, South Cambs Limited, can best deliver the range of new homes needed, whilst generating a financial return on investment. |
| A3. Ensure best use of Council assets and benefit from opportunities to | | Work is continuing to explore the possibility of shared operational waste facilities (see A8 below). |
| achieve efficiencies from working together | Simon Edwards / | The Council's shared Internal audit service with Peterborough City Council launched on 1 July 2013. |
| Alex | Alex Colyer | The District Council is also planning to share payroll services with Cambridge City Council, which approved the proposals on 8 July 2013. The new shared payroll service is planned to be fully operational in April 2014, to coincide with the start of the new financial year. |
| A4 Carry out projects from the Business Improvement and Efficiency Programme (BIEP), working with services to reduce costs and deliver | David Whiteman- Downes / Alex Colyer | The BIEP 2013/14 has been defined. Documentation is available on SharePoint, the Council's on-line projects database. The details of the BIEP have been communicated at management level across the organisation. Communication to all staff will be made in the coming weeks. |

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| better ways of working | | Individual projects within the programme have been defined and Project Initiation Documents complete. |
| | | Projects are now being scheduled with Tranche 1 starting in July 2013 as planned. |
| A5 Further improve how we engage with residents, keeping them informed about the Council and its services and using their feedback to shape future service delivery | | We're continuing to use our residents' magazine to seek feedback and signpost to further information, including the draft Local Plan (see Action A7 for full details), and are running competitions which have generated over 250 entries. Social media engagement (followers) has increased by 20%, and we have |
| Service delivery | | recently joined the county council to launch the Shape Your Place website, through which local people can report and discuss issues of concern to them. The website is already generating positive outcomes, for example the resolution of an issue of overhanging branches on a cycle path between Girton and Oakington. |
| | | The latest issue of South Cambs magazine also contains our annual Readers' Survey to assess satisfaction with the current magazine and how it can be further improved. |
| | | We will be reviewing engagement across the organisation as part of a corporate project to further embed equalities within our processes. |
| A6. Increase the supply of temporary accommodation, prioritising council-owned properties whilst not restricting options in other sectors. | | The Council is consulting on a revised Homelessness Strategy, one of the key objectives of which is to increase the amount of good quality temporary accommodation. The new strategy is scheduled to be presented to the Housing Portfolio Holder on 16 October 2013. |
| | | The project to redevelop the Robson Court hostel site is progressing well. Following the grant of planning permission, work in anticipated to start on site in Autumn 2013, with an 18-month build-out programme. The current hostel provided shared accommodation for 16 households. The new development will provide 30 units of self-contained temporary accommodation, replacing both the |

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| ACTIONS | LEAD | 16 units at Robson Court, 4 units at the Bungalow (to enable Sanctuary Housing to manage the temporary accommodation on one site) and a further 10 additional units to help alleviate the need to use Bed & Breakfast. We are still on target with decant properties secured within Waterbeach to enable the site to be cleared. The Council is continuing to be proactive in identifying suitable properties for purchase and use as temporary accommodation, buying three between April-June 2013. Five homes have been secured through the Empty Homes Strategy with a further three new homes provided using Housing Revenue Account funds. |
| A7. Ensure the South Cambridgeshire Local Plan and Community Infrastructure framework are based on effective engagement | Local Plan and Community Infrastructure framework are based on | The Council has agreed a draft Local Plan, put together following options consultations which involved 30 public exhibitions and generated over 30,000 comments. During the consultations the majority of people told us they wanted our plan to focus development in new towns or villages rather than spreading housing across most existing villages, protect the green belt around Cambridge by planning new housing on brownfield land first, ensure the right services were delivered for new homes and take into account the transport implications of new development. Whilst the proposed plan will not be able to meet everyone's needs, we are confident it will largely achievable these key objectives. |
| | Nick Wright / Jo Mills | Consultation on the draft Plan is underway, running between 19 July – 14 October. We are running a further series of public exhibitions, which have already been attended by over 650 residents, and are publishing a feature article in the next residents' magazine, including a feedback form for residents to give their views. Alongside the local plan, we are also consulting on a draft Community Infrastructure Levy, a charge on some types of new development including houses to fund requirements including new or improved schools, health facilities, public transport routes and roads. We're seeking views from developers, parish councils and residents on what the right level of charge |

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| | | should be, and which development should be charged to ensure new development under the Local Plan leads to successful and sustainable new communities. |
| A8 Work with Recycling in Cambridgeshire and Peterborough (RECAP) waste partners to reduce council tax costs, carbon impacts and waste sent to landfill | Mick Martin / Mike Hill | The Council continues to work with the Districts and County to explore opportunities to deliver benefits and savings through better joint-working. These include: 1. A joint Materials Recycling Facility contract for the processing and sales of "blue bin" recyclable materials to replace the current SCDC contract when it expires in June 2015. 2. Discussions are on-going with Cambridge City on possible sharing of waste depot facilities and a Memorandum of Understanding for cross-border working with Cambridge City at Cambridge North-West growth site will go to Portfolio Holder Meeting in September 2013. 3. Joint Procurement. The Council has taken part in an initial project to jointly purchase 19 refuse vehicles across RECAP partners. |
| A9 . Ensure benefits reform is implemented as smoothly and as effectively as possible | Simon Edwards / Alex Colyer | We have reallocated staffing resources to deal with the higher volume of customer enquiries arising from the implementation of the Localised Council Tax Support scheme in April 2013 and are closely monitoring the financial impact of the new scheme, to explore whether it will require review to remain viable in future years. Cumulative Council Tax and National Non-Domestic Rates collection was 0.2% and 1.8% below target respectively at 31 July; however, performance is anticipated to meet target by year-end in both cases. Rent collection performance remains strong, achieving 96.6% during July 2013, against a |
| A10. Effectively influence the new Police and Crime Commissioner's Plans via improved engagement with our local | Mick Martin / Mike Hill | target of 95.4%. South Cambridgeshire remains one of the safest and most peaceful places in the UK in which to live, work, study and enjoy a great quality of life. To help |

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| communities and better sharing of intelligence with police and partners | | maintain this, SCDC continues to work closely with key partners, including: SCDC, County Council children & young people's locality teams, Police and housing associations now routinely working together to join-up delivery and reduce duplication on individual and shared cases. In July 2013, the Environmental Services Portfolio Holder agreed that the Council submits an application to the Chief Constable to become the first District to join the Cambridgeshire Police Community Safety Accreditation Scheme. This will enable some enforcement staff to use a small number of police powers to help us tackle anti-social behaviour issues. Improved joint-working with police and partners will be supported by the introduction of a new IT system which will allow inter-agency case management of anti-social behaviour incidents. The South Cambridgeshire Crime & Disorder Reduction Partnership took part in a positive "Star Chamber" discussion with the Police & Crime Commissioner to help shape the Commissioner's plans for next year. |
| AIM B – We will work with partners to | create opportunitie | s for employment, enterprise, education and world-leading innovation |
| B1. Work with partners to improve digital infrastructure | Nick Wright / Alex Colyer | Connecting Cambridgeshire - a multi-million pound partnership investment project to provide superfast broadband - is underway. BT has been tasked with planning the broadband roll-out to make the best use of public money so that it reaches every Cambridgeshire community by 2015. The re-design of the network will involve upgrading over 100 telephone exchanges and installing many more new cabinets. Due to the generally poor network in the district, more work is needed to plan the roll-out in South Cambridgeshire, but it is expected we will see a substantial number of villages reached with fibre broadband during 2014. A new 'My Area' checker will be available on the Connecting Cambridgeshire website www.connectingcambridgeshire.co.uk by the end of September to show how |

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| | | areas and parishes fit in to the roll-out plan as it progresses. It will be regularly updated. |
| | | We have joined-up this initiative with our proposals to ensure the delivery of digital infrastructure into new communities. |
| | | Connecting Cambridgeshire has secured multi-million pound funding to help local businesses get on the superfast highway and drive economic growth by making the most of the latest digital technologies. |
| | | The partnership of local County and District councils has successfully bid for £1.173 million from the European Regional Development Fund to support businesses in making the most of digital opportunities as part of its programme to boost connectivity and technical innovation across the county. |
| B2. Support the local economy through developing a Register of Businesses and Business Support schemes | | The new Business Register is expanding prior to its formal launch in November 2013. The Register will be used to communicate with particular sectors, e.g. the Environmental Health & Licensing Team with food establishments, promote business support activities and seek feedback. |
| | Nick Wright / Jo Mills | The Cambridge Plus website will be updated, enabling it to be maintained and updated more easily and used, alongside the Business Register, as a means of communication with businesses. |
| | | Working with business support specialists Exemplas, we have set up a further series of free practical workshops, taking place in October 2013, to address specific issues raised by local firms. |
| B3. Establish a Council 'Back to work' project, and promote apprenticeships to equip all our young people for productive life | Mark Howell / Stephen Hills | A Pathway to Employment strategy was approved by Cabinet in April 2013. Two apprentices have been appointed within housing, with the Revenues section currently also recruiting. A review of progress is scheduled for November 2013 |
| | | We have also recently carried out a successful work experience programme with a local school during July and hosted university student placements in |

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| | | Legal & Democratic Services and Conservation. |
| B4. Continue an effective approach to enforcement to target residents' problems whilst effectively supporting local business success | s' | The Tasking & Coordination Group continues to meet fortnightly to join up enforcement action across the organisation and focus on complex/cross-team cases. Workshops have taken place with Councillors, Officers, and Parish Councils to |
| | | develop a new corporate Enforcement & Inspection Policy. Subject to Cabinet views, consultation with businesses will now take place before the policy is finalised. |
| B5. Work with the Local Enterprise Partnership (LEP) and other partners to facilitate local innovation and entrepreneurship | Nick Wright / Jo Mills | The Greater Cambridge City Deal bid, put together by the district, city and county councils, Cambridge University and the LEP will, if successful, will facilitate investment and economic growth. Presentations were made to government ministers during the summer, and formal feedback on the bid is awaited. |
| | | The LEP has recently set up a senior officer forum that will provide new opportunities for partnership approaches on business support and inward investment, and also help the district benefit from LEP-led initiatives. |
| B6. Work with partners to deliver an effective, collaborative approach to strategic planning, transport and drainage | Pippa Corney / Jo Mills | The Council's Draft Local Plan was developed in close collaboration with neighbouring authorities through the work of a district-city-county council spatial planning councillor group. The group coordinates spatial planning (including land use) and an integrated transport strategy for Cambridge City and South Cambridgeshire, and provides high level oversight of current Cambridgeshire growth strategy. The Group made recommendations to both councils in respect of their draft Local Plans, prior to their agreement for consultation. |
| | | At the same time as agreeing the Draft Local Plan, Cabinet agreed a Memorandum of Cooperation, put forward by the county-wide Joint Strategic Planning and Transport Group setting out objectively assessed housing needs for the area. |

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| | | The Council worked with authorities and LEPs to agree in principle a contribution towards the funding of the A14 upgrade, following the Government announcement in June 2013 that the scheme would start as early as 2016. |
| B7. Ensure the effective delivery of Northstowe and other new communities | s Tim Wotherspoon | Following from the joint planning committee resolutions to grant outline consent and approval of the headline items for inclusion in the section 106 Planning Agreement, District and County officers have been in detailed negotiation over the details of the Agreement. Discussion has focussed on the timing and triggers for the financial contributions, and the security provisions for the contributions. Work is continuing also on how facilities can be delivered in the most cost efficient way within the £30m allocation of developer funding in order that savings can be made against the full cost of provision. It is anticipated to release the planning consent in September for a Spring start on site of major earthworks. |
| | | Work is proceeding on the Design Code for Phase 1 and it is expected that submissions for approval for the reserved matters will commence shortly after the consent is issued with the expectation of discharge by late Autumn. |
| | / Jo Mills | Progress highlights on the other major development sites are as follows: |
| | | NW Cambridge (University) – Strategic planning conditions have been received. |
| | | Orchard Park – Discharge of conditions on the local centre – building works expected to commence shortly. Reserved matters for seven affordable dwellings as part of the local centre is due to be approved. Pre-application on the corner site has commenced with an application expected in the next month. Enforcement action against Persimmon for failing to complete Local Areas of Play and breach of planning conditions has been instructed. Officers have also written to the Health and Safety Executive re. the condition Sweetpea Way. |
| | | NE Cambridge – Joint comments for City and SCDC have been sent to the County Council in relation to its planning application for Cambridge Science |

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| | | Park Station. |
| | | Trumpington Meadows – Barratts has secured the remainder of the residential sites, including the Local Centre. Preliminary discussions about its programme are taking place but it is anticipated that they will want to start pre-application discussions relating to reserved matters for infrastructure and two initial parcels. In addition, Grosvenor has retained the country park. The Community Access Agreement for Trumpington Primary School has been completed. |
| | | Cambridge East – discussions are underway to being forward a major mixeduse development on land north of Newmarket Road. |
| B8. Deliver a range of homes that are affordable and where people want to live in areas that will support economic growth | Mark Howell / Stephen Hills | The first 28 affordable units at Papworth were completed during July 2013. The scheme to bring forward new affordable units at the Windmill Estate, Fulbourn, is due for completion in December 2014. 230 new affordable homes on rural exception sites are due for completion in 2013/14. |
| B9. Build the first of the new Council houses in the New Build Strategy 2012-15 | Mark Howell / Stephen Hills | Contractors are on site and foundations underway. The first site meeting took place on Wednesday 17th July 2013. Full completion with tenants moved in is scheduled for December 2013. |
| B10. Set up a new way of delivering equity share, market sale and private rented properties | Mark Howell / Stephen Hills | South Cambs Holding Ltd was established in January 2013. A scoping paper will be produced for Cabinet in November 2013, which will determine the scope of the company's work and objectives. |
| AIM C – We will make sure that South (| Cambridgeshire co | ntinues to offer an outstanding quality of life for our residents |
| C1. Develop solutions to deliver co- | | There have been some delays in the development of a Demand Responsive |
| ordinated community transport | Pippa Corney / Jo Mills | Transport solution due to a lack of staffing at the County Council, who are leading on Cambridgeshire Future Transport; however, new resources have now been identified and the project is moving forward. We have assisted the County Council in setting the dates for the next round of working groups, which will take place in September 2013. Community transport schemes grant-aided by SCDC are continuing to be supported. We are currently refreshing the data |

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| | | mapping for our community transport evidence base to ensure that our focus remains in the areas of greatest need. |
| C2 Work with older people and the voluntary sector to roll out the new 'Community Navigators' and 'Safer Homes' schemes as part of the Ageing Well Strategy | Mick Martin / Mike Hill | 15 community navigators are now in place across South Cambridgeshire villages and communities. Work to explore possible future funding and procurement options and delivery models to enable the highly successful Handyperson (Safer Homes) Service to continue across the county is ongoing under the Health & Wellbeing Board. SCDC is playing a key role in the process. Portfolio Holders have agreed to joined-up processes to develop Ageing Well, Health & Wellbeing, Localism and Children and Young People's strategies, with Cllr Martin working with Cllr Corney to lead a joint Task & Finish Group in the Autumn. |
| C3. Work with GPs and Local Health Partnership to improve the health of new communities, access to mental health services and support for emerging vulnerable groups | Mick Martin / Mike Hill | Relationships continue to be built between planners and health colleagues. We are exploring options for a possible joint post with County Public Health team to include a focus on better engaging health professionals with the planning process. The project to support tenants with mental health issues remains in the early stages of development. Emerging Vulnerable Groups: SCDC is representing all Cambridgeshire Districts on the GP's Clinical Commissioning Group (CCG) Older People's Programme Board. This Board is working to let a £850m contract for older people's services and has recognised the need for District involvement to create a "whole system approach" to older people's health & wellbeing and joining-up with Housing services. Initial meetings have also been held to discuss the Children & Young People's Area Partnership work with the Gypsy and Traveller community and on how partners can work together to improve standards of private rented housing. |

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| C4. Address the accommodation needs of Gypsies and Travellers | Mark Howell / Stephen Hills | The Council is currently investigating potential sites – a progress review is scheduled for March 2014. The Council's draft Local Plan proposes provision will be made for at least 85 permanent Gypsy and Traveller pitches between 2011 and 2031, and at least 4 plots for Travelling Showpeople between 2011 and 2016. The 85 pitches have been provisionally identified and Homes and Communities Agency money secured to invest in current provision to ensure that this can be sustained for the future. A report is scheduled for Cabinet in September 2013 setting out detailed proposals in respect of Gypsy and Traveller accommodation. |
| C5. Work with local communities and businesses to develop and deliver actions on green issues that make a difference | Nick Wright / Jo Mills | The County-wide Green Deal initiative is progressing well, with the tendering process underway to appoint a Green Deal Provider. A report will be presented to the Portfolio Holder meeting in September, with the launch of the new scheme 'Action on Energy' planned later in the autumn. The Sustainable Parish Energy Project is focussing on two planned Village Energy Days and preparing for the local Green Deal launch. The Council commissioned a report on pubs and farms, following a series of Green Business Breakfasts held during 2012/13. The report has been completed, and in July 2013, the portfolio holder endorsed further work to develop approaches to support the rural economy of villages. |
| C6. With the new Youth Council, develop an integrated plan to improve health, success and opportunities for young people | Pippa Corney / Mike Hill | Given the close links with Health & Wellbeing, Cllr Corney and Cllr Martin have agreed to joined-up processes to develop the Children & Young People's Plan alongside the Ageing Well, Health & Wellbeing, and Localism strategies via a joint Task & Finish Group in the Autumn. A draft project plan has been prepared for sign-off by both Portfolio Holders after the summer. The Youth Council itself has been active in a number of areas: In June our youth councillors attended the voluntary group Cambridge Conversations' event to help launch its 'Ten Sofas Ten Minutes' initiative. The idea is to put one or two sofas up at various events in and around South |

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| | | Cambridgeshire and invite young people across the district to stop, sit and talk for ten minutes about what they'd like to see in their local areas, what their concerns might be and anything else. |
| | | In July, youth councillors attended the UNITE Summer Business Forum at Elms BMW in Cambourne where they chatted to businesses about employment opportunities for young people and asked what skills employers look for. They also had the chance to talk to the speakers from BSkyB, BT, the Chamber of Commerce, BMW and also the founder of the Big Issue, John Bird. |
| | | Our youth council will shortly be completing its first year and we're using the current edition of our residents' magazine to look for more young people living in South Cambridgeshire to put themselves forward to be part of next year's team. |
| C7. Celebrate rural life through the Community Pride, Village Heroes and best-kept garden awards | | Planning is well underway for the Community Award Celebrations scheduled for spring 2014. A report will be submitted to the Portfolio Holder in September 2013 setting out proposals. |
| | | The closing date for entries to the SCDC tenant and leaseholder's Best Kept Garden's competition was 21 June 2013. Winners in all six categories have been announced; they will receive their trophies, certificates and prizes at a ceremony in Autumn 2013 at Scotsdales Garden Centre, Great Shelford. |
| | | The recent Park Life event attracted record crowds of almost 5,000 people to Milton Country Park, with staff from teams across the council coming together to make the event a success. Over 450 people had a go at water sports alone, including canoeing, kayaking and paddleboarding whilst almost 100 checked out the woodland activities in the Wild Place and many more tried their hand at archery, trampolining, golf, fencing and cycling. |
| C8. Continue support for community orchards, allotments, hedgerows, tree- | Nick Wright / | Progress has been made on several enhancement projects: |

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| planting and other conservation and enhancement schemes, including the Chalk Rivers project | Jo Mills | Chalk Rivers: Developed restoration of Hoffer Brook; management of improved areas on Rivers Mel and Shep involving Harston Scouts. |
| | | Wildlife Enhancement Scheme: Supported Emmaus pond, Well House, Haslingfield. |
| | | Support for other local projects: including Stockbridge Meadows, pond advice and wild flower planting |
| | | Enhancement through planning: including reinstating of Repton landscape at EDF Milton |
| | | Community Orchards: we are proposing a community orchard as part of a new planning development in Waterbeach. |
| | | Conservation projects have been awarded funding from the Community Chest Grants Scheme at Histon and Impington (trees for community orchard - £1,000) and Little Eversden (tree planting - £242) |
| C9 Establish projects to consider the options for upgrading and improving Council homes | Mark Howell / Stephen Hills | The Council is due to undertake a community consultation exercise for the potential major redevelopment of the site at Wilford Furlong, Willingham. Initial design options are currently being prepared. The findings will be reported in October 2014. |
| C10 Jointly lead the 'Together for Families' partnership project to improve the lives of families with the most complex needs | | Data is now regularly shared by SCDC with partners to identify families that meet the government and local criteria. |
| | Mick Martin / Mike Hill | Crime and Disorder Reduction Partnership locality meetings now include discussion of Together for Families cases as well as Anti-Social Behaviour cases to ensure a joined up approach and avoid duplication. |
| | | The expanded Family Intervention Project is now in place and accepting new cases. |