

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

Action	What we did	Outcomes we achieved	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</p> <p>Cabinet, at its September 2014 meeting, approved the investment in South Cambs Ltd, now branded as Ermine Street Housing (ESH) of up to £7 million for the acquisition of up to 40 properties.</p> <p>From 1st June 14 additional properties have been leased from the MoD at Bassingbourn.</p> <p>We have submitted a proposal to the MoD to lease a further number of properties at Brampton.</p>	<p>Much-needed housing provided, with local families prioritised.</p> <p>ESH has acquired 30 properties on the open market of which 28 have been let, and made offers on a further five.</p>	<p>This objective has been retained within the Corporate Plan 2015-2020.</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>Preparation of Cabinet report (Nov 2015) with recommendations following evaluation of the pilot project</p> <p>Appraisal of the business modelling for the property portfolio to inform the Cabinet report for Nov 2015.</p>

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<b>Objective (2) - Improve efficiency and value for money within a viable financial strategy</b>			
<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 re-examined 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>The revised contract from agency staff arising from the Goods and Services review undertaken during 2013-14 resulted in services paying over £74k (7%) less on agency staff as a result of lower hourly rates, and avoiding employment fees of £36,000 for seven permanent members of staff.</p> <p>Revised waste collection working arrangements launched in September 2014, have delivered annual ongoing savings of £400k and also reduced the number of bin lorries on the road and consequent emissions – see also objective (8) below. A</p>	<p>We hope to launch e-forms for Benefits (new claims and change of circumstances), and are redeveloping our website to improve usability. It is hoped that this will be launched in late Summer 2015.</p> <p>A new role in HR will include support for recruitment and selection, as well as the implementation of other recommendations from this review.</p> <p>Audio and visual delivery of Corporate Brief will be trialled as a result of the Internal Communications review.</p> <p>We are preparing a business case for a shared post room service with Huntingdonshire District Council.</p>

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		<p>new e-form, developed to enable missed bins and assisted collections to be reported, has been completed over 900 times since its launch.</p>	
<p>Deliver 2014-15 BIEP, Organisational and Member Development strategies</p>	<p>Programme progressing on schedule. Savings target identified in MTFS as part of wider corporate savings requirement of £670k in 2015/16. The following BIEP projects are underway:</p> <ul style="list-style-type: none"> <li>• Digital by Default (see above)</li> <li>• Systems Contracts Terminus – Schedule produced. Review underway to identify duplicate contracts, ceased contracts and possible cancellations</li> <li>• Agility through empowerment – Project underway seeking new ways of empowering staff</li> <li>• Document and Space Management hot-desking pilot scheme in Health and Environmental Services complete and subject to evaluation. Developing a 'Working Smarter' programme to bring together related projects to achieve co-ordinated business change.</li> <li>• Resource and Support review of administration capacity and need delayed due to capacity issues.</li> <li>• Finance, Culture and Value for Money project re-launched as Financial Transformation following appointment of shared Head of</li> </ul>	<p>The Open for Business Project has overseen the launch of a bi-monthly newsletter and development of a Key Account Management framework – see objective (3) below.</p> <p>74% of all employees responded to the first</p>	<p>The 2015-2020 Corporate Plan commits us to implementing recommendations and new ways of working arising from completed BIEP projects and retains a commitment to delivering actions within the Organisational and Member Development strategies.</p> <p>We have recently launched the 2015/16 Member Development Programme and will continue to work with neighbouring Councils to share resources and opportunities where possible. The new Portfolio Holder for Corporate and Customer Services is keen to raise the profile of Member Development, which will add value to implementation of the Strategy.</p> <p>Recurring factors, identified in the first staff</p>

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	<p>Finance with Cambridge City Council</p> <ul style="list-style-type: none"> <li>Design and Print services review underway, evaluating current work, time and resources.</li> </ul> <p>Member Development Strategy 2014-2017 adopted by Council. We implemented the strategy through a comprehensive programme of training on induction, planning and licensing, and briefings on key policy issues such as the City Deal and Local Plan.</p> <p>Organisational Development Strategy: Refreshed draft considered and supported by Scrutiny and Overview Committee.</p> <p>Staff surveys undertaken, relating to general satisfaction and the employee benefits package. Results communicated via Corporate Brief, Scene magazine and Leadership Forum.</p> <p>Third tranche of Leadership Development Programme underway – delegates undertook forward Action Learning projects exploring reward and recognition, remote working and employee protection. Recommendations presented to EMT in June 2015.</p>	<p>survey. Overall job satisfaction was 64% and dissatisfaction 23%. Contributing factors to job satisfaction included management support, opportunities for training and development and being able to achieve positive outcomes for customers.</p> <p>The response rate to the second survey was 48%. 59% of respondents said they had a good understanding of the benefits offered to staff. Overall satisfaction with the benefits package was 78%.</p>	<p>survey, that could improve job satisfaction included improved management consistency, reward and recognition and ICT systems. The Council has actions in place to address these and other priority areas identified.</p> <p>Headline results from the second survey are still being analysed by EMT; following evaluation, results and next steps will be communicated. As part of this process, the HR team will be reviewing the staff benefits package during 2015-2016.</p> <p>The next staff survey will be circulated in summer 2015.</p>
Publish an MTFS for 2015-2020	Revised Medium Term Financial Strategy 2015-2020 agreed by Council in February 2015. At the same meeting, Council agreed a 1.99% Council Tax increase for 2015/16. This represents an average rise of £2.45 a year from £122.86 to £125.31, still one of the lowest charges in the country.	Outturn for 2014-15 showed a favourable General Fund variance of £1,196,000 (7.38%), without detriment to service delivery.	2015-2020 Corporate Plan retains priority to agree revised MTFS for 2016-2021.
Deliver ICT Strategy	ICT strategic priorities agreed by EMT to inform service planning and shared service discussions with partners – see also objective (6) below.		Deliver ICT service plan and take forward shared service business case – see also objective (6) below.

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<b>Objective (3) Make the district an even more attractive place to do business</b>			
<p>Deliver economic development objectives based around business-friendly working across the council's operations, attracting inward investment and employment growth.</p>	<p>Cabinet agreed a new Corporate Enforcement, Inspection and Better Regulation Policy in September 2014, setting out in one place what residents, communities and businesses can expect from SCDC when we consider and undertake enforcement and inspection activities. It seeks a proportionate approach to these activities, focussing on prevention and risk, so as to minimise the burden on businesses.</p> <p>We have participated in delivering economic development benefits through partnership working with strategic partners such as the Greater Cambridge Greater Peterborough Local Enterprise Partnership (GC_GPEP) and the London Stansted Cambridge Consortium (LSCC). The LSCC has undertaken work on the Life Sciences sector and lobbied government for investment in the West Anglia rail line.</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>The District Place Profile showed South Cambridgeshire continuing to perform strongly on all economic indicators (Cabinet report on 9 July 2015 refers)</p> <p>The Council has supported TWI, located on Granta Business Park, secure an award of £60m growth funding. SCDC supported the funding bid and has facilitated the planning process for the delivery of new headquarters and a training academy for the company.</p>	<p>Our Corporate Plan 2015-2020 retains the strategic objective to make the district an even more attractive place to do business.</p> <p>We have established an internal task group to ensure that all services apply the policy consistently, reviewing detailed enforcement procedures by directorate as required.</p> <p>Develop the role of the LEP senior officer 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</p>	<p>Positive feedback on</p>	<p>We have committed to complete the implementation of the 'Working with Business' Plan, as part of our Corporate Plan for 2015-2020.</p> <p>Key account managers will continue to build</p>

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	<p>been developed to deliver a joined-up approach to regulation and communication. We have key account managers in place for a number of local businesses and organisations, and have trained account managers from across directorates to provide a single point of contact for services, advice and partnership with SCDC.</p> <p>The Business Register and Newsletter continue to be supported by SCDC.. At the time of writing there were 430 businesses on our register. Membership of the register enables businesses to access a variety of information around funding, support and promotion.</p>	<p>success of Key Account trial with IWM Duxford, and support to businesses accessing rural rate relief.</p>	<p>relationships with key businesses across SCDC. . We will analyse and learn lessons from feedback with a view to expanding this approach..</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 all partners, an outline business case has been prepared, as part of our Commercialisation Programme (see also Objective (7) below) for a service which will deliver more joined up and improved services providing better outcomes for economic growth. The ‘Business Hub’ model is designed to move from a cost-recovery pilot to become a self-financing commercial unit that provides businesses with access to quality advice and support services, that are streamlined and efficient.</p>		<p>The pilot Business Hub service will launch in Summer 2015 as a 12 month trial. As the pilot progresses, an updated business case will be developed and submitted to partners’ decision-making bodies for agreement. Implementation of a Business Support Hub has been retained as an action within our Corporate Plan for 2015-2020.</p>
<p>Roll out a package of targeted support for the rural economy.</p>	<p>We held community pub events at the Plough and Fleece, Horningsea, attended by over 30 local businesses, and at The Plough, Shepreth (10 June 2015). The events were attended by both landlords and parishes interested in setting up their own community pub and protecting it through the community asset register.</p> <p>We consulted on the appropriateness of using Article 4 legislation to protect rural pubs from demolition and</p>	<p>Positive feedback from attendees of community pub event.</p> <p>Feedback from attendees of business support workshops has been very positive; they have been described as ‘a valuable opportunity</p>	<p>We will continue to provide targeted support for businesses in the rural economy as part of our Corporate Plan for 2015-2020, as part of which we will refresh our Economic Strategy to ensure that it underpins this approach.</p> <p>The Economic Development Portfolio Holder has requested a report to Planning Committee identifying specific pubs to which Article 4 legislation could usefully be</p>

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	<p>closure in certain circumstances.</p> <p>Our selected partner Exemplas has delivered targeted information, advice and guidance service, including business support workshops focussed on key skills for businesses setting up, struggling or trying to grow. The workshops now include a webinar version, accessible via our website.</p>	<p>for any potential business' and 'a fantastic opportunity to learn.'</p> <p>One of the businesses participating in the workshop programme has grown to employ 15 people.</p>	<p>applied, though recent changes to the rules around Assets of Community Value may reduce the expediency of this option.</p> <p>We are exploring development of a business support programme across adjoining Local Authority areas to launch in Autumn 2015, to complement the City Deal and strategic shared service partnership (see Objective (6) below).</p> <p>Continue to deliver locality working with communities to enhance the vitality of village centres: Waterbeach (complete) and Gamlingay (work underway, with a proposed focus on economic development in the Neighbourhood Plan)</p>
<p><b>Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages</b></p>			
<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>The Sustainable Parish Energy Partnership (SPEP) has:</p> <ul style="list-style-type: none"> <li>- Involved 11 new parishes in its activities</li> <li>- Developed an area meeting structure, linked to locality patch working (see below)</li> <li>- Lent thermal imaging cameras to 22 parishes</li> <li>- Held nine events</li> <li>- Facilitated 13 energy surveys on community buildings (using external funding).</li> </ul> <p>Our application for an extension to the DECC Green Deal Communities funded solid wall insulation scheme was successful, allowing us to continue to offer, through</p>	<p>Around 71,000 premises reached with superfast broadband, out of the target of 90,000.</p> <p>A new public WiFi network, CambWifi, launched and has been made available in over 100 buildings across the county, including council offices and some sheltered housing schemes within the district.</p> <p>Destination Digital</p>	<p>Our Corporate Plan 2015-2020 commits us to continuing to engage and empower local communities through partnership working; this will include a strategic review of SPEP in consultation with residents and parish councils.</p> <p>Outreach programme to currently-involved and new parishes, as part of Action on Energy promotion.</p> <p>We will continue to work with the Action on Energy provider and carefully monitor the contract to deliver improved performance.</p> <p>In recognition that certain areas remain with below optimal broadband coverage, a</p>

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	<p>the council endorsed Action on Energy scheme, up to £6,000 towards solid wall insulation for privately owned homes until the end of September. A parallel scheme for private sector landlords offers up to £2,000 for two energy improvements, one of which needs to be insulation; or up to £8,000 if the insulation measure is solid wall insulation.</p> <p>At 3 June 2015 , 350 Green Deal Assessments (the first step in the process) had been completed in the district (compared with 2045 countywide). 113 quotes had been accepted, representing grant funding of £610,102. 69 jobs in SCDC had been passed for installation and 29 installations completed. We continue to work closely with the other district councils and with our commercial partner, Climate Energy, on the scheme.</p> <p>Localism priorities and action areas agreed by Cabinet on 10 July 2014. Work underway to develop action plan.</p> <p>15 Assets of Community Value were listed in South Cambridgeshire during 2014-2015.</p>	<p>Connection vouchers have provided capital grants for hardware to enable 61 South Cambridgeshire businesses to connect to broadband.</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>Superfast Extension Programme is underway, as are discussions to consider options for areas not optimised.</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>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 such as at Tenant Participation Group meetings and Tenant Newsletters (due to go out again in the Summer edition).</p> <p>We have been awarded an Environmental Improvement Grant to support this work of £50,000 during 2015-2016.</p>



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<p>Continue roll-out of locality “patch” working and implementation of joint Police and SCDC Neighbourhood Panels across South Cambridgeshire</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>Following reorganisation of the Sustainable Communities &amp; Partnerships Team, Locality Development Officers for the North and South West areas have been appointed. An officer for the South-East area will be recruited.</p> <p>We have worked 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. As a result of this work, additional community buildings have identified for potential use as emergency rest centres.</p> <p>Guidance has been issued to taxi drivers to raise awareness of human trafficking.</p>	<p>The latest crime figures continue to show that the district continues to be a very safe place to live. Feedback from partners at the annual strategic community safety meeting praised SCDC for delivered improvements in working to combat anti-social behaviour.</p>	<p>Our Corporate Plan for 2015-2020 commits us to implementing the Localism Plan, including patch-based working.</p> <p>Begin communications with Parishes &amp; Partners on patch-working arrangements.</p> <p>The Crime and Disorder Reduction Partnership has identified new priorities for 2015/16, focusing on protecting vulnerable residents around child sexual exploitation, domestic abuse between adults, crimes targeted at the elderly and other vulnerable members of the communities, and human trafficking. Work on continuing community concerns around burglary and anti-social behaviour will continue. The Tasking and Co-ordination group will review trends and intelligence to identify and focus on additional issues that need to be focussed on during the year.</p>
<p><b>AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation</b></p>			
<p><b>Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities</b></p>			
<p>Deliver actions from the New Build Strategy 2014-15</p>	<p>An exception site scheme at Swavesey providing 20 council homes for local people will start on site in Summer 2015 after a delay to relocate an endangered species off site. Land purchased and contract signed. Pre site work underway.</p> <p>The planning application for the construction of 15 properties at Hill Farm in Foxton has been granted. Land purchase underway and expected by July 2015. Work</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</p>	<p>This objective has been retained as a priority in our 2015-2020 Corporate Plan.</p> <p>Ground breaking ceremony planned for Swavesey site in late Summer 2015.</p> <p>Work with County Council and regional developers ongoing to bring forward a number of exception sites and windfall sites.</p>

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	<p>towards tendering building contract via a partnering contract ongoing. Start on site expected January 2016.</p> <p>A call for sites has resulted in four potentially viable sites via the landowning public. Enabling advice being sought. Looking at 10 sites with major regional developer that would yield around 150 new homes over 2-6 years.</p> <p>Appraising 10 county owned exception sites with a view to take the most viable forwards.</p> <p>Head of Housing Development (New Build) appointed January 2015 to help take new build programme forward</p> <p>Development Project Officer post advertised and appointed to. Expected start July 2015. Aim to deliver exception and windfall sites and ongoing project management of same.</p>	<p>standard. I feel very lucky and look forward to building a new life for myself here.'</p>	<p>three sites in particular are ongoing.</p> <p>Finalise a robust financial viability and governance model to move a pipeline of schemes forward under the HRA Business Plan</p> <p>Submit Planning for Batch 1 of garage sites (four sites – 11 homes) Begin appraising batch 2 (four sites – 10-homes) potential to provide up to 21 council homes over the next 3-4 years. Existing council homes at Gamlingay that are not fit for purpose to be demolished, providing 14 new energy efficient homes. Decanting underway and planning application imminent</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>Following delays arising from contaminated land issues requiring additional planning conditions, preparatory work has now been completed at Whaddon and the site improvement project began in March 2015.</p> <p>Negotiations with the landowner for an additional site have stalled.</p>		<p>Subject to confirmation of funding, the project to undertake site improvements at Whaddon (phase one) is anticipated for completion in December 2015</p>
<p><b>Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working</b></p>			
<p>Take forward City Deal</p>	<p>City Deal partners signed the deal document at a</p>	<p>The first tranche of</p>	<p>City Deal delivery is a continuing priority in</p>

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proposal (subject to negotiations with government)	<p>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>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, has begun work to deliver the Deal, agreeing priority transport infrastructure projects to be delivered during its first five years, and a first budget which will fund work towards the delivery of up to 8,000 affordable homes, improved digital connectivity and skills, inward investment, assessment of economic impact and capacity to ensure leadership and successful programme delivery.</p>	<p>government grant funding of £20 million was received in April 2015.</p> <p>City Deal grant funding has helped to create a Chief Executive post for the Cambridge Promotions Agency, which will promote the Greater Cambridge area to attract inward investment. The post has now been filled.</p>	<p>the refreshed Corporate Plan for 2015-2020.</p> <p>The Executive board met in June 2015 to agree the next steps with regard to improvements to the A428/A1303 junction into central Cambridge to improve traffic flow and public transport access, potential measures to address Cambridge city centre congestion. Details project and consultation plans will now be developed.</p>
Implement joint delivery vehicle (Transformation Fund) to oversee shared assets	<p>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.</p>		
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.</p> <p>SCDC's Cabinet agreed in principle the establishment of shared services for Building Control, Legal and Democratic Services and ICT, identifying 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</p>	<p>The shared Home Improvement Agency service broke even in 2013/14. Operational resilience and customer satisfaction have improved, with the staff team being able to provide cover for each other at times of sickness and annual</p>	<p>The monitoring of existing, and identification of new, shared service opportunities, is a continued priority within the Corporate Plan for 2015-2020. The commercialisation programme and shared services initiatives are required to deliver savings of £50k in 2015/16 and £150k ongoing from 2016/17.</p> <p>We are continuing to develop full business cases and implementation plans for shared services with a view to seeking formal</p>

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	<p>with planning and implementation and enable the pace of the programme to be accelerated, including the appointment of a Shared Services Programme Manager on a fixed term contract.</p> <p>We are also working towards a shared waste service with Cambridge City Council (see item (8) below), and have begun to explore the potential to work more closely with the County Council and Local Enterprise Partnership on planning and transport issues.</p> <p>The shared Payroll service with Cambridge City Council began on 1 April 2014.</p>	leave.	<p>decisions by the councils' executives in July 2015, consultation with affected staff during the Summer and implementation in October 2015.</p> <p>Implement shared waste service with Cambridge City Council – see (8) below.</p>
<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 approved business cases for six commercialisation projects, which are now underway:</p> <ul style="list-style-type: none"> <li>- Business Hub: see objective (3) above</li> <li>- In-house enforcement agents: discussions being held with current enforcement partners to review current fee and collection levels</li> <li>- Trade waste expansion – Weighing operation carried out to identify types of products and customers that may incur excess waste. Mapping of data now underway.</li> <li>- Housing Development Vehicle – Re-shaped as a shared service with city and county councils as a result of City Deal funding.</li> </ul>		<p>The Corporate Plan 2015-2020 retains moving to a commercial approach to service delivery as a strategic objective. We will continue to progress the six projects towards full business cases, in order to inform future service and financial planning. The commercialisation programme and shared services initiatives are required to deliver savings of £50k in 2015/16 and £150k ongoing from 2016/17.</p> <p>Finalise, adopt and implement 2014-2017 Organisational Development Strategy.</p>
Review current commercial activities and skills.			
Invest in further developing commercial skills.			

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	<ul style="list-style-type: none"> <li>- Energy company: Procurement exercise completed for supplier of solar roof panels</li> <li>- Lifeline Plus (Supported Housing) – Stepping Out organisation has provided an options analysis and proposal to inform the developing business case</li> </ul> <p>The project to install Solar PV at the Cambourne offices is on hold following the refusal of planning permission and changes to the eligibility criteria for connecting schemes to the National Grid.</p> <p>The draft Organisational Development Strategy contains actions to ensure staff are equipped with the skills to deliver a commercial approach. To this end we are preparing a training proposal, linked to our Leadership Development Programme, to introduce commercial principles and explore how they can be reflected in everyday behaviours.</p>		
<b>Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill</b>			
Agree and begin implementation of RECAP integrated waste collection model.	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.		Our Corporate Plan for 2015-2020 commits us to leading the implementation of the single, shared waste service with Cambridge City Council, and working with partners to ensure 65% or more of the waste we collect in residents' bins is diverted from landfill.
Continue development of joint operational waste arrangements with Cambridge City	Cabinet (16 October) agreed to create a Single Shared Waste Service based at Waterbeach, with a single management structure and workforce, aiming to cut		Work is underway to model optimum waste collection routes across all Districts in the county. The target completion date for this

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Council.	<p>costs by 15% over three years.</p> <p>Cambridge City &amp; SCDC have appointed a Waste Operations Manager and Waste Policy, Change and Innovation Manager for the single service.</p>		<p>work is November 2015.</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 recruitment process will be complete in Autumn 2015, with implementation of the new service around October 2015..</p> <p>The recruitment of the Head of Shared Waste is currently underway with an appointment anticipated in July 2015.</p>
Deliver agreed waste efficiencies and improvements.	<p>Major changes to the waste service, involving revised routes and the reduction of winter green bin collections, were successfully implemented during the year.</p> <p>As anticipated with changes of this magnitude, missed bins per 100,000 initially increased as a consequence of the changes, before reducing in subsequent months against a target of 50. The figure for May 2015 was 54 / 100,000. 163 complaints were received about the changes ,representing less than 1% of residents.</p> <p>We have launched an e-form to make it easier for residents to report missed bins and assisted collections. The form has been completed over 900 times to date (during which time the service has collected over 2.3m bins)</p>	<p>The waste efficiencies programme delivered over £200k of savings during 2014/15 and is on course to deliver further savings of £400k per year from 2015/16.</p> <p>Overall recycling and composting performance has been unaffected, with an improvement on the previous year's performance from 57% to 58% of waste</p>	<p>We are continuing to monitor the implementation of the revised collection round schedule and have undertaken a full evaluation of the reduced green waste Winter service. This review identified some important lessons for future projects around understanding the wider impact of changes on other council services, especially the Contact Centre, and the need for earlier and closer engagement with frontline staff to gather operational knowledge.</p> <p>We are continuing to work to improve missed bin performance back to its pre-implementation level of below 50 per 100,000.</p>

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Action	What we did	Outcomes we achieved	What is still left to do
		<p>recycling and composted.</p> <p>Changes also achieved environmental benefits equating to 56 tonnes to CO2 savings in a full year through reduction in fuel use.</p>	
<p><b>AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents</b></p>			
<p><b>Objective (9) Work with GPs and partners to link health services and to improve the health of our communities</b></p>			
<p>Continue to deliver Community Transport initiatives</p>	<p>A new bus service which pulls a bike trailer behind so users can explore the district launched in July 2014. Ridership is increasing, we are carrying out a marketing and communication exercise to increase usage further prior to a review of the scheme's funding in Autumn 2015.</p> <p>We have updated and launched an updated Community Transport leaflet for the district, and carried out regular promotions to encourage volunteering.</p> <p>We have awarded £8,500 service support grant for Community Transport providers.</p>	<p>Demand is rising for Community Transport schemes addressing rural transport problems:</p> <p>Royston and District Community Transport has secured funding, partly from SCDC, to purchase a new minibus to help local people get out and about via pre-booked journeys and group outings. Such services provide a lifeline for many isolated people, helping them to get out and about and to retain their independence.</p>	<p>Our Corporate Plan for 2015-2020 commits us to continuing to deliver community transport initiatives, as part of which we will be refreshing our strategy.</p> <p>Area M (villages north of Royston) – we were involved in the community engagement and support for parishes during the consultation between January - March. The outcome of this work is being finalised by the county council.</p> <p>Area G (Cambridge city and villages South-west of Cambridge) – we worked with the villages to come up with solutions. The alternative routes have been tendered by CCC.</p>

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<b>Action</b>	<b>What we did</b>	<b>Outcomes we achieved</b>	<b>What is still left to do</b>
		<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>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 has continued to develop the Active &amp; Healthy 4 Life exercise referral scheme, which operates in sports centres across the district, providing tailored exercise programmes for patients referred by health professionals registered with the scheme. Administration and co-ordination of the scheme has been undertaken in house since September 2014, and a programme of regular contact with sports centre staff and GP surgeries is</p>	<p>We have run successful children’s holiday camps in sports such as Athletics (average 97 attending per summer session), Netball (52) and Rounders (36).</p> <p>We have awarded elite athlete funding to eight individuals totalling £3,300.</p> <p>Feedback from a</p>	<p>Our Corporate Plan 2015-2020 commits us to begin implementation of the SCDC Health &amp; Wellbeing, Ageing Well and Children, Young People &amp; Families plans.</p>



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Action	What we did	Outcomes we achieved	What is still left to do
	underway. An additional centre in Girton has been brought into the scheme, bringing the total to ten. The first phase of a transition to electronic registration of client details is complete.	resident benefiting from the GP referral scheme explained how it had 'given me the motivation to improve my health'.	
Develop business case for joint commissioning and investment in integrating services to improve health and well-being.	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 Better Care Fund.		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.
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.	The project has helped turn around the lives of eight families across the district, and many more across Cambridgeshire.	Work is underway to begin implementation of the Phase II strategy to co-ordinate support for families through a multi-agency approach by public sector partners, including SCDC Neighbourhood Team and Benefits Service.
<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 Plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2015/16	Council (29 January 2015) agreed to retain the current LCTS for 2015/16, subject to minor amendments required to comply with new Statutory Regulations.	The Benefits Team has received an unqualified audit report. Of £30 million paid in housing benefit to around 7,000 households last year, the adjustment required to the return was below	This objective has been retained as a priority within the Corporate Plan for 2015-2020.  Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be

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		<p>£200.</p> <p>The Council maintained performance in respect of key indicators relating to rent and Council Tax collection – see Appendices B-C for full details.</p>	<p>affordable.</p> <p>The Council is planning for the implementation of Universal Credit, which will be fully implemented by the end of 2019.</p>
<p><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>			
<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</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. Phase 1 earth works, improvements to the B1050 and construction of the first Primary School have commenced. We are continuing to work with the county council and developer on a community access agreement for the primary school and community centre design.</p> <p>The second phase planning application for Northstowe was granted Outline planning permission by committee on 24 June 2015. Section 106 Heads of Terms will be presented on 29 July 2015, and a consent issued later in 2015.</p> <p>Following the Autumn statement announcement of directly-commissioned development at Northstowe we</p>		<p>Our Corporate Plan 2015-2020 contains a continuing commitment to work with development partners to ensure the delivery of major developments and A14, A428 and other transport improvements.</p> <p>Following notification of the suspension of the SCDC and Cambridge City draft local plans, we are assessing the implications for additional work which may be required by the Planning Inspector, and for the determination of major planning applications following a previous Inspector's view that the council cannot demonstrate a 5-year housing supply.</p> <p>Network Rail has submitted a new planning application for Chesterton Station, which we</p>

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<b>Action</b>	<b>What we did</b>	<b>Outcomes we achieved</b>	<b>What is still left to do</b>
<p>sites to deliver new homes and jobs.</p>	<p>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>Development of sections of the Trumpington Road site within SCDC is underway. Walking and cycling routes are in place across the southern fringe sites.</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>We carried out an Issues and Options consultation for the future development of the Cambridge Northern Fringe (East) site and are now proposing a Vision for an employment-led, mixed-use neighbourhood.</p> <p>The Development Consent Order for the A14 Cambridge to Huntingdon improvement scheme was accepted for examination by the Planning Inspectorate in January</p>		<p>anticipate submitting to Committee for determination in July 2015.</p> <p>We will negotiate a new Planning Performance Agreement for the Darwin Green 2 development.</p> <p>The planning application for a primary school on the Darwin Green 1 site will be submitted to the Joint Committee in July 2015.</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 being addressed.</p> <p>We have received an Outline planning application for 3,250 dwellings, employment areas, schools, sports and community facilities, retail and associated infrastructure at Cambourne West, which we expect to determine in late 2015.</p>

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Action	What we did	Outcomes we achieved	What is still left to do
	<p>2015. A six-month examination of the Development Consent Order for the scheme is now underway and must be completed by 13 November 2015.</p>		
<p><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></p>			
<p>Implement actions in Homelessness Strategy</p>	<p>During the year we have:</p> <ul style="list-style-type: none"> <li>- Renewed our agreement with the Citizens Advice Bureau to provide advice and support during 2015-16</li> <li>- Purchased ten empty homes for use as temporary accommodation</li> <li>- Worked with families/applicants to bid on vacant properties.</li> <li>- Helped families/single applicants to access the private rented sector.</li> <li>- Worked with County council social care and other district councils to review and improve the protocol for homeless 16-17 year olds.</li> <li>- Worked with King Street to provide a single homeless service for those who not in priority need.</li> <li>- Reviewed housing advice leaflets.</li> <li>- Undertaken a self assessment review using the Governments Gold Standard peer review guidance.</li> </ul>	<p>The Council helped 218 households to prevent homelessness during 2014/15.</p> <p>44 households were in temporary accommodation at 31 March 2015, which is a reduction since the start of the year.</p> <p>Average monthly expenditure on Bed &amp; Breakfast accommodation has reduced from £2,075 during 2013/14 to £919 for 2014/15.</p>	<p>We have retained this strategic objective in our Corporate Plan 2015-2020.</p> <p>Consider options for moving hostel provision to the redeveloped site at Robson Court.</p> <p>Review the strategy.</p> <p>The Gold Standard self assessment did not indicate any major gaps or issues with the service but did indicate some continuous improvement that we could make, including changing the way we provide written information to clients and improvements to web pages.</p>

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<b>Action</b>	<b>What we did</b>	<b>Outcomes we achieved</b>	<b>What is still left to do</b>
Complete Robson Court hostel refurbishment project	Re-development of the site has been completed.	A new hostel providing 30 self contained accommodation units.	Complete.