

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER TWO 2015-16

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.</p> <p>Additional properties have been leased from the MoD at Bassingbourn.</p> <p>We have agreed to lease 104 units at Brampton.</p>	<p>Much-needed housing provided, with local families prioritised.</p> <p>ESH has acquired 35 properties on the open market, all of which have been let, and made offers on a further seven.</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 plans for consultation and agreement	<p>EMT has received a report outlining the timeline and structure for the pilot review report to Cabinet in November 2015.</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 November 2015.</p>	Not started – pilot scheme in progress	Subject to Cabinet decision, 12 November 2015.

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<b>Objective (2) - Improve efficiency and value for money within a viable financial strategy</b>			
Implement recommendations and new ways of working arising from:			
<p>Completed Business Improvement and Efficiency Programme (BIEP) projects</p>	<p>Following the Post Room review we re-examined the outsourcing option through a trial involving Revenues's post with Huntingdonshire District Council, and are preparing a business case for a shared post room service with Huntingdonshire District Council.</p> <p>The Document and Space Management hot-desking pilot scheme in Health and Environmental Services is complete and subject to evaluation. We are developing a 'Working Smarter' programme to bring together related projects to achieve co-ordinated business change – see Objective (6) below.</p> <p>The Financial Management Transformation project has identified and delivered a number of 'quick win' improvements in finance procedures to reduce paper usage and remove unnecessary levels of authorisation.</p> <p>Key Account Management and Business-Friendly projects: See Objective (3) below.</p> <p>Resource and Support review of administration capacity and need delayed due to capacity issues.</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 – recruitment to this post is underway.</p> <p>A review is underway of the Graphics Team, identifying work currently undertaken and that currently outsourced which could be done in-house.</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. A 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>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>Audio and visual delivery of Corporate Brief will be trialled as a result of the Internal Communications review.</p> <p>The Financial Management Transformation project will review monthly reporting procedures.</p> <p>Agility through empowerment project underway seeking new ways of empowering staff; workstreams reviewing delegation scheme and shaping cultural change. Workshops to be held to explore what empowerment means to staff.</p> <p>Systems Contact Terminus Review project will review existing ICT contracts to assess viability, identify legacy systems and create a strategy for future management. Any savings accruing from this work will be incorporated as part of the ICT shared service (see objective 6 below).</p> <p>We will be undertaking a strategic view of the programme to assess the extent to which business benefits have been achieved.</p>

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Digital by Default business change project	<p>With a new supplier in place, the Benefits Application form has gone live successfully.</p> <p>The Facilities Management service desk is ready for testing, and we have successfully integrated the meeting room bookings facility with Microsoft Outlook.</p>	<p>As at 21 October, the benefits form had been completed 49 times for new claims and 31 times for changes of circumstances.</p>	<p>We are establishing a more detailed programme to exploit new technology through, using our new and improved website.</p>
Customer Contact Service improvement plan	<p>We have implemented a new staffing rota providing more flexible capacity to manage periods of peak demand, and have also introduced arrangements whereby 'back office' staff in the Revenues and Benefits Section are able to receive calls, following the dispatch of periodic billing and payment letters.</p> <p>Other improvements include:</p> <ul style="list-style-type: none"> <li>- dedicated payment option added to general, revenues and rents lines to reduce the volume of calls requiring to be dealt with by handling agents.</li> <li>- three generic roles are providing flexible support to the Contact Centre, Revenues and Benefits Teams. These roles will enable performance to be maintained during periods of peak demand.</li> <li>- Improving the flexibility of our software to enable auto-messages to notify customers of key service messages without requiring them to speak to an agent.</li> <li>- Participation in corporate induction events to communicate the work of the contact service and the support and engagement expected from back office staff.</li> </ul>	<p>The service achieved excellent performance, exceeding targets, during the latest monitoring period (10 August – 4 September) in respect of:</p> <ul style="list-style-type: none"> <li>- First time call resolution (81%)</li> <li>- 91% of 11,050 calls handled</li> <li>- Average call answer time of 1 minute 25 seconds.</li> </ul>	<p>The next phase of the improvement plan will focus on improving the Reception area at South Cambridgeshire Hall, including exploring automation options to manage pre-booked appointments thus increasing advisor capacity to answer calls and handle unscheduled visits.</p>

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<p>Development Control Improvement Programme</p>	<p>We have completed a review of resource and support arrangements and implemented a new structure for support staff during August.</p> <p>We transferred the duty planner service to an appointment system to help manage customer expectations, provide tracking of enquiries and reduce the number of lost and repeat calls.</p> <p>A permanent Head of Development Management has been successfully recruited with a start date in early November 2015.</p> <p>A successful recruitment campaign has enabled us to appoint five Planning Project Officers.</p> <p>During October 2015 we introduced a series of process and system upgrades that will improve the ease with which customers may use the web pages, and gain information or progress, plan amendments and consultations. These will assist in working towards a paperless planning office and bring considerable productivity gains and efficiencies in the processing of pre-applications and applications.</p>	<p>Planning income is forecast to be £500k more than originally budgeted because of a number of large fees received.</p>	<p>We are consulting on potential changes to the system of delegation of planning decisions to officers, with a view to putting in place a simpler and more efficient scheme.</p> <p>This should increase the percentage of delegated decisions from approximately 90% to 95% and assist Planning Committee in taking more strategic decisions.</p> <p>Training plans are being drawn up for the five appointed planning project officers.</p>
<p>Deliver Organisational and Member Development Strategies</p>	<p>We have completed the latest staff survey seeking feedback on leadership and management.</p> <p>Third tranche of Leadership Development Programme completed – delegates undertook forward Action Learning projects exploring reward and recognition,</p>	<p>We have achieved the Gold Standard of the Investors in People (IIP) accreditation.</p> <p>74% of all employees</p>	<p>The IIP assessment identified three key opportunities for future development:</p> <ul style="list-style-type: none"> <li>- Developing management capabilities.</li> <li>- Extending values and behaviours</li> </ul>

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	<p>remote working and employee protection. Recommendations were presented to EMT in June 2015.</p> <p>The 2015/16 Member Development Programme is underway; we have carried out general induction for new Members elected in May 2015, and specific training for Members sitting on planning and licensing committees. Recent events have included Member briefings on Welfare Reform, and a risk management workshop.</p>	<p>responded to the first 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>72% of respondents to the latest survey were satisfied with their line manager. 44% were extremely satisfied. Only 16% were dissatisfied.</p>	<p>into all parts of the Council</p> <ul style="list-style-type: none"> <li>- Consolidating the improvements being made at Waterbeach.</li> </ul> <p>EMT is now considering the best way to take these recommendations forward, complementing a refreshed Organisational Development Strategy and taking account of staff survey results around general satisfaction, staff benefits, leadership and management.</p>
<p>Publish a financial strategy for 2016-2021</p>	<p>Cabinet endorsed a Corporate Plan Forward Look report which provided the strategic context for the forthcoming review of the financial strategy.</p> <p>Modelling work has taken place to take account of anticipated further cuts to government funding</p>	<p>Outturn for 2014-15 showed a favourable General Fund variance of £1,196,000 (7.38%).</p>	<p>A draft revised Medium Term Financial Strategy will be submitted to Cabinet in November 2015.</p>

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<b>Objective (3) Make the district an even more attractive place to do business</b>			
<p>Complete implementation of SCDC 'Working with Business' Plan across the Council.</p>	<p>We have established an internal task group to ensure that all services apply the Corporate Enforcement, Inspection and Better Regulation Policy consistently, reviewing detailed enforcement procedures by directorate as required. The policy provides for a proportionate approach to these activities, focussing on prevention and risk, so as to minimise the burden on businesses.</p> <p>Key Account Management (KAM) arrangements have been launched 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. There are 430 businesses on our register. Membership of the register enables businesses to access a variety of information around funding, support and promotion.</p>	<p>Positive feedback on success of Key Account trial with IWM Duxford, and support to businesses accessing rural rate relief.</p>	<p>Key account managers will continue to build relationships with key businesses across SCDC. We will analyse and learn lessons from feedback with a view to expanding this approach. We will promote the Sharepoint website strongly, showing who the key account managers are, and which businesses they cover.</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>Implement a joint "Business Support Hub" with Cambridgeshire County Council and partners</p>	<p>Cabinet endorsed work towards developing a joint 'Business Hub' partnership with the County Council (Supporting Businesses and Communities) and Fire and Rescue Service. The 12-month pilot is underway, drawing together key business advice services across the partners to promote joint Primary Authority Arrangements and associated commercial activities.</p>	<p>Primary authority arrangements have been agreed with Aldi and John West Tuna.</p>	<p>The pilot Business Hub service will be reviewed in April 2016. The service is actively seeking new business opportunities as the pilot continues.</p>

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<p>Continue targeted support for businesses in the rural economy.</p>	<p>We held a community pub event at The Plough, Shepreth (10 June 2015). The event was attended by both landlords and parishes interested in setting up their own community pub and protecting it through the community asset register.</p> <p>SCDC is participating in work to develop 'Visit Cambridge and Beyond', an official tourism service for Cambridge City and South Cambridgeshire district. Public and private partners are working to launch the new organisation in early 2016.</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>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 for any potential</p>	<p>We will refresh our Economic Strategy to ensure that it underpins Corporate Plan objectives.</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 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 Winter 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>

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		<p>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>One hundred South Cambridgeshire businesses have received Destination Digital grants for equipment and training and 126 have been awarded connection vouchers up to £3,000 to install superfast broadband.</p>	
<p>Develop action plan for the Northstowe Economic Strategy.</p>	<p>The Northstowe Economic Strategy was submitted with the planning application for Phase 2, which the Joint Development Control Committee recently resolved to grant permission (see objective 11 below).</p>		<p>The Economic Strategy will be developed as part of the town centre strategy, using Homes and Communities Agency (HCA) capacity funding.</p>
<p>Work with strategic partners to ensure effective collaboration on funding bids, allocations, and projects.</p>	<p>We have submitted an expression of interest to the local enterprise partnership (GC_GPEP: see below) to explore the possible designation of Northstowe, Cambourne and Cambridge Research Park, Waterbeach (Research Park) as an Enterprise Zone. The GC_GP LEP has since submitted the expression to</p>		<p>Government will test the Enterprise Zone application against those submitted for other areas; successful applications are expected to be announced in November 2015.</p>



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	<p>Government.</p> <p>SCDC participating in the Annual London Stansted Cambridge Consortium (LSCC) conference in June 2015, focussing on innovation and growth and we participate as a strategic partner.</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>			
<p>Sustainable Parish Energy Partnership (SPEP) and community energy initiatives</p>	<p>Work to install solid wall insulation to private homes through the cross county Action on Energy scheme, with funding from DECC's Green Deal Communities Fund, is progressing well. 883 quotes for work have been accepted countywide as of 6 October. In South Cambridgeshire, 143 quotes have been accepted, representing grant funding of £763,205. 100 jobs in the district have been passed for install with 62 of these now completed.</p> <p>The Council's Action on Energy partner went into administration on 7 October, as a result of which SCDC is working directly with households and suppliers to ensure existing schemes can be delivered.</p>	<p>Properties with installation complete benefitting from warmer homes, fewer draughts and lower fuel bills.</p> <p>The eCoton group discount scheme resulted in 75 solar panel installations. The supplier also completed a cost-price installation of solar panels for Oakington Primary School.</p> <p>We have installed solar panels on over 2,000 Council homes, cutting fuel bills for tenants by up to half.</p>	<p>Following the presentation of a review report to the Leader's Portfolio Meeting in September 2015, we will work with groups actively involved in SPEP to reflect the outcomes of the public consultation, including working with the SPEP network to empower communities to run their own initiatives.</p> <p>We are promoting a scheme run by the eCoton Solar Savers Group for South Cambs home owners to have their properties assessed for suitability to install solar panels, and then have them installed at a lower price that has been negotiated by the SPEP solar savers scheme.</p> <p>1,000 more Council homes will be fitted with solar panels.</p>
<p>Community Assets Register</p>	<p>We have put in place an updated protocol for listing local amenities as Assets of Community Value to provide a single point of clarification for staff, Members and local</p>		<p>Continue to promote the scheme through regular communication channels and work with local communities to maximise</p>

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	<p>communities around the process.</p> <p>We have carried out engagement work with parish councils to communicate the impacts of changes to government legislation governing the process.</p> <p>40 assets are currently listed.</p>		<p>opportunities to use the Community Right to Bid to protect important local amenities.</p> <p>A further five assets have recently been nominated, which are currently within the decision-making period.</p>
<p>Implementation of the SCDC Localism Action Plan, including locality 'patch-based' working</p>	<p>Locality Development Officers for the district are in place and the Locality patch working model, aligned to partners' delivery arrangements, is now in operation.</p>	<p>Examples of early successes include supporting Hardwick to establish a village plan steering group and host a well-attended meeting about developing a plan, and information gathering and signposting for Cottenham Parish Council regarding drainage issues.</p>	<p>Continue to develop and implement the Localism Action Plan, rolling out and embedding the patch working model.</p>
<p>Work with tenants to improve estate inspections and promote the Tenants' Community Chest project</p>	<p>As a result of the Grounds Maintenance Scrutiny review we have made available an Environmental Improvement Grant of £50,000 for 2015/16 and intended for this to be repeated for future years, enabling tenants more say towards how the funds are spent on schemes in their communities.</p>	<p>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>

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<b>AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation</b>			
<b>Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities</b>			
Develop refreshed Housing Strategy	Production of a new strategy has been delayed to enable the implications of the Housing and Planning Bill to be fully taken into account.		It is expected that a revised strategy will be put in place by mid-2016.
Deliver actions from the New Build Strategy 2015-16 and prepare updated Strategy for adoption in 2016	<p>Construction of an exception site scheme at Swavesey providing 20 council homes for local people on site: planning permission granted. Land purchased. Tender invites out 12th October. Expected appointment of contractor December 2015. Start on site expected February 2016.</p> <p>Numerous sites have been identified and initially appraised. June 2015 budget rent reduction over 4 years has significantly affected the HRA ability to fund new council homes. Detailed analysis of the HRA 30 year business plan done. Committed schemes now known.</p> <ul style="list-style-type: none"> <li>• Swavesey – 20 homes</li> <li>• Linton – 4 homes</li> <li>• Foxton 15 homes</li> <li>• Village Site – 14 units TBC</li> <li>• Gamlingay existing site development – 11 homes</li> </ul> <p>The Strategic Risk Register has been updated</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>As part of the creation of a Housing Development Agency – working closely with City Council and County Council on agreements, land, services, fees. HDA expected to be a shared service until Dec 2016 when other models of operation will be assessed.</p> <p>Seven County sites being brought into the HDA initially.</p> <p>Right to Build Vanguard work to promote self build and custom build now sits with Housing Strategy. Focus on honing existing register, creating pipeline of plots and making the function self sufficient. Business Case to EMT in November 2015. Requires close liaison with Planning. Host and run Right to Build event October 2015</p> <p>Looking at other ways of funding out affordable housing within current constraints</p> <p>Exploring Starter Home delivery models</p>

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	<p>accordingly.</p> <p>Development Project Officer post now filled. Aim to deliver exception and windfall sites and ongoing project management of same.</p>		<p>Work to the City Deal requirements of 1000 additional homes over Local Plan targets.</p> <p>Explore in detail the impacts of the draft Housing &amp; Planning Bill.</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 were unsuccessful; however, we have employed a new officer to a Gypsy and Traveller role within the Affordable Homes directorate who will help identify potential new sites.</p>		<p>All phases of the Whaddon site enhancement project are 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>Deliver City Deal in accordance with implementation programme</p>	<p>Consultation is underway on proposals for better bus journeys from Cambourne to Cambridge, including bus-only routes and bus lanes between Madingley Mulch and Cambridge and bus-only routes and improvements to the old A428 between Cambourne and Madingley Mulch, including major improvements for cyclists.</p> <p>Consultation has also begun on the Chisholm Trail cycling route through Cambridge.</p> <p>SCDC's Cabinet agreed the establishment of a Housing Development Agency to pool City Deal partners' skills and resources to deliver 4,000 new homes.</p>	<p>The first tranche of 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</p>	<p>Consultation on six options for the A428/A1303 bus priority ends on 23 November 2015. Favoured options will receive more detailed assessment.</p> <p>The Executive Board will consider initial prioritisation of tranche two infrastructure schemes in December 2015, including options for the A1307 corridor.</p> <p>The Smarter Cambridgeshire workstream will develop a number of digital projects, overseen by City Deal governance</p>

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	<p>The HDA Shadow Board held its inaugural meeting in September.</p> <p>The Skills Service was launched in September 2015.</p>	<p>investment. The post has now been filled.</p>	<p>arrangements.</p> <p>A target date to achieve a shared Housing Development Agency (HDA) service is April 2016.</p>
<p>Implement, monitor and review shared ICT, Building Control and Legal Services.</p>	<p>Shared ICT, Building Control and Legal Services, to be known and branded as 3C Shared Services, commenced on 1 October 2015, following consultation with affected staff.</p>		<p>The three councils in partnership will continue to oversee the shared services' operations, making joint decisions in relation to the direction and shape of each of the services.</p> <p>They will collectively save SCDC, Cambridge City and Huntingdonshire councils £1.1 million, provide a seamless transition for customers and improve performance and resilience.</p>
<p>Review existing and explore new opportunities for shared services</p>	<p>We are working towards a shared waste service with Cambridge City Council (see item (8) below).</p> <p>A number of other services have potential for future collaboration and are being explored:</p> <ul style="list-style-type: none"> <li>- Growth and planning</li> <li>- Internal Audit</li> <li>- Finance and Procurement</li> <li>- Strategic Housing</li> <li>- Regulatory Services.</li> </ul>	<p>Existing shared service arrangements, including Payroll and the Home Improvement Agency (HIA), have increased service resilience and generated savings for the council and partners, whilst maintaining service levels.</p> <p>The shared HIA service has reduced the average time for requests by service</p>	<p>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>Implement shared waste service with Cambridge City Council – see objective (8) below.</p>

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	Cabinet approved the renewal of the shared services agreement for the Cambridgeshire Home Improvement Agency for three years from 2016/17 to 2018/19.	users to be completed and implemented from 42 to 18 weeks. Annual revenue savings of £40,000 have also been achieved.	
Agree accommodation strategy for South Cambs Hall	The accommodation strategy is being developed through a 'Working Smarter' programme, which will oversee co-ordinated business change. The programme, which is currently being defined, brings together a number of current and planned initiatives relating to office accommodation, space sharing with partners, remote working and car park management.	Existing partnership office space rental agreements are generating income for the Council whilst improving collaboration between partners.	Cabinet will be requested to endorse detailed Blueprint and programme plans.
<b>Objective (7) Move to a commercial approach to service delivery</b>			
<p>Deliver commercialisation programme</p> <p>Review current commercial activities and skills.</p> <p>Invest in further developing commercial skills.</p>	<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: initial cost projection completed. Further models to be explored include self-employed Agents, shared and hosted services</li> <li>- Trade waste expansion – see objective (8) below.</li> <li>- Housing Development Vehicle – Re-shaped as a shared service with city and county councils as a result of City Deal funding – see objective</li> </ul>		<p>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>Take forward commercialisation opportunities using a programme approach. Programme Vision Statement, Mandate and Brief have been endorsed by EMT.</p>

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	<p>(6) above.</p> <ul style="list-style-type: none"> <li>- Specialist Housing Support – see Objective (9) below.</li> </ul> <p>Due to changes in the Feed-in Tariff, the Energy Company project is no longer viable and has been closed.</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>		
<p>Implement the SCDC Trade Waste Business Plan and Strategy</p>	<p>A project is underway, as part of the Commercialisation Programme, to expand trade waste commercial opportunities.</p> <p>We have carried out a weighing programme to identify types of products and customers that may incur excess waste.</p> <p>Mapping of the data has been undertaken and cross matched to provide statistical information to complete the second stage of the project.</p>	<p>The Trade Waste service is projected to generate an annual profit of £120,000, £42k above the £78k initially estimated.</p>	<p>A report to Cabinet in November 2015 will set out options for a shared Trade Waste service with Cambridge City Council.</p>
<p><b>Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill</b></p>			
<p>Lead the implementation of a single, shared waste</p>	<p>A Single Shared Waste Service based at Waterbeach, with a single management structure and workforce, aims</p>		<p>It is anticipated that the Shared Management Team recruitment process will</p>

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service with Cambridge City Council	<p>to cut 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>The Head of Shared Waste position has been re-advertised; interviews for the role will take place during October 2015.</p>		shortly be complete, and that the City Council will move to the Waterbeach depot from Monday 9 November.
Work with partners to ensure 65% or more of the waste we collect in your bins is diverted from landfill.		Overall recycling and composting performance has been maintained – see Appendix B for details.	We will continue to promote recycling through the residents' magazine and other initiatives.
<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	Bikebus Explorer usage has increased over the summer following a marketing and communication campaign; however, usage must rise further if the service is to become sustainable in the longer term.	<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</p>	<p>We will develop a community transport strategy for the council, working with input from the County Council.</p> <p>Roll-out of the BikeBus Explorer GP referral scheme (an eight week programme to improve mental health and wellbeing through walking or cycling in the countryside).</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>lifeline for many isolated people, helping them to get out and about and to retain their independence.</p> <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>Work with GPs and the Local Health Partnership to begin implementation of the SCDC Health &amp; Well-being Plan.</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). These have generated</p>	<p>Continue work to deliver and review action plans.</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>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.</p> <p>We hosted a Leadership Event on Mental Health on 20 October 2015 on behalf of the Local Health Partnership. At the event, the Chairman of Council signed the Cambridgeshire and Peterborough Mental Health Crisis Concordat Declaration, setting out how we will work together with partners to support people experiencing mental health crisis.</p>	<p>an additional £16k income above that originally estimated.</p> <p>We have awarded elite athlete funding to eight individuals totalling £3,300.</p> <p>Feedback from a resident benefiting from the GP referral scheme explained how it had 'given me the motivation to improve my health'.</p>	
<p>Begin implementation of the SCDC Ageing Well and Children, Young People &amp; Families plans.</p>	<p>Implementation plans remain under development.</p> <p>Priorities agreed by Cabinet 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.</p>		<p>Finalise and deliver implementation plans.</p> <p>We are working with the Lead Provider for Older People's services (Uniting Care Partnership) to explore joint commissioning and delivery opportunities.</p>
<p>Investigate options for a tenure neutral service supporting older and vulnerable people within the district.</p>	<p>This project has been delayed due to the unavailability of key staff.</p>		<p>A Business Plan is due to go to EMT in January 2016.</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
<b>Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively</b>			
<p>Continuously monitor the impact of the government's welfare reform programme</p> <p>Implement Universal Credit and plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2016/17</p>	<p>The Finance and Staffing Portfolio Holder considered a report on the operation of the LCTS during 2014/2015 and has recommended to Council that the scheme be continued for 2016/17.</p> <p>The Housing and Benefits teams has carried out preliminary analysis of the implications for the council and its customers of the Welfare Bill and facilitated a Member briefing in September 2015.</p> <p>We are preparing a response to the government's consultation paper on the administration of the 'Pay to Stay' scheme for social tenants on higher incomes.</p>	<p>The amount of Council Tax support has reduced in each year of the LCTS's operation and has been consistently below estimate. The scheme is working well and is considered to be financially viable for 2016/2017.</p> <p>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 £200.</p> <p>The Council maintained performance in respect of key indicators relating to rent and Council Tax collection between July - September 2015 – see Appendix B for details.</p>	<p>Council will consider a recommend to retain the current LCTS scheme at its meeting in January 2016.</p> <p>Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable.</p> <p>Universal Credit (UC) is due to be implemented for working age residents from the end of February 2016. Implementation is presently restricted to job-seeking single claimants and couples without children, and it remains unclear as to the date UC will be fully implemented.</p> <p>Submit consultation response to the government's consultation on the 'Pay to Stay' scheme. Implementation is anticipated from 2017.</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
<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>			
Work with development partners to ensure delivery of major developments and A14, A428 and other transport improvements:			
Northstowe Phase 1	<p>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 landowner is seeking housebuilders to build out the first plots. We expect to provide pre-application advice early 2016.</p>		<p>We have received the Discharge of Conditions schedule for key elements of Phase 1 including the local centre, green separation, sports strategy and signage.</p> <p>The Primary School and Sports Hub will be completed in 2016/17 and 2017/18 respectively, and we anticipate 195 cumulative occupations during this period.</p>
Northstowe Phase 2	<p>The joint development control committee resolved to grant Outline planning application for Northstowe Phase 2 on 24 June 2015 and agreed Section 106 Heads of Terms on 29 July 2015. The legal agreement will ensure the delivery of essential items of community infrastructure totalling £75.5 million, with provision for 20% affordable housing.</p>		<p>A consent will be issued later in 2015.</p> <p>We will conclude a Planning Performance Agreement for the delivery of Phase 2 by December 2015.</p> <p>Construction of Phase 2 is expected to commence in 2018.</p>
Northstowe Delivery Vehicle proposal	<p>This proposal is not being taken forward.</p>		<p>Northstowe will be developed using alternative models other than a Joint Delivery Vehicle</p>
'Wing' (Cambridge East) application Cambourne, Darwin Green and other major sites: delivery of new homes and jobs.	<p>Development of sections of the Trumpington Road site within South Cambridgeshire is underway. Walking and cycling routes are in place across the southern fringe sites.</p>	<p>There were 240 housing completions at Cambourne during 2014-2015, 75 at Orchard Park, 68</p>	<p>We will negotiate a new Planning Performance Agreement for the Darwin Green 2 development.</p> <p>An outline planning application for the</p>

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	<p>The primary school on the North West University site opened in September 2015. The first residential market housing application was received in August 2015 for 240 units (119 houses in South Cambridgeshire).</p> <p>Subject to final agreement on the upgrading of the maintenance track to a pedestrian/cycle route, planning permission will be granted for the new Chesterton Interchange Station in the very near future to allow the station to be constructed and opened in December 2016.</p>	<p>dwellings at land south of Station Road, Gamlingay, 80 dwellings at the former EDF Energy Depot &amp; Training Centre, Milton, and 121 dwellings at Summersfield, Papworth Everard.</p>	<p>Cambridge East (Wing) development is expected to be determined in early 2016, subject to issues around the viability of the site being addressed.</p> <p>We have received an Outline planning application for up to 2,350 dwellings, employment areas, schools, sports and community facilities, retail and associated infrastructure on land to the west of Cambourne, which we expect to determine in early 2016.</p>
<p>Continue to progress the Local Plan to adoption</p>	<p>Following notification of the proposed suspension of the SCDC and Cambridge City draft local plans, we have submitted a joint response to the Planning Inspector outlining a proposed schedule of additional work to address the concerns raised. The Inspector has replied that the proposed work provides a sound rationale and has formally suspended the Local Plan process to enable this additional work to take place. Technical work is continuing to review the Plans and answer the queries the Inspectors have raised.</p> <p>We have received independent advice on how we can best manage the speculative planning applications which we are likely to continue to have to deal with following a previous Inspector's view that the council cannot demonstrate a five-year housing supply and subsequent suspension of the Local Plan process. Information on actions the Council is undertaking in response to this issue is set out in a report to the</p>	<p>869 net additional dwellings were completed over the last monitoring period (2014-2015).</p>	<p>The outline timetable for the further work envisages additional work being undertaken ready for public consultation between December 2015 – January 2016, and submitting the outcome to the Inspector in March 2016.</p> <p>The Inspector has agreed the Councils' proposed timetable and indicated that she will publish an outline timetable for the remainder of the Local Plan examinations in autumn 2015 with a full programme to follow as soon as possible after February 2016.</p> <p>We intend to carry out a revised Gypsy and Travellers Accommodation Needs Assessment with adjoining authorities, which would be completed in 2016.</p>

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	<p><a href="#">Planning Portfolio Holder.</a></p> <p>Following an Issues and Options consultation for the future development of the Cambridge Northern Fringe (East) site, we are developing a Vision for an employment-led, mixed-use neighbourhood.</p>		
<p>A14 and A428 upgrades</p>	<p>The Development Consent Order for the A14 Cambridge to Huntingdon improvement scheme was accepted for examination by the Planning Inspectorate in January 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>The Department for Transport Road Investment Strategy includes an A428 Black Cat to Caxton Gibbet improvement scheme, linking the A421 to Milton Keynes with the existing dual carriageway section of the A428 to Cambridge. It envisages that the scheme would commence late in the period 2015 to 2020.</p> <p>Through the City Deal programme, a consultation on enhanced bus routes into Cambridge from the A428 is underway.</p>		<p>The A14 inquiry is under way and the Council is making representations as appropriate.</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>Performance has been affected by the closure of the Homefinder Scheme, which assisted single homeless people not in priority need. The sub-regional Single Homeless Service is being used to assist single homeless applicants and work is ongoing to ensure this</p>	<p>The Council helped 80 households to prevent homelessness during the first half of 2015/16. 59 households were in</p>	<p>Consider the likely impacts of the Welfare Bill and government announcement on social rent reductions on the homelessness service (the Strategic Risk Register has been updated accordingly).</p>

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	<p>meets the needs of the district, which will help us to prevent homelessness amongst this group.</p> <p>Joint training event with Cambridgeshire Social Care and Cambridge City Council regarding homeless young people.</p>	<p>temporary accommodation at 30 September 2015.</p> <p>Average monthly expenditure on Bed &amp; Breakfast accommodation has risen to £1,899.</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 indicated some continuous improvement that we could make, including changing the way we provide written information to clients and improvements to web pages.</p>