

**APPENDIX D - CORPORATE PLAN 2013-2018 – YEAR-END PERFORMANCE REVIEW**

<p><b>COUNCIL AIM AND ASSOCIATED ACTIONS (Lead Portfolio Holder / Management Team Lead)</b></p>	<p><b>HOW DID WE DO?</b></p>	<p><b>WHAT'S STILL LEFT TO DO?</b></p>
<p><b>AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money</b></p>		
<p>A1. Continue to invest in employees and members by carrying out actions in the Organisational and Member Development strategies</p> <p>(Simon Edwards and David Whiteman-Downes / Susan Gardner Craig and Fiona McMillan)</p>	<p>We received confirmation from the East of England Local Government Association that we maintained the standards of the Elected Member Development Charter.</p> <p>We have delivered a comprehensive Member Development Programme of training sessions on a wide variety of skills development topics and a series of briefings on key topical issues for the organisation. 53 of the Council's 57 Members have attended at least one training session or workshop during the year; feedback has been largely positive in terms of participants feeling that the development opportunities provided will assist them in carrying out their roles.</p> <p>We have also supported Members with the rollout of iPads, with beginner and intermediate sessions held in January and February 2014.</p> <p>The second cohort on the Leadership Development Programme have completed their learning projects, which took forward corporate improvement projects linked to the Business Improvement and Efficiency Programme (see A4 below) around discretionary services, internal communications and recruitment</p>	<p>Our new Corporate Plan includes a priority action to deliver Organisational and Member Development strategies.</p> <p>Work is underway to review the Member Development Strategy and recommend changes. We are also carrying out an induction programme for new Members elected in the May 2014 elections.</p> <p>We will put in place a programme of employee surveys. These will focus on key aspects of employee engagement and satisfaction.</p> <p>A revised Performance Development Review (PDR) scheme took effect 1 April 2014, allowing staff to identify behaviours which support the Council's Values of Working Together, Integrity, Dynamism and Innovation.</p> <p>EMT will also be considering proposals to take forward coaching, building on skills developed during the Leadership Development programme.</p> <p>The Organisational Development Strategy and Action Plan will be reviewed by Scrutiny with particular focus on Apprenticeships, Leadership/Management</p>

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	<p>and selection. Final presentations were made to management team in February 2014, with detailed follow-up reports and recommendations to follow at EMT.</p> <p>We launched a new Buying Additional Annual leave policy and Flexible Retirement policy and several staff have made use of these new arrangements. Remote and homeworking policies are currently under review.</p> <p>We have delivered a corporate skills programme to improve the way we communicate with our customers, partners and stakeholders to all staff, identifying tangible improvements to standard letters and templates which have resulted.</p>	<p>Development, Member Development and staff readiness to move towards a more commercial approach to service delivery.</p>
<p>A2. Maintain financial resilience whilst channelling our resources to create opportunities for investment, sustainable borrowing and economic growth (Simon Edwards / Alex Colyer)</p>	<p>We have introduced 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. Year-end outturn showed net underspends of £505,400 (General Fund), £162,090 (Capital) and £239,600 (Housing Revenue Account). These underspends have not adversely affected service delivery or performance.</p> <p>SCDC's external auditors issued an unqualified audit</p>	<p>The Corporate Plan 2014-19 includes a strategic objective to improve efficiency and value for money within a viable financial strategy. Our new MTFS requires us to deliver further savings of £300,000 in 2014-2015 and £790,000 in 2015-2016 in order to absorb continuing funding cuts and deliver a balanced strategy.</p> <p>We will take forward exciting initiatives with the potential for large-scale investment and income generation, including the pilot scheme for the Council's new housing company, investing £7 million to enable the company to acquire an initial portfolio of</p>

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	<p>opinion of our 2012/13 accounts, representing a strong endorsement of the quality and robustness of our financial procedures and personnel.</p> <p>Council approved a revised and updated Medium Term Financial Strategy in February 2014, developed to take into account 25% cuts in central government funding for the third successive year. SCDC has delivered £5 million of efficiency savings over the past four years.</p>	<p>homes for rent during 2014-15, and City Deal with government to deliver new housing and transport infrastructure for the Cambridge Sub-Region (see B5 and B10 below).</p>
<p>A3. Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from working together (Simon Edwards / Alex Colyer)</p>	<p>We launched shared Internal audit and HR/payroll services with Peterborough City Council and Cambridge City, in July 2013 and April 2014 respectively.</p> <p>A joint post with County Public Health team began in November 2013 to take forward health partnership working, on a 12-month trial basis.</p> <p>Cabinet endorsed the City Deal and gave in-principle approval to the development of a joint waste service with Cambridge City Council, at its meeting on 10 April 2014.</p> <p>SCDC has participated in the county-wide Making Assets Count partnership. The partnership explored setting up a Joint Venture to manage public sector assets across the county, agreeing to develop specific projects and revisit a possible Joint Venture</p>	<p>The Corporate Plan 2014-2019 retains a strategic objective to ensure the best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working. This objective will be delivered through the City Deal (see B5 below) and making assets count initiatives, and through the exploration of new shared service opportunities, including a Strategic Partnership with Huntingdonshire District Council, announced in April 2014.</p>

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	model when appropriate.	
A4 Carry out projects from the business efficiency programme (BIEP), working with services to reduce costs and deliver better ways of working (David Whiteman-Downes / Alex Colyer)	<p>The programme has progressed largely according to timescale; several projects have delivered recommendations to EMT for improved working practices and cashable savings. The goods and services review has provided a focus on reducing costs through effective procurement, delivering a framework contract for the employment of agency staff which has saved £38k in the current year, and is projected to save a further £65k during 2014-15.</p> <p>The review of waste services resulted in Cabinet agreeing a revised collection schedule for green and blue bins from Winter 2014-15, which is projected to save the Council £200k in 2014-15 and £400k per year from April 2015.</p>	The 2014-2019 Corporate Plan commits us to implementing recommendations from the 2013-2014 BIEP and carrying out the 2014-2015 programme, identifying further savings to contribute towards the Council's MTFS target.
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 (David Whiteman-Downes / Alex Colyer)	<p>We carried out a survey on our residents' magazine, in response to which we have provided additional information on rogue traders and more focus on transport issues.</p> <p>Social media followers have continued to increase and we are trying to use the channel to encourage engagement.</p> <p>A new business newsletter has been launched to give better and more targeted information to firms. This aims to improve the two way conversation we are having. We also launched a bi-monthly parish e-bulletin, responding to feedback from parishes that</p>	<p>A media partnership is to be set up to help improve attendance at our annual Park Life event. Discussions have begun with Cambridge News.</p> <p>We are promoting key events such as the Tour de France (coming through our district) to help residents know how they can get involved and advise them of any possible issues to consider on the day.</p> <p>EMT has agreed an annual engagement schedule for the resident Consultation Panel, maximising its value in helping us monitor customer satisfaction and shape future service delivery.</p>

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	<p>communication needed to be improved.</p> <p>We are reviewing our tenants' magazine with a view to improving design, production method and content.</p> <p>In 2013 the highest quantity of media coverage was achieved, with 93% being positive or neutral. This was an excellent result and is a good way to promote the work of the Council.</p> <p>The publication of the Council's budget in February was followed by targeted communications explaining how taxpayers' money is being spent.</p>	
<p>A6. Increase the supply of temporary accommodation, prioritising council-owned properties whilst not restricting options in other sectors. (Mark Howell / Stephen Hills)</p>	<p>The project to redevelop the Robson Court hostel site is progressing well. Following the grant of planning permission, work started on site in Autumn 2013, with an 18-month build-out programme.</p> <p>The Council is continuing to be proactive in identifying suitable properties for purchase and use as temporary accommodation, with 12 properties purchased between April-December 2013.</p> <p>We have put in place a revised Homelessness Strategy, one of the key objectives of which is to increase the amount of good quality temporary accommodation and reduce the use of B&amp;B and associated expenditure. This has been achieved, and expenditure on this type of temporary accommodation is quarter of that spent the previous</p>	<p>The Corporate Plan 2014-2019 includes a strategic objective to increase the range and supply of temporary accommodation to help minimise the use of bed and breakfast accommodation for homeless households. We will achieve this by implementing actions in the Homelessness Strategy and completion of the Robson Court hostel refurbishment project.</p>

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	<p>year.</p> <p>Homeless prevention has increased during the year, due to successful private rent placements and social housing lets; we helped a total of 147 households avoid homelessness, compared to 131 in 2012-13.</p> <p>The number of households in temporary accommodation rose during the year, with 11 more households in temporary accommodation at the end of 2013/14 (53, compared to 42 at the end of 2012/13), and a quarter-end average of 50. However, when compared with the increasing numbers accepted as homeless, where the increase has been much larger (127 accepted in 2013/14 compared to 102 in 2012/13 – showing an increase of 25 households), the team worked hard to minimise the use of temporary accommodation wherever possible.</p>	
<p>A7. Ensure the South Cambridgeshire Local Plan and Community Infrastructure framework are based on effective engagement (Pippa Corney / Jo Mills)</p>	<p>The Council submitted its Local Plan to the Secretary of State on 28 March 2014, put together following options consultations which involved 30 public exhibitions generating over 30,000 comments.</p> <p>During the Options 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</p>	<p>An Inspector has been appointed to oversee the Public Examination of our Draft Local Plan. This will involve a series of public hearings on dates to be identified, and may require us to prepare additional supporting evidence.</p> <p>Following further public consultation, the Draft Charging Schedule for CIL will also be submitted for examination to coincide with that on the Local Plan. The eventual introduction of CIL is dependent on adoption of the Local Plan and is therefore not anticipated until Spring 2015.</p>

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	<p>account the transport implications of new development. Whilst the new plan will not be able to meet everyone's needs, we are confident it will largely achieve these key objectives.</p> <p>Consultation on the draft Plan ran from 19 July – 14 October 2013. This included 17 more public exhibitions at venues across the district, attended by over 1,400 residents, and a feature article in the residents' magazine, including a feedback form for residents to give their views; this attracted over 1,500 responses.</p> <p>Alongside the local plan, we have been developing plans for the introduction of the Community Infrastructure Levy (CIL), consulting on a Preliminary Draft Charging Schedule during August-September 2013. We received a total of 232 representations, which have informed the preparation of a Draft Charging Schedule, agreed for further consultation in April 2014. We are now proposing to levy a zero CIL rate on retail development at strategic sites, a change arising from concerns about viability which emerged from the consultation.</p>	<p>If the Inspector considers that the plan requires main modifications to make it sound/legally compliant, public consultation on these would take place after the public hearings, and the outcome of the consultation taken into account by the Inspector before the Inspector's Report is published.</p>
<p>A8 Work with RECAP waste partners to reduce council tax costs, carbon impacts and waste sent to landfill (Mick</p>	<p>The county-wide RECAP waste partnership has agreed to develop a full business case for implementation of a "whole systems approach" to waste collection. Ultimately the business case will</p>	<p>The Council's Corporate Plan for 2014-2019 retains waste partnership working as a strategic objective. To achieve this objective, we will:</p>

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<p>Martin / Mike Hill)</p>	<p>need to demonstrate that there are significant benefits which can only be achieved by working together. The strategy is initially for each individual authority to make those changes, improvements and savings it is able to deliver on its own in preparation for future partnership working.</p> <p>We have begun the procurement of a joint Materials Recycling Facility contract for the processing and sale of “blue bin” recyclable materials, together with separate procurement of a joint contract for the sale of paper, to replace the current SCDC contracts when they expire in October 2015. A joint Invitation to Tender is due to be published in January 2014.</p> <p>The Council is taking part in a project to jointly purchase large refuse vehicles across RECAP partners, agreeing a shared specification and Invitation to Tender.</p> <p>Cabinet gave in-principle approval to the development of a joint waste service with Cambridge City Council, at its meeting on 10 April 2014, and we have also developed a Service Level Agreement for cross-border working with Cambridge City at major growth sites including Cambridge North-West and Trumpington Meadows.</p> <p>The Council’s reuse and recycling rate for the year was 56.7%. The latest benchmarking figures showed</p>	<ul style="list-style-type: none"> <li>• Agree and begin implementation of RECAP integrated waste collection model.</li> <li>• Continue development of joint operational waste arrangements with Cambridge City Council, and</li> <li>• Deliver agreed waste efficiencies and improvements.</li> </ul>

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	<p>SCDC's performance remaining in the top 20 of all English districts.</p>	
<p>A9 . Ensure benefits reform is implemented as smoothly and as effectively as possible (Simon Edwards / Alex Colyer)</p>	<p>We 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 have closely monitored the financial impact of the new scheme, to explore whether it will require review to remain viable in future years. This monitoring has identified that the scheme is financially sound and has been easily understood by residents, consequently Council agreed to retain it for 2014-2015.</p> <p>Consistently high first-time call resolution rates being achieved by the Customer Contact Service (averaging 82.3%) have helped the Benefits Team maintain and enhance its performance in processing new claims in spite of demand increasing. We also maintained outstanding performance in respect of rent (98.8%) and Council Tax (99.25%) collection rates.</p> <p>We have been given additional funds to support residents experiencing hardship resulting from under occupancy reductions in benefit, Benefit caps, Local Housing Allowance and to support claimants in specially adapted properties. Our Spring 2014 magazine included an article reminding those receiving Housing Benefit and experiencing a shortfall between the rent charged and the amount of</p>	<p>The Council's Corporate Plan for 2014-2019 retains managing the impacts of welfare reform smoothly and effectively as a strategic objective.</p> <p>We will continue to monitor the impact of the government's welfare reform programme with respect to Council Tax support, Universal Credit, fraud and over-accommodation on customers, the Local Support for Council Tax Scheme and the Council Tax Base. We will adapt our service to meet increased demand and plan for the possibility of the requirement to amend the LCTSS for 2015/16.</p>

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	<p>Housing Benefit received that they can apply for a Discretionary Housing Payment.</p> <p>Affordable Homes set up an Under Occupation Project which provided timely information and advice to all households affected by the under occupation subsidy. 28 households have been helped to move and overall there has been a 20% reduction in the number of households affected by the changes.</p>	
<p>A10. Effectively influence the new Police and Crime Commissioner's Plans via improved engagement with our local communities and better sharing of intelligence with police and partners (Mick Martin / Mike Hill)</p>	<p>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 maintain this, SCDC has:</p> <ul style="list-style-type: none"> <li>• Worked with County Council children and young people's locality teams, Police and housing associations on individual and shared cases.</li> <li>• Introduced a new IT system (E-CINS) enabling improved working with partners on anti-social behaviour incidents.</li> <li>• Publicised local issues of concern including awareness of shed and garage burglaries and doorstep crime.</li> <li>• Introduced a new format for Neighbourhood Panels to improve SCDC participation and</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Carry out further training for partners, such as housing associations, on using E-CINS.</li> <li>• We will continue to include articles in our residents' magazine which reflect local community safety priorities.</li> <li>• Ensure staff from across the Council undertake Community Safety Accreditation training. The paperwork to apply for accreditation is being completed and will be submitted following the staff training. Accreditation will enable some enforcement staff to use a small number of police powers to help us tackle anti-social behaviour issues.</li> <li>• We will work with the police to embed the new Neighbourhood Panel arrangements.</li> </ul>

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	<p>working with the police.</p> <ul style="list-style-type: none"> <li>• Trained staff and partners on anti-social behaviour injunctions, with enforcement action in specific cases resulting.</li> </ul>	
<p><b>We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation</b></p>		
<p>B1. Work with partners to improve digital infrastructure (Nick Wright / Alex Colyer)</p>	<p>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.</p> <p>During March, 41 new fibre broadband cabinets went live across the county, including Papworth Everard. Many more villages will be reached with fibre broadband during 2014. A new 'My Area' checker is now available on the Connecting Cambridgeshire website <a href="http://www.connectingcambridgeshire.co.uk">www.connectingcambridgeshire.co.uk</a> to show how areas and parishes fit in to the roll-out plan as it progresses. It will be regularly updated.</p> <p>Over £4.5m has been secured as part of the Connecting Cambridgeshire programme to help businesses afford faster broadband connections and make the most of digital technologies. A new countywide business support initiative, Destination Digital, was launched in January to help hundreds of</p>	<p>Successful completion of the project will ensure that communities and businesses across Cambridgeshire will benefit from some of the best fibre broadband coverage in the county by the end of 2015. Over 98% of homes and businesses across the county can expect to have access to fibre-based broadband by the end of the contract, with 90% of homes and businesses having access to speeds of 24 MBPS and higher.</p>

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	<p>small and medium-sized businesses get better connected so they can increase productivity and create new jobs. Eligible companies will be able to apply for grants in the form of vouchers of up to £3,000 to help upgrade to high speed broadband, access free business support and a 40% discount on digital technology. The scheme was advertised in the Spring 2014 <i>South Cambs</i> magazine.</p>	
<p>B2. Support the local economy through developing a Register of Businesses and Business Support schemes (Nick Wright / Jo Mills)</p>	<p>The new Business Register has 400 entries. The Register will enable businesses to access support and information and receive updates on financing, tendering and funding opportunities.</p> <p>We launched a new e-newsletter, Open for Business, in January 2014, offering practical ideas, tailored advice, news and information to help start, grow, manage and run businesses in the district.</p> <p>Working with business support specialists Exemplas, we have run two further series of practical workshops to address specific issues raised by local firms. The workshops have been well-attended and feedback continues to say they are well-regarded. The latest series of workshops includes sessions particularly relevant for local pubs, and have been promoted to all licensed premises.</p> <p>We have also worked with Exemplas to pilot a set of locality workshops in Waterbeach, and a business advice referral service.</p>	<p>The 2014-2019 Corporate Plan retains a strategic objective to make the district an even more attractive place to do business.</p> <p>We will achieve this objective through:</p> <ul style="list-style-type: none"> <li>• Continuing to promote the Business Register (an officer has been appointed on a fixed term basis to progress this), and the associated newsletter Open for Business, that will be issued every two months</li> <li>• Reviewing the locality workshops and business advice service, with a view to rolling out more widely during 2014/15</li> <li>• Developing and implementing a joined-up approach to work with business customers , including a key-account management service with agreed criteria.</li> <li>• Implementing a joint 'Business Support Hub' with Cambridgeshire County Council and</li> </ul>

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		<p>partners</p>
<p>B3. Establish a Council 'Back to work' project, and promote apprenticeships to equip all our young people for productive life (Mark Howell / Stephen Hills)</p>	<p>A Pathway to Employment strategy was approved by Cabinet in April 2013. Apprentices were appointed within housing, Revenues and Finance, Policy and Performance teams.</p> <p>We have also carried out a successful work experience programme with a local school during July and hosted university student placements in Legal &amp; Democratic Services and Conservation.</p>	<p>Skills and Employment have been identified as a key theme within the updated economic development action plan agreed by the Portfolio Holder in December 2013, under which we will be seeking to develop the Pathway to Employment strategy to expand our apprenticeship programme, develop a Community Impact Strategy and establish the potential for a young persons foyer scheme, aimed at providing intensive training and support.</p> <p>The Planning and New Communities directorate will be running another work experience programme this summer due to popular demand.</p> <p>The 2-week structured programme will take place in July 2014 and aims to provide young people the opportunity to gain skills and practical work experience in urban design, architecture, town planning, landscape design, transport planning, ecology, sustainability and historic buildings. A forthcoming residents' magazine article will encourage students aged 15 to 18 to participate and develop skills and experience.</p>
<p>B4. Continue an effective approach to enforcement to target residents' problems whilst effectively supporting</p>	<p>The Tasking &amp; Coordination Group met fortnightly to join up enforcement action across the organisation and focus on complex/cross-team cases.</p> <p>Workshops took place with Councillors, Officers, and</p>	<p>Staff from across the Council will undertake Community Safety Accreditation training in Spring/Summer 2014. The paperwork to apply for accreditation is being completed and will be</p>

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<p>local business success (Mick Martin / Mike Hill)</p>	<p>Parish Councils to develop a new corporate Enforcement &amp; Inspection Policy. The draft policy was consulted on between October-December 2013. Unfortunately few responses were received.</p> <p>SCDC staff, along with partners, undertook anti-social behaviour injunctions training in February 2014. Enforcement action has been taken forward by the Council and police as a result (see also A10 above).</p>	<p>submitted following the staff training (see also A10 above).</p> <p>We will approach the Chamber of Commerce and Federation of Small Businesses for views on the draft Policy and work an officer workshop to consider technical aspects before submitting a final draft for adoption by councillors.</p> <p>We will carry out a project to develop a corporate enforcement and prosecution process and associated management information and performance reporting for use by all SCDC enforcement teams.</p>
<p>B5. Work with the LEP and other partners to facilitate local innovation and entrepreneurship (Nick Wright / Jo Mills)</p>	<p>The Greater Cambridge City Deal bid, put together by the district, city and county councils, Cambridge University and the Local Enterprise Partnership (LEP) will, if successful, will facilitate investment and economic growth. Following over a year of negotiations, the principles of the deal were agreed.</p> <p>The Council has joined the London Stansted Cambridge Consortium with Cambridgeshire County Council and Cambridge City Council, to promote investment priorities and opportunities along this corridor including improvement to the Cambridge – London Liverpool Street railway line.</p> <p>Links are maintained with the LEP through senior officer and member groups.</p>	<p>The Council's Corporate Plan for 2014-2019 commits SCDC to take forward the City Deal proposal, as part of the strategic objective to ensure best use of assets and benefit from opportunities to achieve efficiencies from partnership working.</p> <p>From 2015-19 the Deal would see £100 million released to invest in transport infrastructure, with two further rounds of £200 million each being released if the Council and partners achieve agreed triggers. An additional 1,000 much-needed additional affordable homes on sites on the edges of existing villages would also be delivered.</p> <p>In addition to funding for transport and more affordable housing, the Deal would see the county, district and city councils sharing some of their funding</p>

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		<p>and powers, and working even more closely than now. This would allow for the creation of a single strategic vision for the future of the area covered by Cambridge City and South Cambridgeshire.</p> <p>We will continue to work with the LEP and LSCC, as well as other strategic partners to support and facilitate economic growth and investment.</p>
<p>B6. Work with partners to deliver an effective, collaborative approach to strategic planning, transport and drainage (Pippa Corney / Jo Mills)</p>	<p>The Council's Draft Local Plan, submitted to the Secretary of State for public enquiry in March 2014 at the same time as that of the Cambridge City Council, 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.</p> <p>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.</p> <p>The Council worked with authorities and LEPs to</p>	<p>Discussions will take place with the Planning Inspectorate to arrange a joined up approach towards the consideration of shared matters as part of public enquiries into the SCDC and City Council Local Plans.</p> <p>The Highways Agency undertook a further options consultation on the A14 upgrade between April-June 2014, to inform the subsequent announcement of a preferred option. SCDC has responded to this consultation, urging the provision of high quality segregated cycle paths and to ensure the new road layout took into account the full Northstowe development beyond Phase 1.</p>

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	<p>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.</p> <p>In response to pressure from local authorities including SCDC, the government announced in December 2013 that plans to toll the A14 Cambridge to Huntingdon improvement scheme would not go forward.</p>	
<p>B7. Ensure the effective delivery of Northstowe and other new communities (Tim Wotherspoon / Jo Mills)</p>	<p>A £30 million legal agreement has been successfully negotiated and signed to enable the first phase of 1,500 homes at Northstowe to proceed.</p> <p>The legal agreement includes contributions towards primary and secondary schools, transport, community centre, sports pitches, park, open spaces and drainage.</p> <p>The first phase of new homes will also include a local centre with shops and employment opportunities as well as a household recycling centre.</p> <p>The outline planning permission for phase one was subsequently issued on 22 April 2014, enabling building work to begin.</p> <p>The planning application for the new station at Chesterton Sidings, near the Science Park, has been approved. We are forming a joint project team to look</p>	<p>The Council's Corporate Plan for 2014-2019 includes a strategic objective to establish successful; and sustainable new communities with housing and employment and Northstowe and the major growth sites, served by an improved A14. Specifically, we will:</p> <ul style="list-style-type: none"> <li>- Develop investment proposals to deliver Northstowe Phase 2, in partnership with Cambridgeshire County Council and Homes and Communities Agency</li> <li>- Continue to drive forward the A14 upgrade programme</li> <li>- Progress the 'Wing' (Cambridge East) application</li> <li>- Work with promoters of Cambourne, Darwin Green and other major sites to bring forward new planning applications to deliver new homes and jobs.</li> </ul>

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	<p>at development principles for the wider North East Cambridge area which could inform planning policy.</p> <p>Work will start on the new station this year with a planned opening at the end of 2015. It will generate benefits to residents and commuters in terms of improved access to the north of Cambridge, to the rail network, and to connecting services without having to go through the City centre; and in stimulating further economic growth.</p>	
<p>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)</p>	<p>We completed 158 new affordable homes during the year. The scheme to bring forward new affordable units at the Windmill Estate, Fulbourn, is due for completion in December 2014.</p>	<p>The Council's Corporate Plan for 2014-2019 retains a strategic objective to build new council homes to provide affordable accommodation to meet the needs of local communities.</p>
<p>B9. Build the first of the new Council houses in the New Build Strategy 2012-15 (Mark Howell / Stephen Hills)</p>	<p>The new development at Chalklands, Linton, was completed on time, with tenants now in residence.</p>	<p>Other schemes are in progress:</p> <p>Approx. 15 properties in Foxton – Feb 2015 planning application scheduled</p> <p>Approx. 11/12 properties in Bourn- still at the discussion stage</p> <p>Willingham - being reviewed to identify possibilities</p> <p>The Council's Corporate Plan for 2014-2019 retains a strategic objective to build new council homes to provide affordable accommodation to meet the needs</p>

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		of local communities. We will deliver actions from the New Build Strategy as part of this objective.
B10. Set up a new way of delivering equity share, market sale and private rented properties (Mark Howell / Stephen Hills)	<p>South Cambs Ltd was established in January 2013. Cabinet has authorised officers to carry out a pilot scheme for the new housing company, with £7 million allocated to enable the company to acquire an initial portfolio of homes for rent during 2014-15.</p> <p>Staff have now been recruited. We have also taken on our first 28 homes at Waterbeach. They are all being privately rented.</p>	Following Cabinet authorisation we are setting up the company structure and brand and carrying out market research to inform the subsequent purchase programme. Developing the pilot scheme into a full business plan has been identified as a corporate objective in the 2014-2019 Corporate Plan.
<p><b>We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents</b></p>		
C1. Develop solutions to deliver co-ordinated community transport (Nick Wright / Mike Hill)	<p>The Cambridgeshire Future Transport project continues to review local bus services. Clusters of villages are being looked at together, with the county subdivided into many such clusters, each to be looked at in turn.</p> <p>Following the first stage of the project, communities opted for a bus service that will operate a fixed route schedule to manage peak demand, then become “demand responsive” allowing people to book the journeys they want to make. The bus can take them anywhere within a defined “Roam Zone”, or to join with connecting services if their destination is farther afield. To complement this service, Cambourne is to benefit from enhanced facilities to create a transport interchange on the High Street. We will continue to work with the County Council, other partners and</p>	The Corporate Plan 2014-2019 retains a key action around delivering community transport initiatives: we will continue to work with Cambridgeshire County Council and local communities on the Cambridgeshire Future Transport programme to find solutions to the district’s transport challenges.

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	<p>residents to implement these changes.</p> <p>Details of how the responsive transport scheme will work, between Comberton and Gamlingay, were included in the Spring residents' magazine, including a map of the 'Roam Zone' and details of other operators' routes in the area.</p> <p>The South Cambs Transport Directory was updated by SCDC in May 2013 and has been widely distributed.</p>	
<p>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)</p>	<p>23 professional community navigators and 11 individual community navigators are now in place across South Cambridgeshire. The professional volunteers are from Cambridgeshire Constabulary and Bluebird Care based in Hardwick.</p> <p>Work to explore possible future funding and procurement options and delivery models to enable this highly successful Handyperson (Safer Homes) Service to continue across the county is ongoing. SCDC is playing a key role in the process.</p> <p>Portfolio Holder task and finish work to develop integrated Ageing Well, Health &amp; Wellbeing and Children and Young People's strategies has progressed well.</p>	<p>Options for future funding and procurement of a countywide Safer Homes work will continue to be progressed.</p> <p>We will continue to promote the Community Navigators scheme via staff, parishes and other local groups we are in contact with.</p> <p>The Corporate Plan 2014-2019 includes a key action to begin implementation of the integrated Health &amp; Well-being, Children, Young People &amp; Families and Ageing Well Action Plans, following the work of the task and finish group. Initial findings and recommendations will be reported to Cabinet in July 2014.</p>

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<p>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)</p>	<p>Relationships continue to be built between planners and health colleagues. A regular meeting between the growth teams, NHS England, CCC and CATCH (local commissioning group) is now taking place. We have agreed a joint post with County Public Health team to include a focus on this area, which commenced in November 2013 on a 12-month trial basis.</p> <p>Emerging Vulnerable Groups: Attempts are being made to secure District involvement in the CCG Older People's Programme Board and its work to let a £850m contract for older people's services with a view to creating a "whole system approach" to older people's health &amp; wellbeing and joining-up with Housing services. Initial meetings have also been held to discuss the response to Ormiston work with the Gypsy and Traveller community and intelligence on housing-related matters.</p> <p>The South Cambridgeshire Local Health Partnership has begun projects looking at better support for our residents with mental health issues, exploring the links between housing and health (namely discharge planning with Addenbrookes), procurement for new Cambridgeshire Community Services contract, pulling together an ageing well programme to support older people remain independent and stay in their own homes.</p>	<p>SCDC will complete Portfolio Holder Task &amp; Finish Group to develop an SCDC Health &amp; Wellbeing Plan, integrated for Children and Young People and Older People (see C2 above).</p> <p>The Corporate Plan for 2014-2019 retains improving the health of our communities as a strategic objective.</p> <p>We will continue to progress the mental health project to establish closer working with mental health teams and better support residents.</p> <p>We will commission a playing pitch assessment, across South Cambs and Cambridge, to support the new Local Plan and respond to representations.</p>

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<p>C4. Address the accommodation needs of Gypsies and Travellers (Mark Howell / Stephen Hills)</p>	<p>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. Provision for the 85 pitches has now been identified and Homes and Communities Agency (HCA) money secured to invest in current provision to ensure that this can be sustained for the future.</p> <p>Council in September 2013 gave approval for the purchase of the site at Fen Road, Milton, and the acquisition and refurbishment of the county-owned sites at New Farm, Whaddon and Blackwell, Milton.</p>	<p>The Council's Corporate Plan for 2014-2019 retains providing affordable homes, including existing and Gypsy and Traveller sites, as a strategic objective.</p> <p>We are developing a detailed business case demonstrating financial viability to be agreed by the Section 151 (Chief Finance) Officer in consultation with the Finance and Staffing Portfolio Holder, by October 2014.</p>
<p>C5. Work with local communities and businesses to develop and deliver actions on green issues that make a difference (Nick Wright / Mike Hill)</p>	<p>Significant progress has been made in implementing specific South Cambridgeshire elements of the Action on Energy scheme:</p> <ul style="list-style-type: none"> <li>- Action on Energy initiative launched November 2013. The scheme website <a href="http://www.actiononenergy.net">www.actiononenergy.net</a> is up and running.</li> <li>- Two Cambridgeshire based staff have been employed so far to work on the scheme.</li> <li>- Contacts have been made and are being developed with the Cambridge Citizens' Advice Bureau and Cambridge Council for Voluntary Service (CCVS).</li> <li>- Although South Cambridgeshire has not yet</li> </ul>	<p>Progressing the Action on Energy and Sustainable Parish Energy Partnership remain priorities as part of the Corporate Plan 2014-2019 objective to sustain vibrant, successful villages.</p> <p>SCDC will work closely with Climate Energy to ensure the community and environmental benefits of the scheme can be realised locally.</p> <p>Climate Energy's Project Plan will seek to deliver 600 measures in 400 homes in its first year, lifting 60 households out of fuel poverty.</p> <p>The Action on Energy delivery plan going forward includes performance monitoring, a marketing schedule and programmes to recruit local installers into the scheme and engage local community groups.</p>

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	<p>been the focus for a marketing campaign the scheme has nevertheless processed 165 enquiries from South Cambridgeshire residents, via magazine articles, events and thermal imaging projects.</p> <p>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 and December 2013, the PFH endorsed further work to develop approaches to support the rural economy of villages as part of an updated Economic Development Action Plan.</p> <p>The countywide Action on Energy project board has received £7.8m, including £2m for the private rented sector, from central government for a project to encourage uptake of wall insulation for privately owned houses with solid walls (older homes which don't have cavity walls and cannot benefit from simpler and cheaper cavity wall insulation).</p>	<p>The first marketing campaign in a small number of villages in the district began in May 2014.</p> <p>We will be promoting the Collective Switching scheme in the district, which aims to save residents money on their energy bills by signing up with energy suppliers who then use their collective buying power to negotiate with energy providers for cheaper tariffs. It has been run in many other parts of the country with good results, saving on average £100-£200/year on energy bills for consumers.</p>
<p>C6. With the new Youth Council, develop an integrated plan to improve health, success and opportunities for young people (Pippa Corney / Mike Hill)</p>	<p>Portfolio Holder task and finish work has begun to develop integrated Ageing Well, Health &amp; Wellbeing and Children and Young People's strategies.</p> <p>The Youth Council has had an active year, participating in a number of initiatives SCDC's Park Life event and BBC3's Free Speech, a current affairs show which aired live from Cambridge in October.</p>	<p>The Corporate Plan 2014-2019 includes a key action to begin implementation of the integrated Health &amp; Well-being, Children, Young People &amp; Families and Ageing Well Action Plans, following the work of the task and finish group.</p> <p>The new Youth Council for 2014-2015 is in place. The Council's activities will include running the</p>

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	<p>The Leader has agreed a plan that will see youth councillors consider all applications for project funding targeted at people aged up to 18 years old, as part of the Community Chest grant scheme.</p>	<p>entertainment stage at Parklife, attending the annual Business Forum in July, the Cambridge Conversations Conference in September and getting involved with the new housing developments in the area.</p>
<p>C7. Celebrate rural life through the Community Pride, Village Heroes and best-kept garden awards (Ray Manning and Mark Howell / Mike Hill and Stephen Hills)</p>	<p>The Best Kept Garden competition was held during Summer 2013 for SCDC tenants and leaseholders, with the Awards Ceremony held on 4 October.</p> <p>The annual Community Pride and Village Hero Awards, which recognise the contributions local people make to their communities, took place in March 2014 at Cambourne Village College. Over 100 people gathered to celebrate the vast amount of work that is carried out voluntarily in our local communities.</p> <p>The 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.</p> <p><b>Community Right to Bid:</b> A total of 31 local amenities have been listed as Assets of Community Value, including a number of local pubs. Listing provides a moratorium on the sale of up to six months in the events of the assets coming to be sold, giving local communities greater opportunity to consider bidding for ownership of the asset.</p>	<p>Cllr Manning has agreed to increase the amount communities can bid for under the Council's community chest grant scheme. The new £1,500 limit, which has been increased from £1,000, will mean communities can make more substantial purchases and deliver bigger projects.</p> <p>We will continue to promote the Council's grant schemes.</p> <p>Preparations are well underway for the 2014 Park life event, which we hope will be bigger and better than ever. This year it will include football and cycling initiatives as part of celebrations of the Tour de France and World Cup.</p> <p>We will also be running annual Community Pride, Village Heroes and best-kept garden awards.</p> <p>We will be lobbying government to tighten planning regulations to prevent pubs converting into shops without planning permission.</p>

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	<p>We have launched a new online grant grabber which helps groups locate avenues of funding from the Council and beyond. This can be found by visiting <a href="http://www.scambs.gov.uk/grant-search-service">www.scambs.gov.uk/grant-search-service</a>.</p>	
<p>C8. Continue support for community orchards, allotments, hedgerows, tree-planting and other conservation and enhancement schemes, including the Chalk Rivers project (Nick Wright / Jo Mills)</p>	<p>We have progressed several local enhancement projects, including the restoration of Hoffer Brook and management of improved areas on Rivers Mel and Shep involving Harston Scouts.</p> <p>We have achieved enhancements through planning, including reinstating the Repton landscape at EDF Milton.</p> <p>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)</p> <p>We have launched initiatives to plant mini-meadows on underused amenity grass across the district, and to install bird and bat boxes alongside wall insulation in council properties, to combat the impact of external insulation on wildlife.</p>	<p>Following the restructure and realignment of the Conservation Service, a new Consultancy Team will provide a single point of contact and undertake an enabling role for specialist conservation projects, such managing buildings at risk and wildlife enhancement schemes. Projects will be delivered according to a set of specific requirements defined by customers/partners and have clear timeframes.</p>
<p>C9 Establish projects to consider the options for upgrading and improving Council homes (Mark Howell /</p>	<p>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</p>	<p>The Affordable Homes Directorate's 2014-2015 Service Plan includes a key project to Identify preferred options to help improve the overall environment of Wilford Furlong, Willingham in</p>

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<p>Stephen Hills)</p>	<p>prepared. The findings will be reported in October 2014.</p>	<p>consultation with residents, the parish council and local members.</p>
<p>C10 Jointly lead the 'Together for Families' partnership project to improve the lives of families with the most complex needs (Mick Martin / Mike Hill)</p>	<p>Data is now regularly shared by SCDC to identify families that meet the government and local criteria.</p> <p>Crime and Disorder Reduction Partnership (CDRP) locality meetings now include discussion of Together for Families cases as well as Anti-Social Behaviour (ASB) cases to ensure a joined up approach and avoid duplication.</p> <p>The expanded Family Intervention Project is now in place and accepting new cases.</p>	<p>The Corporate Plan 2014-2019 contains a key action committing us to work with partners to develop a "Lead Professional" approach to working with the families with the most complex needs.</p> <p>SCDC will continue to work with partners to identify families that meet the government and local criteria. We will also be training staff as lead professionals to provide resilience to the Together for Families project.</p> <p>The future work on rolling out the new IT system, E-CINS, will help us to deliver a joined-up programme of support to families on the scheme (see A10).</p>