

## CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<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>			
<b>Objective (1) - Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income</b>			
Complete and evaluate pilot scheme	<p>As part of the pilot scheme the Housing Company is providing property management (housing management and maintenance) services on behalf of the Ministry of Defence to provide rental housing in Waterbeach. It is also investing in leasehold bungalows currently held as General Fund assets already owned by the Council, thereby minimising the risk involved by the Council's interest in the property, whilst also providing a return on the lending to South Cambs Ltd.</p> <p>Cabinet, at its September 2014 meeting, approved the investment in South Cambs Ltd of up to £7 million for the acquisition of up to 40 properties. The investment comprises a mix of equity investment up to 45% with the balance being loan finance from the Council.</p>	Much-needed housing provided, with local families prioritised.	<p>Continued acquisition of properties in line with budget and agreed financial modelling</p> <p>Formalisation of financial monitoring information for Property Company Board</p> <p>Planned/Structured evaluation</p> <p>Development of long term strategy informed by learning from pilot</p> <p>Preparation of Cabinet report (Nov 2015) with recommendations following evaluation of the pilot project</p>
Use lessons learnt to inform business plan for consultation and agreement	Not started – pilot scheme in progress	Not started – pilot scheme in progress	A full business case for the long term investment is scheduled to be considered in the autumn of 2015.
<b>Objective (2) - Improve efficiency and value for money within a viable financial strategy</b>			
Implement recommendations from	Revised waste collection working arrangements launched in September 2014, which will generate annual	Adoption of Remote Working culture has	The following BIEP projects remain works in progress in terms of recommendations

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2013-14 Business Improvement and Efficiency Programme (BIEP) projects	ongoing savings of £400k and also reduce the number of bin lorries on the road and consequent emissions – see also objective (8) below.	<p>enabled Business Case to be developed for generating income through expanding office space hire.</p> <p>Goods and Services review projected to deliver £65k ongoing annual savings on Agency Staff costs.</p>	<p>which have yet to be fully implemented:</p> <ul style="list-style-type: none"> <li>• Corporate Service Desk</li> <li>• Internal Communications</li> <li>• Waste and Recycling service (see objective (8) below)</li> <li>• Document and Space Management</li> <li>• Recruitment and Selection review</li> </ul>
Deliver 2014-15 BIEP, Organisational and Member Development strategies	<p>Programme progressing on schedule. Savings targeted identified for future MTFS. The following BIEP projects are underway:</p> <ul style="list-style-type: none"> <li>• Self-Service</li> <li>• Systems Contracts Terminus</li> <li>• Freedoms and Flexibilities</li> </ul> <p>Commercialisation initiatives being incorporated into BIEP: See objective (7) below.</p> <p>Member Development Strategy 2014-2017 adopted by Council.</p> <p>Organisational Development Strategy: Refreshed draft considered and supported by Scrutiny and Overview Committee.</p> <p>The first revised staff survey was published on 24 October 2014. Third tranche of Leadership Development</p>		<p>Complete programme, incorporating Commercialisation Action Plan as required. BIEP project recommendations to be submitted to EMT in accordance with Forward Plan.</p> <p>Implement Member Development Strategy.</p> <p>Finalise, adopt and implement 2014-2017 Organisational Development Strategy</p> <p>Deliver staff survey and analyse results.</p>

## CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

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	Programme and evaluation of tranches 1-2 underway.		
Publish an MTFS for 2015-2020	'Setting the scene' report endorsed by EMT and Cabinet as the basis for revised draft MTFS.	<p>Outturn for 2013-14 identified savings of £650,000, with service quality maintained</p> <p>The General Fund working position at 31 August 2014 showed a favourable variance of £953,600 (5.98%).</p> <p>Interest on Balances is predicted to be £30,000 more than the budget. This is because of a combination of increased balances and managing the loans portfolio to achieve the most favourable rates.</p>	Revised MTFS will be worked up in consultation with Service Directors and presented to Cabinet for approval in November 2014
Deliver ICT Strategy	Work is in progress to develop five-year strategic objectives for SCDC ICT, to inform shared service discussions with partners – see also objective (6) below.		ICT Strategy to be submitted to Cabinet for approval.
<b>Objective (3) Make the district an even more attractive place to do business</b>			
Deliver economic development objectives based around business-friendly working across the	The Corporate Enforcement Process Project has been delayed. Alternative external capacity is being sought to take this work	The District Place Profile showed South Cambridgeshire continuing to perform	Enforcement Process Project will deliver recommendations for a new internal framework by March 2015.

## CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

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council's operations, attracting inward investment and employment growth.	<p>We are continuing to work with the Local Enterprise Partnership (LEP) to deliver sustainable economic growth in the partnership area and have recently identified priorities for the use of European funding of £72 million between 2014-2020 around investing in infrastructure, skills and the low carbon economy; final sign-off from government is awaited.</p> <p>We are an active partner in the London Stansted Cambridge Consortium, whose objective is to drive economic development in this corridor. Recently SCDC, with other partners, contributed to a Life Sciences study.</p>	<p>strongly on all economic indicators (EMT report on 25 June 2014 refers)</p> <p>The number of Jobseeker's Allowance claimants fell from 1,111 in July 2013 to 590 in August 2014.</p> <p>Positive anecdotal feedback on success of Key Account trial with IWM Duxford, and support to businesses accessing rural rate relief.</p> <p>Positive feedback from attendees of community pub event.</p>	<p>SCDC is working with partners to prepare proposals for the second phase of LEP growth deal funding by the end of October.</p> <p>The delivery of the European funding programme will be overseen by an area sub-committee, Terms of Reference for which are being developed.</p>
Implement a joined-up, corporate package of business-friendly services.	<p>New business scripts for Customer Contact Service agreed and implemented to ensure consistent enquiry handling, response and referral.</p> <p>Key Account Management arrangements being developed to deliver a joined-up approach to regulation and communication.</p> <p>Business Register and Newsletter continues to be supported by SCDC dedicated project officer.</p>		<p>10 businesses will be approached to establish Key Account Management relationships in Quarter Three.</p>
Begin implementation of a joint "Business Support Hub" with Cambridgeshire County Council and partners	<p>County Members have now endorsed the Business Hub approach. An initial scoping meeting has taken place and a dedicated project officer released by Trading Standards to help take this work forward.</p>		<p>Work is underway to develop business case in Q3 (October-December 2014). The project aims to deliver a clear business case for investment in a Business Hub that generates income and improves services for business.</p>
Roll out a package of	Held community pub event at Plough and Fleece,		Targeted parish support is continuing. It is

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targeted support for the rural economy.	<p>Horningsea, attended by over 30 local businesses. The event was attended by both landlords and parishes interested in setting up their own facility through the community asset register. Those attending found it exceeded expectations.</p> <p>Exemplas delivering targeted information, advice and guidance service, also business support workshops focussed on key skills for businesses setting up, struggling or trying to grow. We continue to encourage small rural businesses to take advantage of a government rate relief scheme launched in April 2014.</p>		<p>intended to carry out surveys with businesses in Q3 to establish how best to engage and support those in need most effectively.</p> <p>We will be consulting on the appropriateness of using Article 4 legislation to protect rural pubs from demolition and closure in certain circumstances.</p> <p>We intend to hold another community pub event in 2015 and will promote the British Institute of Innkeeping's apprenticeship schemes in the district.</p>
<b>Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages</b>			
<p>Continue to engage and empower local communities through the:</p> <ul style="list-style-type: none"> <li>- Sustainable Parish Energy Partnership (SPEP)</li> <li>- Action on Energy initiative</li> <li>- Community Assets Register</li> <li>- Localism Action Plan</li> <li>- Rural broadband initiatives</li> </ul>	<p>40 parishes have now been involved in SPEP, including eight new parishes in the last year. Recent projects have included a Community Apple Press and Low Energy Lightbulb Project in Girton</p> <p>Two SPEP workshops held on how groups can get involved with Action on Energy.</p> <p>Changes to the Energy Company Obligation have resulted in delays to funding being released for Action on Energy Schemes. Nevertheless, 155 Green Deal Assessments have been completed in the district (614 countywide) and 26 installations are progressing. Subsidy vouchers worth over £75,500 have been awarded to South Cambridgeshire residents to date (14 households).</p> <p>Localism priorities and action areas agreed by Cabinet</p>	<p>Over 38,000 premises reached with superfast broadband, over one third of the target.</p> <p>Several businesses benefiting from Destination Digital grant and support scheme e.g. Sawston-based start-up SOLCAM Ltd received a 40% grant to buy the latest digital software products and free marketing advice.</p>	<p>Continue to facilitate popular projects, especially thermal imaging (an estimated 177 houses were surveyed during 2013-14)</p> <p>Outreach programme to currently-involved and new parishes, as part of Action on Energy promotion.</p> <p>Bring together individuals and groups from different villages to run activities together to address volunteer shortage.</p> <p>The local solid wall insulation scheme, funded by government grant, is aiming to achieve 1,500 installations in Cambridgeshire by 31 March 2015.</p> <p>Continue broadband connection programme</p>

## CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

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	<p>on 10 July 2014.</p> <p>There are currently 33 Assets of Community Value listed in South Cambridgeshire.</p>		<p>towards 90% target.</p> <p>Develop and implement the Localism Action Plan.</p>
Work with tenants to improve estate inspections and promote the Tenants' Community Chest projects	In June 2014 the Tenant Scrutiny Panel presented its finding to the Portfolio holder / Councillors and The Director of Housing. Going forward, members of the tenant scrutiny panel will work with Geoff Clark (Neighbourhood Services Manager) to achieve agreed actions.	Community Chest grant scheme has funded local improvement projects, including planting at Barton and Cottenham, and additional tools and materials for a residents' association to carry out voluntary gardening work in Impington.	Continue to promote the scheme through our regular communications.
Continue roll-out of locality "patch" working and implementation of joint Police and SCDC Neighbourhood Panels across South Cambridgeshire	<p>The Localism priorities agreed by Cabinet include an objective to set up Locality patches aligned to partners' delivery arrangements and include locality leads for each SCDC front-line directorates.</p> <p>Reorganisation of the Sustainable Communities &amp; Partnerships Team to deliver locality / patch-based working is underway.</p> <p>Working with the police through Neighbourhood Panels to engage with residents on issues relating to community safety. District Council's actions have related to graffiti and assisting with communication channels.</p>		Locality Development Officers to be appointed to patches in Quarter Three. Begin communications with Parishes & Partners on new arrangements.
<b>AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation</b>			

## CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

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<b>Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities</b>			
<p>Deliver actions from the New Build Strategy 2014-15</p>	<p>A planning application for the construction of 15 properties at Hill Farm in Foxton is being prepared and will be submitted shortly.</p> <p>An exception site scheme at Swavesey providing 20 council homes for local people is progressing with the purchase of the land to be completed in the next few months.</p> <p>Opportunities to take on built units through small scale S.106 affordable housing contributions. Currently two potentially in the pipeline.</p> <p>Challenges at the planning application stage of some <b>New Homes Programme</b> new build projects mean that approximately £1m of expenditure may be deferred into 2015/16.</p>	<p>New tenant on the Chalklands, Linton, scheme, Katy Lester, said: 'It's great to have a place to call home. Everything in the house is brand new and finished to a high standard. I feel very lucky and look forward to building a new life for myself here.'</p>	<p>Continue work with the parish council on scheme at Foxton. Anticipated start on site will commence in Spring 2015.</p> <p>In the process of appraising council garage site schemes across the district with the potential to provide up to 21 council homes over the next 3-4 years.</p> <p>We are working with the landowner and parish council for a potential exception site at Bourn for 11 homes.</p> <p>Existing council homes at Gamlingay that are not fit for purpose to be demolished, providing 14 new energy efficient homes.</p> <p>Provision of 20 homes as part of the first homes at Northstowe.</p>
<p>Provide and refurbish Gypsy and Traveller sites</p>			<p>The project to undertake site improvements at Whaddon, provide two additional pitches and seek an additional site in the district for purchase, is due to complete by 31 March 2015. Negotiations with the landowner for an additional site have stalled.</p>
<b>Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working</b>			

## CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

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Take forward City Deal proposal (subject to negotiations with government)	<p>City Deal partners signed the deal document at a session with the Minister of State for the Cabinet Office on 19 June 2014. The Deal is bigger in scope and potential impact than any other across the country.</p> <p>Cabinet has agreed a governance framework for the Deal, consisting of a five-person Executive Board (the Leader of the Council representing SCDC), supported by a 15-person Assembly comprising a mix of elected Members and wider stakeholders.</p>		City Deal partners will agree which transport schemes to prioritise by January 2015, as part of the initial five-year programme to 2020. These schemes should drive greater economic growth by connecting research and business centres with each other and with residential areas, and be deliverable within five years. The first £100 million of funding towards these schemes will be available for 2015-2016.
Implement joint delivery vehicle (Transformation Fund) to oversee shared assets	The Making Assets Count partnership decided not to pursue a joint delivery vehicle at this stage, but to focus on specific projects and revisit a possible joint venture when appropriate.		
Review existing and explore new opportunities for shared services	<p>SCDC and Huntingdonshire District Council (HDC) formally agreed the development of a strategic partnership at their Cabinet meetings on 10 July 2014. SCDC's Cabinet received a progress report regarding proposed ICT and Legal Services sharing proposals on 16 October, agreeing general principles including lead authorities, location and cost-sharing arrangements. These proposals are anticipated to generate total annual savings of around £1.25m.</p> <p>£500k of government funding has been secured to assist with planning and implementation and enable the pace of the programme to be accelerated.</p>	The shared Home Improvement Agency service broke even in 2013/14. Operational resilience has improved, with the staff team being able to provide cover for each other at times of sickness and annual leave. Customer satisfaction has improved within South Cambridgeshire, with an overall satisfaction rate	<p>Shared Legal and ICT services are expected to be in place from April 2015, subject to the development and agreement of full business cases and implementation plans.</p> <p>An outline business case will be prepared for the development of a county-wide Home Improvement Agency shared service. A final decision will be sought from Cabinet in 2015.</p> <p>Proposals for Shared Building Control service to be presented to SCDC and Huntingdonshire Cabinet meetings in</p>



## CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

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	<p>Cabinet also agreed proposals for a shared waste service with Cambridge City Council – see item (8) below.</p> <p>The shared Payroll service with Cambridge City Council began on 1 April 2014.</p> <p>The Housing Portfolio Holder has agreed the extension of the Home Improvement Agency shared service agreement to 31 March 2016.</p>	between January-March 2014 of 89%.	November, following initial report in July 2014.
<b>Objective (7) Move to a commercial approach to service delivery</b>			
Develop a commercial framework to deliver and market core and value-added services.	<p>EMT endorsed outline business cases for six commercialisation projects at an event on 20 October 2014.</p> <p>The draft Organisational Development Strategy contains actions to ensure staff are equipped with the skills to deliver a commercial approach.</p>		Implementation of approved projects and identification of specific income generation and cost reduction targets to build into Medium Term Financial Strategy.
Review current commercial activities and skills.			Finalise, adopt and implement 2014-2017 Organisational Development Strategy
Invest in further developing commercial skills.			The Supporting Housing Team is publicising its chargeable Community Lifelines and Lifeline+ services to support individuals in their own homes and promote independence via the Winter 2014 edition of the residents' magazine.
<b>Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill</b>			
Agree and begin	Optimum Service Design full business case considered		The project will proceed according to an

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implementation of RECAP integrated waste collection model.	and accepted by RECAP Board. SCDC implementing via shared single service with Cambridge City Council		agreed milestone plan, with a detailed implementation plan with financial implications to be agreed by the newly-established Shared Waste Board. It is anticipated that the Shared Management Team will be appointed by July 2015, and cross-border rounds to begin in late 2015 / early 2016.
Continue development of joint operational waste arrangements with Cambridge City Council.	Cabinet (16 October) agreed to create a Single Shared Waste Service based at Waterbeach, with a single management structure and workforce, aiming to cut costs by 15% over three years.		
Deliver agreed waste efficiencies and improvements.	<p>Missed bins per 100,000 increased to 183.8 in September 2014, against a target of 50. This increase was anticipated as part of implementation planning for revised waste collection arrangements launched on 1 September 2014. It is wholly consistent with the magnitude of the service changes introduced, is being actively managed and is reducing.</p> <p>Preparations for the revised Winter collection service are underway and an article published in the Autumn 2014 edition of the residents' magazine, explaining the nature of the changes and the rationale for them.</p>	Only nine properties experienced a change in bin collection day as a result of the changes.	The revised Winter service for garden waste will be implemented in December 2014.
<b>AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents</b>			
<b>Objective (9) Work with GPs and partners to link health services and to improve the health of our communities</b>			
Continue to deliver Community Transport initiatives	A new bus service which pulls a bike trailer behind so users can explore the district launched on 27 July 2014.	Community Transport schemes continue to address people's transport problems:  Meldreth's Friendship	The Cambridgeshire Future Transport initiative is currently undertaking consultation on local transport needs in the Royston area. The consultation ends of 23

CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

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		<p>Club and other elderly have agreed a monthly service to Letchworth for shopping and a weekly service connecting them with local amenities at Meldreth, Melbourn and Shepreth.</p> <p>Care Network has helped set up three new community car schemes.</p> <p>A new demand-responsive service launched in June 2014 covering villages in the south-west of the district.</p>	<p>November 2014.</p> <p>Work is underway to update the South Cambridgeshire Community Transport leaflet.</p>
<p>Begin implementation of Health &amp; Well-being, Children, Young People &amp; Families and Ageing Well Action Plans.</p>	<p>Following the work of the member-officer task group, Cabinet agreed detailed priorities for Ageing Well, Health and Well-being and Children, Young People and Families at its meeting on 10 July 2014.</p>		<p>Work is underway to develop detailed action plans to deliver outcomes.</p> <p>CCG Older People’s services contract Lead Provider named as Uniting Care Partnership (October 2014). Awaiting detailed opportunities to undertake joint commissioning and delivery as contract mobilisation is completed in next 6 months.</p>
<p>Develop business case for joint commissioning and investment in integrating services to improve health and well-being.</p>	<p>The priorities agreed by Cabinet (see above) included commitments to develop ‘Whole Systems’ approaches and design services together. SCDC is actively contributing to the Clinical Commission Group’s (CCG) procurement process for older people’s services, and to the newly formed Cambridgeshire Executive Partnership Board that will oversee the older people’s contract and</p>		<p>Work now underway to assess if the Lead Professional role can be undertaken within SCDC (Q3 October – December 2014)</p>

## CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

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	Better Care Fund.		
Work with partners to develop a “Lead Professional” approach to working with the families with the most complex needs.	The “Together for Families” Steering Group has now developed and agreed an outline of the “Lead Professional” role and training to support roll-out across Partner organisations, including SCDC.		
<b>Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively</b>			
Continuously monitor the impact of the government’s welfare reform programme	The Finance and Staffing Portfolio Holder considered a report reviewing the operation of the LCTS on 15 July 2014, recommending to Council that the current scheme is retained for 2015/16.	The LCTS scheme remains financially viable; the cost was below estimate during 2013/14, and this is also forecast to be the case during 2014/15. The number of residents receiving LCTS has decreased by more than 300 since April 2013, whilst the total number of properties in the district has increased.  The Council maintained performance in respect of key indicators relating to processing Benefits Claims, rent and Council	Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable.  The Council is planning for the implementation of Universal Credit, which will be fully implemented by the end of 2017 and will mean that housing benefit for working age claimants will end.
Plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2015/16			

## CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

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		Tax collection – see Appendix B for full details.	
<b>Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14</b>			
<p>Work with development partners to ensure delivery of major developments and A14 improvements:</p> <ul style="list-style-type: none"> <li>- Northstowe Phase 1 works started on site</li> <li>- Northstowe Phase 2 planning application submitted</li> <li>- Continue to drive forward A14 upgrade programme</li> <li>- Progress 'Wing' (Cambridge East) application</li> <li>- Work with promoters of Cambourne, Darwin Green and other major sites to deliver new homes and jobs.</li> </ul>	<p>The Northstowe Joint Development Control Committee has approved Reserved Matters relating to access to the site, the dedicated busway, primary roads and junctions for the first phase of development, which is now anticipated to begin in late-2014.</p> <p>Cabinet (10 July 2014) approved the development of detailed proposals and a business case for a potential Joint Delivery Vehicle for the delivery of Northstowe, in conjunction with the Homes and Communities Agency and County Council.</p> <p>The Northstowe Phase 2 planning application has been received, including 3,500 homes, the town centre, retail and commercial properties, the secondary school, sports hub, two primary schools and public open spaces.</p> <p>A Planning Performance Agreement has been negotiated to provide additional staffing resources to accelerate the North-West Cambridge (University) development.</p> <p>A reserved matters application for the main infrastructure of the Darwin Green 1 development was</p>	<p>226 out of 300 new homes occupied at Trumpington Meadows (April 2014), following Reserved matters consent.</p>	<p>The second phase planning application for Northstowe is scheduled to be determined by July 2015. Results from the public consultation, undertaken during September-October, are currently being analysed.</p> <p>The first houses in Phase 1 should start to be built in summer 2015, with the first occupations from January 2016. Access road works to the B1050 are hoped to start in late-October / early November 2014..</p> <p>An Issues and Options consultation for the future development of the Cambridge Northern Fringe (East) is planned for December 2014 – January 2015.</p> <p>It is anticipated that the Outline Planning Application for the Darwin Green 2 development will be submitted in late 2014 or early 2015.</p> <p>An outline planning application for the Cambridge East (Wing) development is</p>

## CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

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	approved by committee in June 2014.		expected to determined during 2015, subject to issues around the viability of the site being addressed.
<b>Objective (12) ) Increase the range and supply of temporary accommodation to help minimise the use of bed &amp; breakfast accommodation for homeless households</b>			
Implement actions in Homelessness Strategy	<p>Recent progress against actions has included:</p> <ul style="list-style-type: none"> <li>- Actions agreed with mental health services to address priority need</li> <li>- Agreement with CAB for advice and support service renewed for 2014-15</li> <li>- Two empty homes purchased for use as temporary accommodation</li> </ul> <p>Average monthly expenditure on Bed &amp; Breakfast accommodation has reduced from £2,075 during 2013/14 to £575 for the first six months of 2014/15.</p>	<p>The Council helped 95 households to prevent homelessness between April-September 2014.</p> <p>56 households were in temporary accommodation at 30 September 2014, slightly above the target of no more than 50 families.</p>	<p>Review housing advice information available to residents including through social media, on the website and through leaflets and letters.</p> <p>Consider options for moving hostel provision to the redeveloped site at Robson Court.</p> <p>Undertake 'Gold Standard' Peer Review, once new guidance received.</p>
Complete Robson Court hostel refurbishment project	Re-development of the site is underway and due to be completed by March 2015.	A new hostel providing self contained accommodation units.	Complete refurbishment in accordance with project plan.

## CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q2 2014-15

Aim	PI Ref	PI Description	Latest Performance	Target	Date	13-14 Q2 Comparator
A – Engagement	SF104	% General Fund variance	(5.98)	3	31 Aug	0.39
A – Engagement	CCS302	% Customer Contact Service First Time Call Resolution	86	80	3 Oct	81
A – Engagement	ES401	% Business satisfaction with Regulation service	85	90	30 June	97
A – Engagement	PNC501	% Major planning applications determined in 13 weeks	33	60	30 Sept	100
Measures to address underperformance include recruitment to a new post of Business Excellence Manager and also additional experienced planning officers.						
B – Partnership	AH202	Number of affordable homes delivered	24	40	30 Sept	51
Two sites didn't complete until October so slipped into next quarter: Milton (35 units) and Fulbourn (32 units). These units will be included in the third quarter figure, to be reported in January 2015.						
B – Partnership	ES402	% Satisfaction with Waste Services	92	90	2013-14	89
B – Partnership	ES403	% Satisfaction with local environmental quality	87	85	2013-14	84
B – Partnership	ES407	% of household waste for reuse, recycling and composting	61.86	58	30 Sept	58.71
C – Wellbeing	FS103	% of housing rent collected	97.54	92.82	30 Sept	97.91
C – Wellbeing	FS104	Average days to process Benefits claims	15	13	30 Sept	11
C – Wellbeing	AH201	Number of households helped to prevent homelessness	95	75	30 Sept	67
C – Wellbeing	AH203	Number of households in temporary accommodation	56	50	30 Sept	48

