

APPENDIX A – CORPORATE PLAN 2014-2019 – PROGRESS REPORT, Q3 2014-15

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money			
Objective (1) - Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income			
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.</p> <p>Property acquisition has commenced and at 30 January 2015 we have bought 13 properties and 12 further purchases pending.</p>	<p>Much-needed housing provided, with local families prioritised.</p> <p>Of the 13 properties purchased, 7 have agreed let dates.</p>	<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>Evaluate pilot and agree next steps – see below.</p>
Use lessons learnt to inform business plan for consultation and agreement	EMT has received a report outlining the timeline and structure for the pilot review report to Cabinet in November 2015.	Not started – pilot scheme in progress	<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> <p>Appraisal of the business modelling for the</p>

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			<p>property portfolio to inform the Cabinet report for Nov 2015.</p> <p>Options in the Cabinet report for November 2015 are likely to include a full business case for long term investment.</p>
<p>Objective (2) - Improve efficiency and value for money within a viable financial strategy</p>			
<p>Implement recommendations from 2013-14 Business Improvement and Efficiency Programme (BIEP) projects</p>	<p>The Corporate Service Desk and Self-Service projects have been combined into the Digital by Default project, which aims to maximise opportunities for customers with electronic means to self-serve from a menu of information and forms on the council's website. The project involves three interlinked work streams covering internal and external communication and the Customer Contact Service.</p> <p>Following the Post Room review we are re-examining the outsourcing option through a trial involving Revenues's post with Huntingdonshire District Council.</p>	<p>Adoption of Remote Working culture has 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>Revised waste collection working arrangements launched in September 2014, on target to generate annual ongoing savings of £400k and also reduce the number of bin lorries on the road and consequent emissions – see also objective (8) below.</p>	<p>A new role in HR will include support for recruitment and selection, as well as the implementation of other recommendations for this review.</p> <p>Audio and visual delivery of Corporate Brief will be trialled in accordance with the recommendations of the Internal Communications review.</p>

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<p>Deliver 2014-15 BIEP, Organisational and Member Development strategies</p>	<p>Programme progressing on schedule. Savings target identified in MTFS. The following BIEP projects are underway:</p> <ul style="list-style-type: none"> • Digital by Default (see above) • Systems Contracts Terminus – List agreed. Identifying opportunities for savings following contract end dates. • Freedoms and Flexibilities – Project underway seeking new ways of empowering staff • Document and Space Management hot-desking pilot scheme in Health and Environmental Services complete and subject to evaluation. • Full review of administration activity underway as part of Resource and Support review. <p>Commercialisation initiatives 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>First revised staff survey completed. Third tranche of Leadership Development Programme and evaluation of tranches 1-2 underway.</p> <p>Staff survey undertaken.</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>Communicate staff survey results, develop and agree action plan in response to issues identified.</p>

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Publish an MTFS for 2015-2020	<p>‘Setting the scene’ report endorsed by EMT and Cabinet as the basis for revised draft MTFS.</p> <p>Revised draft MTFS agreed by Cabinet in November 2014 for consultation and development.</p>	<p>Outturn for 2013-14 identified savings of £650,000, with service quality maintained</p> <p>The General Fund working position at 30 November 2014 showed a favourable variance of £1,168,500.</p>	Final MTFS for 2015-2020 to be submitted to Cabinet and Council in February 2015 for approval.
Deliver ICT Strategy	Work is in progress to develop five-year strategic objectives for SCDC ICT, to inform service planning and shared service discussions with partners – see also objective (6) below.		ICT Strategy to be submitted to Cabinet for approval.
Objective (3) Make the district an even more attractive place to do business			
Deliver economic development objectives based around business-friendly working across the council’s operations, attracting inward investment and employment growth.	<p>The Corporate Enforcement Process Project has been delayed; internal project meetings have taken place to take the work forward, however.</p> <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.</p> <p>We are an active partner in the London Stansted Cambridge Consortium, whose objective is to drive</p>	<p>The District Place Profile showed South Cambridgeshire continuing to perform strongly on all economic indicators (EMT report on 25 June 2014 refers)</p> <p>The number of Jobseeker’s Allowance claimants fell from 590 in August 2014 to 490 in</p>	<p>Enforcement Process Project will deliver recommendations for a new internal framework by March 2015.</p> <p>Whilst the application for the latest round growth deal funding was unsuccessful, the subsequent Autumn statement announced support for key schemes previously prioritised in the bid, including the A428 improvement scheme and Northstowe delivery.</p> <p>Develop the role of the LEP senior officer</p>

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	<p>economic development in this corridor. The Consortium is currently preparing a response to the consultation on improvements to the West Anglian rail service from London Liverpool Street to Stansted Airport and Cambridge.</p> <p>The LEP has secured an additional £38 million of investment to support economic growth initiatives in the region, including a £16.6 million boost to the Growing Place Fund, which provides affordable loan funding to overcome key barriers to growth, and improvements to the motorway junction at Stansted Airport.</p>	<p>December 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>liaison group to include oversight of the delivery of European funding initiatives.</p>
<p>Implement a joined-up, corporate package of business-friendly services.</p>	<p>New business scripts for Customer Contact Service agreed and implemented to ensure consistent enquiry handling, response and referral.</p> <p>Key Account Management (KAM) arrangements have been developed to deliver a joined-up approach to regulation and communication. EMT has agreed the list of local organisations to be invited to open key accounts.</p> <p>Business Register and Newsletter continues to be supported by SCDC dedicated project officer.</p>	<p>Feedback from attendees of previous business support workshops has been very positive; they have been described as ‘a valuable opportunity for any potential business’ and ‘a fantastic opportunity to learn.’</p>	<p>Selected businesses will be approached to establish Key Account Management relationships in Quarter Four.</p> <p>Final and deliver a training package for key account managers.</p> <p>We will continue to improve and promote the bi-monthly Business Newsletter in order to increase the value of the Business Register as an information and support tool for local firms.</p>
<p>Begin implementation of a joint “Business Support Hub” with Cambridgeshire County Council and partners</p>	<p>Following endorsement of the Business Hub approach by the County Council, an outline business case has been submitted to the Director for investment in a scheme that generates income and improves services for business.</p>		<p>Subject to endorsement by the Director, a business case will be submitted to EMT for consideration.</p>
<p>Roll out a package of targeted support for the rural economy.</p>	<p>Held community pub event at Plough and Fleece, Horningsea, attended by over 30 local businesses. The event was attended by both landlords and parishes</p>		<p>Targeted parish support is continuing. It is intended to carry out surveys with businesses to establish how best to engage</p>

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	<p>interested in setting up their own facility through the community asset register.</p> <p>A consultation on the appropriateness of using Article 4 legislation to protect rural pubs from demolition and closure in certain circumstances began on 5 January and will run until 23 February.</p> <p>Exemplars 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>and support those in need most effectively.</p> <p>The Economic Development Portfolio Holder will determine whether to proceed with the use of Article 4 directions, taking into account consultation feedback.</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, working with the local skills partnership.</p> <p>The latest series of fully-funded business workshops and webinars will be running between February-April 2015.</p> <p>Continue to deliver locality working with communities to enhance the vitality of village centres: Waterbeach (complete) and Gamlingay (work to commence by 31 March)</p>
<p>Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages</p>			
<p>Continue to engage and empower local communities through the:</p> <ul style="list-style-type: none"> - Sustainable Parish Energy Partnership (SPEP) - Action on Energy initiative - Community Assets Register 	<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. Whilst interest in solid wall insulation has been good, for a variety of reasons it has</p>	<p>Over 50,000 premises reached with superfast broadband.</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</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>

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<p>- Localism Action Plan - Rural broadband initiatives</p>	<p>not been possible to translate this quickly into completed works, and the number of completed installations is below target. Nevertheless, 175 Green Deal Assessments and two installations had been completed in the district (735 countywide) by 7 November, with 30 quotes accepted and 11 jobs passed for install. 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 on 10 July 2014. Work underway to develop action plan.</p> <p>There are currently 40 Assets of Community Value listed in South Cambridgeshire. The two most recent listings have been The Hoops Tandoori restaurant and amenity land off Bucks Lane, Great and Little Eversden.</p>	<p>software products and free marketing advice.</p> <p>Properties with installation complete benefitting from warmer homes, fewer draughts and lower fuel bills.</p> <p>Volunteers in Gamlingay have taken advantage of SPEP opportunities, organising thermal imaging surveys, lending out electricity monitors and holding a successful awareness-raising ‘Green Day’ event.</p>	<p>We will continue to work with the Action on Energy provider and carefully monitor the contract to deliver improved performance. We have been invited to apply for an extension to the project which, if successful, would extend it to 30 September 2015.</p> <p>Continue broadband connection programme towards 90% target. Businesses to be encouraged to take advantage of Broadband connection voucher scheme, due to close in March 2015 (though may be extended) – article in Spring 2015 residents’ magazine</p> <p>Continue to develop and implement the Localism Action Plan.</p>
<p>Work with tenants to improve estate inspections and promote the Tenants’ Community Chest project</p>	<p>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.</p> <p>We have been awarded an Environmental Improvement Grant to support this work of £15,000 this year and £50,000 during 2015-2016.</p>	<p>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.</p>	<p>Continue to promote the scheme through our regular communications.</p> <p>Use Environmental Improvement Grant to deliver further improvements.</p>
<p>Continue roll-out of locality “patch” working and implementation of joint Police and SCDC Neighbourhood Panels</p>	<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 SCDC front-line directorates.</p>	<p>The latest crime figures continue to show that the district is a very safe place to live. Feedback from partners at the</p>	<p>Begin communications with Parishes & Partners on new arrangements.</p> <p>The Crime and Disorder Reduction Partnership has identified new priorities for</p>

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<p>across South Cambridgeshire</p>	<p>Following reorganisation of the Sustainable Communities & Partnerships Team, Locality Development Officers have been appointed.</p> <p>Working with the police through Neighbourhood Panels to engage with residents on issues relating to community safety. We have recently met with Neighbourhood Watch Co-ordinators with a view to taking advantage of established local networks in responding to emergency incidents.</p>	<p>annual strategic community safety meeting praised SCDC for delivered improvements in working to combat anti-social behaviour.</p>	<p>2015/16, which it will finalise and communicate over the next couple of months.</p>
<p>AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation</p>			
<p>Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities</p>			
<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 has been submitted</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>Previously it was envisaged that £1m of expenditure on the New Homes Programme new build projects would be deferred into 2015/16; however, alternative schemes have been purchased in December and a significant land purchase is expected to be completed before the year end.</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 is 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>

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			Head of Housing Development (New Build) appointed January 2015 to help take new build programme forward
Provide and refurbish Gypsy and Traveller sites	<p>Following delays arising from contaminated land issues requiring additional planning conditions, preparatory work has now been completed at Whaddon.</p> <p>Negotiations with the landowner for an additional site have stalled.</p>		Subject to confirmation of funding, the project to undertake site improvements at Whaddon is now anticipated to commence in May 2015.
Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working			
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> <p>The City Deal Executive Board has agreed priority transport infrastructure projects to be delivered during the first five years of the City Deal period.</p>		Following endorsement by the Executive Board on 28 January, work will begin to develop specific schemes in advance of the first tranche of £20 million government grant becoming due on 1 April 2015.
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.		

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<p>Review existing and explore new opportunities for shared services</p>	<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>SCDC Cabinet on 13 November agreed the formation of a Shared Building Control Service with Huntingdonshire District Council.</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. The councils hope to appoint a Shared Services Programme Manager in early 2015.</p> <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 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 between July-September 2014 of 100% (based on 10 responses to 20 surveys sent out).</p>	<p>Develop and agree full business cases and implementation plans for shared Legal and ICT services.</p> <p>The Housing Portfolio Holder has agreed the extension of the Home Improvement Agency shared service agreement to 31 March 2016. 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>A business case is being prepared to extend the shared Building Control Service to include Cambridge City Council, with reports to the three councils anticipated in Spring 2015. We are also leading exploratory work on the establishment of a regional partnership.</p> <p>Implement shared waste service with Cambridge City Council – see (8) below.</p>
<p>Objective (7) Move to a commercial approach to service delivery</p>			
<p>Develop a commercial framework to deliver and market core and value-added services.</p>	<p>EMT approved business cases for six commercialisation projects, which are currently subject to scoping and initiation:</p>		<p>Approval of Project Initiation Documents by EMT during February-April 2015, identifying specific income generation and cost reduction targets to build into Medium Term</p>

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<p>Review current commercial activities and skills.</p> <p>Invest in further developing commercial skills.</p>	<ul style="list-style-type: none"> - Business Hub: see objective (3) above - In-house enforcement agents - Trade waste expansion - Housing Delivery Vehicle - Energy generation - Lifeline Plus (Supported Housing) <p>Following approval to proceed by Cabinet in November, a planning application is being prepared for the installation of Solar PV at the Cambourne offices, which would generate a long term income stream for the Council</p> <p>The draft Organisational Development Strategy contains actions to ensure staff are equipped with the skills to deliver a commercial approach.</p>		<p>Financial Strategy.</p> <p>Finalise, adopt and implement 2014-2017 Organisational Development Strategy.</p> <p>Subject to planning permission, solar PV installation will be completed by 31 August 2015.</p>
<p>Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill</p>			
<p>Agree and begin implementation of RECAP integrated waste collection model.</p>	<p>Optimum Service Design (OSD) full business case considered and accepted by RECAP Board. SCDC implementing via shared single service with Cambridge City Council. County-wide partnership manager appointed to take forward OSD.</p>		<p>The shared waste project is proceeding according to an 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.</p>
<p>Continue development of joint operational waste arrangements with Cambridge City</p>	<p>Cabinet (16 October) agreed to create a Single Shared Waste Service based at Waterbeach, with a single management structure and workforce, aiming to cut</p>		

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Council.	<p>costs by 15% over three years.</p> <p>Adrian Ash has taken up post as Programme Manager to lead implementation.</p> <p>Formal consultation on the Shared Head of Service role began in January.</p>		
Deliver agreed waste efficiencies and improvements.	<p>Missed bins per 100,000 reduced from 183.8 in September to 98.2 in December 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 and continues to be actively managed downwards.</p> <p>The revised Winter collection service launched in December 2014.</p> <p>We have launched an e-form to make it easier for residents to report missed bins and assisted collections. The form had been completed 138 times by 31 December.</p>	<p>The waste efficiencies programme is on course to deliver projected savings of £400k per year.</p> <p>Only nine properties experienced a change in bin collection day as a result of the changes.</p>	<p>We are continuing to monitor the implementation of the revised collection round schedule and will undertake a full evaluation of the reduced green waste Winter service following the resumption of fortnightly collections in March 2015.</p>
AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents			
Objective (9) Work with GPs and partners to link health services and to improve the health of our communities			
Continue to deliver Community Transport initiatives	<p>A new bus service which pulls a bike trailer behind so users can explore the district launched on 27 July 2014.</p> <p>We have awarded £8,500 service support grant for Community Transport providers.</p>	Demand is rising for Community Transport schemes addressing rural transport problems:	The Cambridgeshire Future Transport initiative has completed consultation on local transport needs in the Royston area, and is currently assessing responses before

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		<p>Meldreth’s Friendship 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>agreeing next steps.</p> <p>Work is underway to update the South Cambridgeshire Community Transport leaflet – the new leaflet will be launched in Spring 2015.</p> <p>An article in the Spring 2015 edition of our residents’ magazine will call for more volunteers to assist with community transport projects.</p>
<p>Begin implementation of Health & Well-being, Children, Young People & 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 – these will be in place by 31 March 2015 for implementation during 2015/16.</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>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>

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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. We are piloting the Lead Professional role in specific cases.		Evaluate Lead Professional pilot with a view to wider roll-out.
Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively			
Continuously monitor the impact of the government’s welfare reform programme	Council (29 January 2015) agreed to retain the current scheme for 2015/16, subject to minor amendments required to comply with new Statutory Regulations.	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.	Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable.
Plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2015/16	The Council maintained performance in respect of key indicators relating to processing Benefits Claims, rent and Council Tax collection – see Appendix B for full details.	The Benefits Team has received an unqualified audit report. Of £30 million paid in housing benefit to around 7,000 households last year,	The Council is planning for the implementation of Universal Credit, which will be fully implemented by the end of 2019. Migration will follow the full implementation of Universal Credit, though the actual date of migration has yet to be set by the Department of Work and Pensions. At the point of migration Housing Benefit for working age residents will end.

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		the adjustment required to the return was below £200.	
<p>Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14</p>			
<p>Work with development partners to ensure delivery of major developments and A14 improvements:</p> <ul style="list-style-type: none"> - Northstowe Phase 1 works started on site - Northstowe Phase 2 planning application submitted - Continue to drive forward A14 upgrade programme - Progress 'Wing' (Cambridge East) application - Work with promoters of Cambourne, Darwin Green and other major sites to deliver new homes and jobs. 	<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 February 2015.</p> <p>Following the Autumn statement announcement of directly-commissioned development at Northstowe we have held extensive discussions with government to clarify the likely impacts and reiterate our mutual determination to work together to create a high quality new community through continued local engagement and appropriate infrastructure investment.</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>Following public consultation, the second phase planning application for Northstowe is scheduled to be determined in March 2015.</p> <p>The first houses in Phase 1 should start to be built in summer 2015, with the first occupations from January 2016.</p> <p>An Issues and Options consultation for the future development of the Cambridge Northern Fringe (East) is currently underway.</p> <p>It is anticipated that the Outline Planning Application for the Darwin Green 2 development will shortly be submitted.</p> <p>An outline planning application for the Cambridge East (Wing) development is expected to be determined during 2015, subject to issues around the viability of the site</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<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 approved by committee in June 2014.</p>		<p>being addressed.</p> <p>We have begun consultation on a major planning application for over 2,000 homes at Cambourne West.</p> <p>Planning and New Communities has received applications for large schemes proposing over 200 homes at Papworth Everard, Melbourn, Fulbourn and Barrington, arising from the lack of a five-year Housing Land Supply identified by a Planning Inspector.</p>
<p>Objective (12)) Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households</p>			
<p>Implement actions in Homelessness Strategy</p>	<p>Progress against actions has included:</p> <ul style="list-style-type: none"> - Actions agreed with mental health services to address priority need - Agreement with CAB for advice and support service renewed for 2014-15 - Two empty homes purchased for use as temporary accommodation <p>Average monthly expenditure on Bed & 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 160 households to prevent homelessness between April-December 2014.</p> <p>43 households were in temporary accommodation at 31 December 2014, which is a reduction on the previous quarter.</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 – self assessment of this has taken place, and some actions identified, including a review of the homelessness strategy.</p>
<p>Complete Robson Court hostel refurbishment project</p>	<p>Re-development of the site is underway and due to be completed by March 2015.</p>	<p>A new hostel providing self contained accommodation units.</p>	<p>Complete refurbishment in accordance with project plan.</p>

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Aim	PI Ref	PI Description	Latest Performance	Target	Date	13-14 Q2 Comparator
A – Engagement	SF104	% General Fund variance	(7.33)	3	30 Nov	(5.98)
A – Engagement	CCS302	% Customer Contact Service First Time Call Resolution	82	80	26 Dec	86
A – Engagement	ES401	% Business satisfaction with Regulation service	88	90	30 Sep	85 (Q1)
A – Engagement	PNC501	% Major planning applications determined in 13 weeks	50	60	31 Dec	33
B – Partnership	AH202	Number of affordable homes delivered	94	80	31 Dec	24
B – Partnership	ES402	% Satisfaction with Waste Services	92	88	2013-14	89 (12-13)
B – Partnership	ES403	% Satisfaction with local environmental quality	87	85	2013-14	84 (12-13)
B – Partnership	ES407	% of household waste for reuse, recycling and composting	60	58	31 Dec	61.86
C – Wellbeing	FS103	% of housing rent collected	97.97	97.3	31 Dec	97.54
C – Wellbeing	FS104	Average days to process Benefits claims	14	13	31 Dec	15
C – Wellbeing	AH201	Number of households helped to prevent homelessness	160	112	31 Dec	95
C – Wellbeing	AH203	Number of households in temporary accommodation	42	50	31 Dec	56