

**APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER THREE 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	The pilot scheme is complete and an evaluation report, recommendations and future Business Plan reported to Cabinet in November 2015.	<p>Much-needed housing provided, with local families prioritised.</p> <p>ESH has acquired 41 properties on the open market.</p> <p>During the course of the pilot, the Council received interest payments from the company providing returns over £100,000.</p>	<p>Cabinet agreed the expansion of the company to invest £100 million over five years to buy up to 500 additional properties in accordance with the agreed Business Plan.</p> <p>Handover for the lease of 92 properties at Brampton is 1 March 2016 (reduced from 104 properties following surveys and negotiations).</p>
Use lessons learnt to inform business plans for consultation and agreement	As above	Viable business case agreed by Cabinet	Undertake review meetings to capture lessons learnt from pilot scheme.
<b>Objective (2) - Improve efficiency and value for money within a viable financial strategy</b>			
Implement recommendations and new ways of working arising from:			
Completed Business Improvement and Efficiency Programme (BIEP) projects	<p>Discussions are ongoing with Huntingdonshire District Council to discuss a pilot postal service using Council Tax post in the first instance. We are gathering business intelligence to inform ICT installation work.</p> <p>The Document and Space Management hot-desking pilot scheme in Health and Environmental Services is complete and</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	<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 has been incorporated into work to develop a Finance Shared Service – see Objective (6) below.</p>

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	<p>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>Key Account Management and Business-Friendly projects: See Objective (3) below.</p> <p>A Recruitment Co-ordinator is in post to support for recruitment and selection.</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>and assisted collections to be reported, has been completed over 900 times since its launch (updated figures will be reported when they are received)</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>Agility through Empowerment work will be taken forward by the Organisation Development / Investors in People Steering Group.</p> <p>Any savings accruing from the Systems Contract Terminus Review 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>
<p>Digital by Default business change project</p>	<p>With a new supplier in place, the Benefits Application form has gone live successfully.</p> <p>The new external website has launched in December 2015, initial feedback to which has been very positive. 60 staff have received training on updating the new site.</p> <p>The Facilities Management service desk will be tested following training, and we have successfully integrated the meeting room bookings facility with Microsoft Outlook.</p>	<p>302 benefits new claim forms and 135 change in circumstances forms were submitted between October – December 2015.</p> <p>The Missed Bin form was completed 443 times during this period.</p>	<p>We are establishing a more detailed programme to exploit new technology through, using our new and improved website and aligned with Customer Contact Service improvement work (see below).</p> <p>A review of web content will be undertaken over the next year.</p> <p>The HR team has reviewed its internal forms with a view to digitisation.</p>
<p>Customer Contact Service improvement plan</p>	<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</p>	<p>The percentage of all calls handled increased from 76% in 2014 to 84% in 2015.</p> <p>87% of all calls were handled during the last four monitoring periods (7 September – 25 December 2015).</p>	<p>The next phase of the improvement plan is focussing on improving the Reception area at South Cambridgeshire Hall, including exploring automation options and optimising meeting room and public space. We are also exploring the potential for the new website to</p>

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	<p>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>Average call answer time was 2 minutes 13 seconds during this period.</p>	<p>increase demand for self-service portals.</p>
<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.</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>Planning income is forecast to be £500k more than originally budgeted because of a number of large fees received.</p> <p>Pre-application fee income is anticipated to meet target levels of £160k for 2015/16. Actual income at 31 October 2015 was £103,025.</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</p>

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	<p>A permanent Head of Development Management has taken up post.</p> <p>A successful recruitment campaign has enabled us to appoint five Planning Project Officers; a two-year training programme is underway.</p> <p>During October 2015 we introduced a series of process and system upgrades resulting in planning data moving to an external, 'cloud-based' solution. This will assist work towards a paperless planning office and bring considerable productivity gains and efficiencies in the processing of pre-applications and applications as well as providing enhanced shared service capabilities.</p>		<p>taking more strategic decisions. Consultation outcomes will be reported to the Planning Portfolio Holder on 14 March 2016.</p> <p>We are preparing the next phase for the paperless planning office project, informed by learning from the recent upgrade.</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, 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</p>	<p>We have achieved the Gold Standard of the Investors in People (IIP) accreditation.</p> <p>74% of all employees 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</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 into all parts of the Council</li> <li>- Consolidating the improvements being made at Waterbeach.</li> </ul> <p>These recommendations are being progressed by a staff working group, which is developing a refreshed Organisational Development Strategy which also takes account of staff survey results around</p>

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	<p>Members sitting on planning and licensing committees. Recent events have included Member briefings on Welfare Reform, and a risk management workshop.</p> <p>We have extended the coaching programme and now have 3 trainee Level 7 Executive coaches going through the programme.</p> <p>We have introduced measures to recruit and train HGV drivers to address the shortages across this sector.</p>	<p>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>A number of employees have benefitted from workplace coaching by a team of trained staff, helping them to explore new goals, improve performance and achieve their potential.</p>	<p>general satisfaction, staff benefits, leadership and management, and the emerging commercialisation agenda.</p>
<p>Publish a financial strategy for 2016-2021</p>	<p>Cabinet agreed a draft revised Medium Term Financial Strategy in November 2015, receiving a further update in January 2016 to reflect the implications of the Autumn Settlement from central government.</p>	<p>Outturn for 2014-15 showed a favourable General Fund variance of £1,196,000 (7.38%).</p>	<p>A final draft revised Medium Term Financial Strategy will be submitted to Cabinet and Council in February 2016.</p>
<p><b>Objective (3) Make the district an even more attractive place to do business</b></p>			
<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</p>	<p>Positive feedback on success of Key Account trial with IWM Duxford, and support to businesses accessing rural rate relief.</p> <p>Positive feedback on the Open for Business newsletter received from the Cambridge and Peterborough</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>

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	<p>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 460 businesses on our register. Membership of the register enables businesses to access a variety of information around funding, support and promotion.</p>	<p>Local Enterprise Partnership.</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>We are working with the Local Enterprise</p>	<p>Primary authority arrangements have been agreed with Aldi and John West Tuna.</p>	<p>The pilot Business Hub service review is underway and will be complete by April 2016. The service is actively seeking new business opportunities as the pilot continues – negotiations with three major national companies are underway.</p>

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	Partnership to ensure alignment with the Signpost to Growth initiative.		
Continue targeted support for businesses in the rural economy.	<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>There has been a recent increase in the number of public houses being nominated as ACVs in the district. Feedback from the last community pubs event we hosted suggested that working more closely with the British Institute of Innkeeping (BII) would likely attract more engagement from existing publicans who could benefit from hearing about the positive changes other pubs have made to improve their viability.</p> <p>The ‘Visit Cambridge and Beyond’ official tourism service for Cambridge City and South Cambridgeshire district launched, in collaboration with public and private partners, in January 2016.</p> <p>The Council is promoting the ‘Women and Broadband’ initiative through which financial support has been made available by government to continue providing practical help for women-led businesses to make the most of technology through the Destination Digital project. As part of our work to promote the initiative, we will be hosting a</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 previous business support workshops has been very positive; they have been described as ‘a valuable opportunity for any potential business’ and ‘a fantastic opportunity to learn.’</p> <p>One of the businesses participating in the workshop programme has grown to employ 15 people.</p> <p>One hundred South</p>	<p>We will refresh our Economic Strategy to ensure that it underpins Corporate Plan objectives and takes into account strategic partnerships and delivery arrangements.</p> <p>The tourism service will commence trading as Visit Cambridge and Beyond from 1 February 2016. This will be a public/private partnership aimed at maximising the benefits of business and leisure tourism to the area.</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 requirement for this option.</p> <p>Officers will work to develop relationships with the BII, with a view to holding further engagement events with local publications</p> <p>The business support programme will run from January – April 2016 and consist of 28 workshops, including the offer of free follow-up 1-2-1 advice with a specialist business advisor. Around 50 have already signed up to attend.</p> <p>The Council will continue to work in close partnership with ‘Connecting Cambridgeshire’ to achieve the best</p>



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	<p>working on 5 February 2016.</p> <p>Following the success of the previous workshop series and the need for further support, the Council has entered into partnership delivery of Business Support workshops with Huntingdonshire District Council, procuring services of NWES, an Enterprise Agency with over 30 years' experience.</p> <p>Following engagement work with local businesses in Gamlingay, the first facilitated specialist workshop took place on 21 January 2016, aimed at helping businesses become part of local supply chains and set up local networks.</p>	<p>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>Through the Connecting Cambridgeshire initiative, more than 27,000 residents and businesses are now able to access high speed fibre broadband, which they would otherwise have been unable to do.</p>	<p>superfast broadband delivery for the District.</p> <p>A further facilitated session will be held with Gamlingay businesses.</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, funded by, and in partnership with, the Homes and Communities Agency and aligned to the timetable for Phase 2 delivery.</p>
<p>Work with strategic partners to ensure effective collaboration on funding bids, allocations, and projects.</p>	<p>The 'Cambridge Compass' bid for Enterprise Zone status was announced as successful in the government's Comprehensive Spending Review in November 2015. South Cambridgeshire sites make up three fifths of the Enterprise Zone: Cambourne Business Park, Northstowe and Cambridge Research Park.</p> <p>The London Stansted Cambridge</p>		<p>Council officers are working in partnership with the Local Enterprise Partnership (LEP) and other stakeholders to develop the Enterprise Zone towards a start date on 1 April 2016. A report will be submitted to Cabinet to discuss a Memorandum of Understanding, Investment Plans, governance and business rate retention issues.</p>



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	<p>Consortium (LSCC) launched a Growth Commission in December 2015, outlining a 30-year vision for the area, to which stakeholders, partners and interest groups have been invited to submit evidence.</p> <p>The LSCC has agreed a draft three-year operations plan setting out key objectives to promote the corridor, make the case for infrastructure and support key sectors, identifying growth spaces for expansion, supporting labour mobility and encouraging skills development.</p>		<p>LSCC enquiry events focussing on Understanding and Building the Potential will be held during January-February 2016. It is anticipated that the final report will be issued in June 2016.</p> <p>Subject to consultation, the LSCC operations plan will be agreed in March 2016.</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>We continue to deliver solid wall insulation (SWI) to privately owned homes through the cross county Action on Energy scheme using funding from DECC's Green Deal Communities. As reported previously, our procured delivery partner on the scheme, Climate Energy Ltd, went into administration in October 2015. We have worked to minimise the impact of this to the 81 residents in the district who had entered into contracts for SWI with Climate Energy and where work had not been completed. Most residents affected have made arrangements with one of the companies originally working for Climate Energy as subcontractors.</p>	<p>Work has been completed on 42 properties in S Cambs under the new arrangements, bringing the total number of completed installations under the scheme to 108.</p> <p>Properties with installation complete benefiting from warmer homes, fewer draughts and lower fuel bills.</p> <p>The eCoton group discount scheme supplier also completed a cost-price installation of solar panels for Oakington Primary School.</p> <p>We have installed solar panels on</p>	<p>The SWI scheme reopened for new applications on 18 January, (having been suspended in October) and will remain open until 31 March 2016, or until all funds have been allocated if earlier.</p> <p>Following the presentation of a review report to the Leader's Portfolio Meeting in September 2015, we continue to 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</p>

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	<p>We are negotiating with DECC with the aim of reimbursing deposits from Green Deal Communities funding to a small number of residents where it will not be possible to complete work at the price originally agreed, and who have decided not to go ahead.</p> <p>Two training sessions have been held on the use of thermal imaging equipment to monitor residents' energy usage, with a third scheduled, and we are taking bookings for hire of the equipment.</p> <p>An SPEP Facebook group has been set up to facilitate networking amongst those interested in local sustainability. Interest has been good with 28 members joining in the first 10 days.</p>	<p>over 2,000 Council homes, cutting fuel bills for tenants by up to half.</p>	<p>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; 85 residents have registered their interest.</p> <p>1,000 more Council homes will be fitted with solar panels.</p>
Community Assets Register	<p>Officers continue to work closely with local pubs and communities to encourage their inclusion on the list of Assets of Community Value (ACV) where appropriate and also to support communities to enable them to bid for assets should this become an option.</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 communities around the process.</p> <p>15 assets were nominated by communities between 1 October and 31 December 2015 (11 accepted, one refused and three yet to be determined). The assets listed include public houses and a village shop/post office.</p>		<p>Continue to promote the scheme through regular communication channels and work with local communities to maximise opportunities to use the Community Right to Bid to protect important local amenities.</p>

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	The patch-based Development Officers have been supporting various parish councils in understanding their community rights.		
Implementation of the SCDC Localism Action Plan, including locality 'patch-based' working	Locality Development Officers for the district are in place and the Locality patch working model, aligned to partners' delivery arrangements, is now in operation.	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.	Continue to develop and implement the Localism Action Plan, rolling out and embedding the patch working model.  We are working with Hardwick and Gamlingay Parish Councils to provide mechanical sweeping equipment.
Work with tenants to improve estate inspections and promote the Tenants' Community Chest project	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.	Funded local improvement projects, including planting at Barton and Cottenham, and additional tools and materials for a residents' association to carry out voluntary gardening work in Impington.	Continue to promote the scheme through our regular communications such as at Tenant Participation Group meetings and Tenant Newsletters.
<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	Given the continuing uncertainty brought about by government policy and subsequent legislation, it would be premature to commit to a full strategy refresh at this stage.		A Housing Strategy Statement will be submitted to the Housing Portfolio Holder for agreement in March 2016, setting out key policy challenges for the next five years.
Deliver actions from the New Build Strategy 2015-16 and prepare	We are currently on site building 20 new council homes at Swavesey, 15 at Foxton	New tenant on the Chalklands, Linton, scheme, Katy Lester, said:	Future schemes within the SCDC New Build Strategy will be difficult to finance following

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updated Strategy for adoption in 2016	<p>and a further four in Linton.</p> <p>In addition, we have funds available for one more exception site scheme under the HRA funded development programme as yet to be allocated although we have a site in mind. We are redeveloping a non-traditional property site to create five new homes and we are looking to redevelop a site at Gamlingay.</p> <p>Work continues to develop a joint Housing Development Agency (HDA) with the City and County Councils to bring together land in public ownership, expertise in delivering and managing housing and the skills needed to secure investment.</p>	<p>'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>the Government's cut in social rents and at this stage are unlikely to progress as planned.</p> <p>The ambition is for the HDA to find suitable sites and take them through every step from planning and consultation, to construction and handing over the keys.</p> <p>We are leading Right to Build Vanguard work to promote self-build and custom build and are working on making a sub-regional self-build/custom build offer to other local authorities ahead of the new requirements that will be embedded within the Housing &amp; Planning Act. This sub-regional self-build hub would meet statutory requirements and generate potential returns and ensure we have a self-sustaining self-build function. HRA plots to be sold with receipts reinvested in affordable housing.</p>
Provide and refurbish Gypsy and Traveller sites	A revised Gypsy and Traveller Accommodation Needs Assessment is underway.	Refurbishment work at the Whaddon site is complete.	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 is identifying potential new sites.
<b>Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working</b>			
Deliver City Deal in accordance with	The City Deal Executive Board, at its meetings in December 2015 and 15 January	The first tranche of government grant funding of £20 million was	From now until March, the Assembly and

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<p>implementation programme</p>	<p>2016, has:</p> <ul style="list-style-type: none"> <li>- Approved the process and timescales for agreeing the Tranche 2 prioritised infrastructure investment programme.</li> <li>- supported, in principle, the production of an Environmental Design Guide for City Deal City transport infrastructure schemes, as recommended by the Joint Assembly</li> <li>- considered a report on the call for evidence on tackling congestion in the City Deal area, agreeing criteria for assessing proposals, which is scheduled to be brought back to the Board in June</li> </ul> <p>Consultation is underway on cross-Cambridge cycle improvements, and Histon Road and Milton Road bus priorities.</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 HDA Shadow Board held its inaugural meeting in September.</p>	<p>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 been filled.</p>	<p>Board will:</p> <ul style="list-style-type: none"> <li>- agree the 2016/17 City Deal budget</li> <li>- review the outcome of options development work for the A1307 corridor for faster and more reliable bus journeys between Haverhill and Cambridge</li> <li>- consider public consultation outcomes for A428/M11 bus route options and the proposed Chisholm Trail cycle route.</li> <li>- establish a group to produce a 2016/17 business plan for the Housing Development Agency</li> <li>- review progress of the Skills Service</li> <li>- consider the business case for investment into the Smarter Cambridge programme, including key companies giving presentations on how technology could benefit people</li> </ul> <p>During 2016, the City Deal will move from consultation and planning to on the ground practicalities</p>

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	<p>The Skills Service was launched in September 2015.</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.</p> <p>Full Business Plans for 2016/17 are being prepared.</p> <p>A brand identity and logo has been developed and we are now working on how these will work for the range of communication channels, including web and e-mail.</p> <p>Consultation has taken place on a proposed management structure and workplace locations for Building Control and on a proposed structure for ICT.</p> <p>A case management system for the shared legal service is in place, with training being carried out.</p>		<p>Finalise and adopt business plans for 2016/17.</p> <p>Complete organisational restructuring exercises, informed by feedback received during consultations.</p> <p>A consultation on the management structure for Legal Services concludes on 8 February 2016.</p> <p>Appointment processes for shared Heads of Service post are progressing.</p> <p>These shared services 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>Cabinet has agreed to make the interim arrangements of sharing the Head of Finance and other housing finance staff</p>	<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</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. 2015/16 savings have yet to be identified.</p> <p>Implement shared waste service with</p>

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	<p>permanent, to support the development of a future shared service.</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>- Procurement</li> <li>- Strategic Housing</li> <li>- Regulatory Services.</li> </ul> <p>Cabinet approved the renewal of the shared services agreement for the Cambridgeshire Home Improvement Agency for three years from 2016/17 to 2018/19.</p>	<p>maintaining service levels.</p> <p>The shared HIA service has reduced the average time for requests by service users to be completed and implemented from 42 to 18 weeks. Annual revenue savings of £40,000 have also been achieved.</p>	<p>Cambridge City Council – see objective (8) below.</p> <p>The final structure of any finance shared service will be determined after the implementation of a replacement financial management system.</p>
<p>Agree accommodation strategy for South Cambs Hall</p>	<p>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.</p>	<p>Existing partnership office space rental agreements are generating income and reducing overheads for the Council whilst improving collaboration between partners.</p>	<p>Cabinet will be requested to endorse detailed Blueprint and programme plans.</p>
<p><b>Objective (7) Move to a commercial approach to service delivery</b></p>			



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<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:</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. Two staff members have become Certified Bailiffs.</li> <li>- Trade waste expansion – see objective (8) below.</li> <li>- Housing Development Vehicle – Reshaped as a shared service with city and county councils as a result of City Deal funding – see objective (6) above.</li> <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>Increased Trade Waste surplus – see below.</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>Take forward commercialisation opportunities using a programme approach. Programme Vision Statement, Mandate and Brief have been endorsed by EMT.</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>Cabinet agreed to the creation of a shared Trade Waste service with Cambridge City Council at its meeting in November 2015. Work is progressing to put in place a shared</p>	<p>The Trade Waste service is projected to generate annual income of £682k, a surplus of £44k.</p>	<p>The shared service will be implemented from 1 April 2016.</p>

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	team and take advantage of growth opportunities.		
<b>Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill</b>			
Lead the implementation of a single, shared waste service with Cambridge City Council	<p>A Single Shared Waste Service based at Waterbeach, with a single management structure and workforce, aims to cut costs by 15% over three years.</p> <p>The shared management team structure is in place, with the Head of Service taking up post on 15 February 2016.</p> <p>The City Council successfully moved all vehicles to the Waterbeach depot from Monday 9 November.</p>	The single shared waste service and other waste initiatives have identified £52k savings during 2015/16.	Operational level structuring and round reviews are underway as part of the next stage of the shared service programme
Work with partners to ensure 65% or more of the waste we collect in your bins is diverted from landfill.	<p>We have developed a single Waste Education Team and associated communications strategy as part of the developing shared service with Cambridge City Council.</p> <p>We launched a New Year pledge in our Winter 2015 residents' magazine, asking residents and businesses to commit to do more recycling during 2016.</p>	<p>Overall recycling and composting performance has been maintained – see Appendix B for details.</p> <p>140 residents have signed the pledge.</p>	<p>We will continue to promote recycling through the residents' magazine and other initiatives.</p> <p>We will review the pledge initiative to achieve higher take-up in future years.</p>
<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	In spite of additional publicity, growth in	In the last year, car schemes in the	Parishes will be offered the opportunities to

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Community Transport initiatives	ridership has not continued to grow at a rate adequate to justify continued subsidy, therefore it is proposed not to extend the pilot beyond the current last day of operation of 27 March 2016.	<p>district made 30,000 journeys possible for local people, travelling over 215,000 miles.</p> <p>Since 2012, the number of journeys made by community car schemes has increased by 20 per cent.</p> <p>There are currently 55 car scheme co-ordinators running 28 schemes across the district and 337 volunteer drivers.</p>	buy further days of Bikebus service.
Work with GPs and the Local Health Partnership to begin implementation of the SCDC Health & Well-being Plan.	<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. Regular communication has been developed with centres through meetings, site visits, GP presentations, phone calls and emails.</p> <p>All 20 GP surgeries in the district have been contacted and updated on the scheme. A guide for health professionals has been produced, which incorporates the Annual Report 2014/15 and has been distributed to GP surgeries.</p> <p>A presentation toolkit has been developed for delivery to health professionals.</p> <p>63 additional health professionals have</p>	<p>More than 100 young people, aged 7-15, participated in our October half-term holiday camps. The annual programme has generated 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>Eight schools and 70 students (aged 7-19) took part the Indoor Athletics Plus event at Cambourne Village College on 17 November 2015, for children and young people</p>	Continue work to deliver and review action plans.

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	<p>registered with the scheme since April 2015.</p> <p>In response to demand, new evening sessions have been added at Melbourn and Sawston sports centres.</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>with disabilities.</p>	
<p>Begin implementation of the SCDC Ageing Well and Children, Young People &amp; Families plans.</p>	<p>Our Youth Council recently led the co-ordination of the UK Youth Parliament's national Make Your Mark campaign in Cambridgeshire, an annual ballot to determine issues for Members of the Youth Parliament to debate in the House of Commons.</p> <p>Youth councillors used a recent engagement event to provide input into the Council's draft Corporate Plan.</p> <p>The lead provider contract for older people's services in the county has been terminated. We await briefings on the next steps from the Clinical Commissioning Group (CCG).</p>		<p>The ballot showed the top three issues for young people in our county to be the living wage, transport and mental health. These and other issues will be explored in detail by the council.</p> <p>The council will help judge the forthcoming Community Awards and plan our annual Parklife event, and will continue to be involved in development and delivery of Corporate Plan objectives.</p>

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	<p>SCDC has funded the Cambridgeshire Celebrates Age organisation which has produced updates listings of regular activities available for older people in the district.</p>		
<p>Investigate options for a tenure neutral service supporting older and vulnerable people within the district.</p>	<p>Following appraisal work this is not considered a viable commercial opportunity.</p>		<p>Further work will take place to explore how valued current services can be delivered in an efficient and cost-effective manner.</p>
<p><b>Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively</b></p>			
<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 continue to analyse the implications for the council and its customers of the Welfare Bill, and subsequent announcements arising from the Autumn Statement, having facilitated a Member briefing in September 2015.</p> <p>We are submitted a response to the government's consultation paper on the administration of the 'Pay to Stay' scheme</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</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>

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	for social tenants on higher incomes.	indicators relating to rent and Council Tax collection between October - December 2015 – see Appendix B for details.	Implementation of the Pay to Stay scheme is anticipated from 2017.
<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 are progressing well.</p> <p>The landowner is seeking housebuilders to build out the first plots. We expect to provide pre-application advice in March 2016.</p> <p>Reserved matters applications have been received for the Greenways and Water Park. A reserved matters application is expected shortly for the Local Square.</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	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>The Homes and Communities Agency is seeking to include starter homes within the Phase 2 application.</p> <p>We are hoping to issue a planning consent in April 2016. Construction of Phase 2 is expected to commence in 2018.</p>

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Northstowe Delivery Vehicle proposal	This proposal is not being taken forward.		Northstowe will be developed using alternative models other than a Joint Delivery Vehicle.
'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>Cabinet has agreed Section 106 priorities for the Cambridge East (Wing) development.</p> <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 May 2017 (delayed due to funding issues, now secured by Network Rail).</p>	<p>There were 240 housing completions at Cambourne during 2014-2015, 75 at Orchard Park, 68 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>We will negotiate a new Planning Performance Agreement for the Darwin Green 2 development.</p> <p>An outline planning application for the 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 Spring 2016. Section 106 priorities for this development will be submitted to Cabinet in March 2016.</p>
Continue to progress the Local Plan to adoption	Following approval by Council, a consultation is underway on a series of limited modifications to the Local Plan, following the additional work requested by	869 net additional dwellings were completed over the last monitoring period (2014-2015).	Consultation on Local Plan modifications finishes on 25 January 2016, following which outcomes will be submitted to Council, and subsequently the Inspector in March 2016.



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	<p>the Inspector.</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 <u>Planning Portfolio Holder</u>.</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>The Inspector has agreed the Councils' proposed timetable but has yet to publish an outline timetable for the remainder of the Local Plan examinations, anticipated in autumn 2015 with a full programme to follow as soon as possible after February 2016.</p> <p>We have commissioned a revised Gypsy and Travellers Accommodation Needs Assessment with adjoining authorities, which will be completed in Spring 2016.</p>
A14 and A428 upgrades	<p>Examination of the A14 Cambridge to Huntingdon improvement scheme Development Consent Order (DCO) application ended on 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>Following examination, the examining authority, appointed by the planning inspectorate, now has three months to make its recommendation on the application to the Secretary of State. The Secretary of State will then have up to three months to review the recommendation and make a decision by 13 May 2016.</p>

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	<p>Through the City Deal programme, a consultation on enhanced bus routes into Cambridge from the A428 has been undertaken (see Objective (6) above).</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>As part of this Position Report, EMT will be invited to review the strategic risk around homelessness and the cost of temporary accommodation due to concerns that mitigation measures in place have been undermined by government policy.</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 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>We have reviewed implications for the private sector leasing scheme, as a result of changes to government policy.</p>	<p>The Council helped 124 households to prevent homelessness between April – December 2015. 50 households were in temporary accommodation at 31 December 2015.</p> <p>Average monthly expenditure on Bed &amp; Breakfast accommodation has risen to £1,777 so far this year.</p>	<p>Review the strategy once the full impacts of the government’s legislative programme relating to planning, housing and welfare reform are clarified and understood, including the impact on temporary accommodation and access to the private rented sector.</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>

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