

APPENDIX A – CORPORATE PLAN 2015-2020 – PROGRESS REPORT, QUARTER FOUR 2015-16 AND YEAR-END REVIEW

Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money			
Objective (1) - Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income			
Complete and evaluate pilot scheme	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>Ermine Street Housing (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>	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.
Use lessons learnt to inform business plans for consultation and agreement	<p>Since the business expansion decision in November ESH has continued to acquire additional properties to grow the portfolio and the position at 31 May 2016 was:</p> <ul style="list-style-type: none"> - 86 Acquired - 81 actual properties for rent - Four resold, one more on the market - 39 more in the pipeline <p>ESH has also commenced another 5 year arrangement with the MoD at Brampton and is</p>	<p>It is estimated that income stream for the Council for 2016-17 will be in the region of £250,000 in addition to the appreciation of the capital asset.</p> <p>The profits generated from the MOD deals and the sold properties will ensure that ESH continues as a viable concern without short term loans from the Council.</p>	Continue delivery of business plan in pursuance of Corporate Plan Action D(i) 'Take forward commercial activities such as Ermine Street Housing (our ethical lettings company).

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	leasing 101 further properties, in addition to the 28 in Waterbeach and 14 in Bassingbourn.		
Objective (2) - Improve efficiency and value for money within a viable financial strategy			
Implement recommendations and new ways of working arising from:			
Completed Business Improvement and Efficiency Programme (BIEP) projects	<p>Document and Space Management Review – 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 recruitment and selection.</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.</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>	The Corporate Plan 2016-2021 sets out a strategic objective to adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost.
Digital by Default business change project	<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>We have successfully integrated the meeting room bookings facility with Microsoft Outlook and launched an internal self-service facility for the Graphics Team.</p>	<p>622 benefits new claim forms and 219 change in circumstances forms were submitted between October 2015 – March 2016.</p> <p>The Housing Benefit calculator was used 247 times between 1 January – 31 March 2016.</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>
Customer Contact Service improvement	The service has introduced a number of key improvements this year, including:	The percentage of all calls handled increased from 76% in 2014 to 84%	There are a number of actions included in the improvement plan which will enable

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plan	<ul style="list-style-type: none"> • Improved Corporate Induction to build awareness and relationships with the back office • Additional back office support being provided by the Rents team. • Call messages can now be recorded and uploaded to the system by members of the customer contact service management team e.g. to advise of green bin collection dates for December 2016-February 2016. • Offering residents direct payment options without the need to speak to an advisor. • Implementation of new dedicated specific service line for Rents to help monitor and manage customer expectations during peak demand. • Introduction of electronic forms via our website for Benefits and issues relating to change of circumstances. • Improved information is available on the website. 	<p>in 2015. Performance remained above 80% in January-February 2016 (monitoring periods 39-41), before slipping to 73% during period 42 (see Appendix B for commentary).</p>	<p>continuing improvement in the performance of the customer contact service to be sustained; these actions will be completed during the 2016/17 financial year. These include:</p> <ul style="list-style-type: none"> • Working with high volume users of customer contact service to reduce the number of calls being presented and to look at options to reduce customer contact further or self-serve e.g. new e-forms and automatic caller messages. • Extending the back office support for the customer contact service by expanding the back office teams who are able to provide staff to answer/handle calls during periods of peak demand. • Review of current staffing structure to continue the improvement in the operational performance of the customer contact service, taking into consideration succession planning, training and development opportunities for existing staff.
Development Control Improvement Programme	<p>A number of significant improvements have been implemented:</p> <ul style="list-style-type: none"> • Review of resource and support arrangements and implemented a new structure for support staff. • Transfer of duty planner service to an 	<p>Planning application fee income was £631k more than originally budgeted because of a number of large fees received.</p> <p>Pre-application fee income of £162k exceeded the £160k target.</p>	<p>Key elements of the next phases of the improvement programme include:</p> <ul style="list-style-type: none"> • Introducing Development Delivery Agreements to take major developments from inception stage

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	<p>appointment system to help manage customer expectations, provide tracking of enquiries and reduce the number of lost and repeat calls.</p> <ul style="list-style-type: none"> • Permanent Head of Development Management in post. • Successful recruitment campaign to appoint five Planning Project Officers; a two-year training programme underway. • Process and system upgrades resulting in planning data moving to an external, 'cloud-based' solution and improved planning application workflow. • A simpler and more efficient Delegation scheme for planning applications. This should increase the percentage of delegated decisions from approximately 90% to 95% and assist Planning Committee in taking more strategic decisions. 	<p>The volume and size of applications has continued to impact determination performance during the year; however, recent signs of improvement have seen the percentage of householder applications determined within eight weeks increase from 57% in January to 70% in March 2016.</p>	<p>through to delivery.</p> <ul style="list-style-type: none"> • Review and improve departmental training and customer service procedures. • Complete closedown of out of time applications. • Implement the Planning Advisory Service's Quality Framework. <p>Stephen Kelly took up post as Shared Head of Planning and Economic Development (with Cambridge City Council) in June 2016.</p>
<p>Deliver Organisational and Member Development Strategies</p>	<p>We have completed the latest staff survey seeking feedback on learning and development. Very positive feedback was received from staff and some good ideas and suggestions submitted on how we can improve.</p> <p>Third tranche of Leadership Development</p>	<p>We achieved the Gold Standard of the Investors in People (IIP) accreditation.</p> <p>Staff surveys have been carried out over a range of themes including communication, job satisfaction, leadership and learning and</p>	<p>Corporate Plan 2016-2021 action D(iv) commits us to delivering an Organisational Development Strategy that ensures that we recruit and retain staff with the skills and behaviours required to embrace new ways of working and address the challenges ahead.</p>

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	<p>Programme completed – delegates undertook forward Action Learning projects exploring reward and recognition, remote working and employee protection. Recommendations were presented to EMT, several of which have been implemented. Discussions are now taking place to review and revise the programme in readiness for a new cohort of managers and aspiring managers</p> <p>As part of the Member Development Programme we carried out general induction for new Members, technical training for Members sitting on planning and licensing committees and briefings on major initiatives including Devolution and the City Deal.</p> <p>We have extended the coaching programme and now have three trainee Level 7 Executive coaches going through the programme. The internal coaching pool has proved to be successful and we are now considering joining the regional pool to extend experience.</p> <p>We have introduced measures to recruit and train HGV drivers to address the shortages across this sector.</p> <p>We have delivered a wide-ranging Corporate training programme including: safeguarding, IT Bitesize skills, performance and attendance management; managing your own career; project management and, financial awareness.</p>	<p>development, flexible working. Good response rates (circa 70%), although more needs to be done to encourage submissions from the Depot. Generally high levels of satisfaction from staff. Contributing factors to job satisfaction included management support, opportunities for training and development, flexible working and being able to achieve positive outcomes for customers.</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>Successful recruitment of trainee HGV drivers.</p>	<p>The Strategy and Action Plan has been updated to; reflect the council's ambition to achieve IIP Platinum status; reflect the Council's Vision; incorporate Member Development; employee feedback and, the emerging commercialisation agenda.</p>
<p>Publish a financial strategy for 2016-2021</p>	<p>Council agreed a revised Medium Term Financial Strategy (MTFS) in February 2016.</p>	<p>Subject to the approval of Rollovers, we achieved an underspend of 0.66% (£107,648) against the original General Fund</p>	<p>A revised draft MTFS for 2017-2022 will be submitted to Cabinet in November 2016.</p>

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		estimate.	
Objective (3) Make the district an even more attractive place to do business			
<p>Complete implementation of SCDC 'Working with Business' Plan across the Council.</p>	<p>We have established an internal tasking and coordination 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 over 500 businesses on our register. Membership of the register enables businesses to access a variety of information around funding, support and promotion.</p>	<p>A consistent approach to enforcement crossing departmental and partner agency boundaries.</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 Local Enterprise Partnership.</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>The Tasking & Coordination group will continue to meet monthly to identify and address corporate enforcement issues and will contribute to multi agency locality panel groups.</p>
Implement a joint	We carried out a pilot 'Business Hub'	Primary authority arrangements	The pilot Business Hub service was

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<p>“Business Support Hub” with Cambridgeshire County Council and partners</p>	<p>partnership with the County Council trading standards (Supporting Businesses and Communities) and Fire and Rescue Service, providing comprehensive and detailed regulatory advice and consultancy services to businesses.</p> <p>We are working with the Local Enterprise Partnership to ensure alignment with the ‘signpost2grow’ initiative.</p>	<p>have been agreed with Aldi and John West Tuna and Food Co.</p>	<p>completed in April 2016. We will build on key lessons from the pilot to explore the development of a commercial model for the service.</p> <p>Primary authority negotiations are underway with a further three national companies.</p>
<p>Continue targeted support for businesses in the rural economy.</p>	<p>We held a community pub event at The Plough, Shepreth. 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>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>We promoted 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.</p> <p>We have delivered a further series of Business Support workshops with Huntingdonshire District Council, procuring services of NWES, an Enterprise Agency with</p>	<p>District Place Profiles showed South Cambridgeshire continuing to perform strongly on all economic indicators.</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 and an increase in the number of public houses being nominated as ACVs in the district.</p> <p>77 businesses across SCDC and Huntingdonshire have so far attended the latest round of workshops. Feedback has</p>	<p>Corporate Plan 2016-2021 Action C (iv) commits us to continuing targeted support for the rural economy.</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 Council will continue to work in close partnership with ‘Connecting Cambridgeshire’ to achieve the best superfast broadband delivery for the District.</p>

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	<p>over 30 years' experience.</p> <p>Following engagement work with local businesses in Gamlingay, we facilitated specialist workshops aimed at helping businesses become part of local supply chains and set up local networks.</p>	<p>continued to be very positive; a recent delegate said 'I could not have asked for better help.'</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>Through the Connecting Cambridgeshire initiative, more than 113,000 premises are now able to access high speed fibre 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 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 approved by the Government in November 2015 and officially launched in April 2016. South Cambridgeshire sites make up three fifths of the Enterprise Zone: Cambourne Business Park, Northstowe and Cambridge Research Park.</p>		<p>Corporate Plan 2016-2021 Action C(iii) commits us to continuing to sell the South Cambs economic success story, influencing strategic partners in Government and Business, both nationally and internationally.</p> <p>Council officers are working in partnership</p>

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	<p>We have continued to participate in the London Stansted Cambridge Consortium (LSCC), which 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>with the Local Enterprise Partnership (LEP) and other stakeholders to develop governance, business and investment plans for the Enterprise Zone. A report will be submitted to Cabinet in July 2016.</p>
<p>Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages</p>			
<p>Continue to engage and empower local communities through the:</p>			
<p>Sustainable Parish Energy Partnership (SPEP) and community energy initiatives</p>	<p>DECC has further extended the Green Deal Communities funded project to install solid wall insulation to privately owned properties in Cambridgeshire, and through the cross-county project board we have continued to manage the programme and provide grants for works. With permission from DECC we have set up an additional project targeting fuel poverty, installing fully funded solid wall insulation and other energy saving measures for low income households.</p> <p>Training sessions have been held on the use of thermal imaging equipment to monitor residents' energy usage, 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; the group currently has 40 members. We are working with SPEP volunteers and in partnership with a local charity, Cambridge Carbon Footprint, to set up</p>	<p>As of 24 May 2016, 129 solid wall installations had been completed, with 48 in progress.</p> <p>Properties with installation complete benefitting 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 over 2,000 Council homes, cutting fuel bills for tenants by up to half.</p>	<p>Work towards final completion of both the solid wall insulation project and the fuel poverty project (October 2016).</p> <p>Continue to work with SPEP volunteers to set up Repair Café events.</p>

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	<p>networks of Repair Cafes north and south of Cambridge. The first Repair Café event will take place on 18 June at Histon.</p>		
<p>Community Assets Register</p>	<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>We produced a social media animation to explain about what qualifies as an ACV, and how the process works.</p>	<p>Seven assets were nominated by communities between 1 January – 31 March (all were initially accepted, although one was later refused following an internal review). Assets listed this year included 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>
<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>We have supported Melbourn, Meldreth, Shepreth, Foxton and Fowlmere to develop a Service Level Agreement governing joint youth work initiatives.</p>	<p>Examples of recent 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>We hosted the annual Community Awards celebration of individuals' outstanding contributions to their communities.</p>	<p>Corporate Plan 2016-2021 Objective C(iv) commits us to supporting our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community-led services and targeted support for the rural economy.</p> <p>We are working with Hardwick and Gamlingay Parish Councils to provide mechanical sweeping equipment, and with Hardwick, Cambourne and Croydon to develop and implement community-led plans.</p>

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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.
AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation			
Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities			
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.		<p>The Corporate Plan 2016-2021 sets out a strategic objective to 'Secure the delivery of a wide range of housing to meet the needs of existing and future communities.'</p> <p>A Housing Strategy Statement will be submitted to the Housing Portfolio Holder for agreement in September 2016, setting out key policy challenges for the next five years.</p>
Deliver actions from the New Build Strategy 2015-16 and prepare updated Strategy for adoption in 2016	<p>We have taken handover of 20 new council homes at Swavesey in May 2016 as well as a further four Council new build in Linton. We are now on site with 15 new homes for affordable rent in Foxton and expect completion on these by Christmas 2016.</p> <p>We have funds available through the existing HRA committed programme for one large or</p>	The keys to a total of 39 new affordable council homes will be handed over to new occupants in 2016.	<p>Corporate Plan 2016-2021 Action B(ii) commits us to 'increase the range of housing and tenure options for residents, including Right to Build and Starter Homes.'</p> <p>Further schemes within the SCDC New Build Strategy will be difficult to finance following the Government's cut in social rents and at this stage are unlikely to</p>

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	<p>two smaller additional exception site/ windfall site schemes. An offer on 8 new council homes has been accepted by the developer (STC and STP) and we are seeking a further opportunity. We are about to submit a planning application to redevelop a non-traditional property site to create five new homes and we are looking to redevelop a site at Gamlingay to provide a further 14 new council homes, including some shared ownership housing.</p> <p>Work continues to develop a joint Housing Development Agency (HDA) with the City, South Cambs and County Council to bring together land in public ownership, expertise in delivering and managing housing and the skills needed to secure investment. The HDA is working on eight County owned sites, as well as a programme of HRA and General Fund sites. The HDA Managing Director is in post (April 2016) and the staff team is now working together to create and present an updated business plan for approval. The H DA is part of the joint offer the councils are making on devolution in respect of driving additional housing in the districts.</p>		<p>progress as planned. However a further income stream has been identified through the Self/Custom Build service hub business case. One key element of this is the sale of HRA owned land plots to facilitate our legal requirement to hold and promote a Land Register to energise self build. The receipt will go into the HRA and fund new build housing affordable schemes at 70% funding HRA receipt and 30% right to buy receipt. This should by year 3 finance additional 20-30 new affordable council homes per year.</p> <p>A business case to promote self-build and custom build and making a sub-regional self-build/custom build offer to other local authorities has been recommended to Cabinet by EMT and will be presented to Cabinet in July 2016. A regional manager is being recruited and a project officer is expected to follow.</p>
<p>Provide and refurbish Gypsy and Traveller sites</p>	<p>A revised Gypsy and Traveller Accommodation Needs Assessment has been prepared – see Objective (11) below.</p>	<p>Refurbishment work at the Whaddon site is complete.</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</p>

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			Homes directorate who is identifying potential new sites.
Objective (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working			
Deliver City Deal in accordance with implementation programme	<p>Significant progress has been made with the development stages of City Deal transport, housing and skills workstreams during the year, including:</p> <ul style="list-style-type: none"> • Consultations on transport infrastructure improvements options: A428/A1303 bus priority, Chisholm Trail cycle route, Histon Road and Milton Road bus priorities, M11 western corridor (initial options). • Establishment of Housing Development Agency (HDA) to pool City Deal partners' skills and resources to deliver 4,000 new homes. • Skills service 'Form the Future' launched in September 2015. • Exploration of 'Smart Cambridge' solutions such better travel planning tools and digital screens for visitors, making better use of data to improve people's daily lives <p>Following extensive negotiations with</p>	The Cambridge Promotions Agency has handled over 100 enquiries. Evidence shows at least 12 direct investments as a result, as well as a number of 'heads of terms' with start-ups and direct corporate collaborations with universities.	<p>Corporate Plan 2016-2021 Objective C(i) commits us to deliver the City Deal, investing in transport, housing, technology and skills to ensure the area continues to be recognised for its economic success and world-leading innovation.</p> <p>During 2016, the City Deal will move from consultation and planning to on the ground practicalities, including:</p> <ul style="list-style-type: none"> - Selection of preferred options for improvements to the A428/M11 corridor; - Submission of planning application for Chisholm Trail cycle link and construction of other cross-city cycle improvements - Approval and delivery of Business Plan for the HDA, identifying specific schemes - Complete the £300k first stage 'smart technology city management platform' for Greater Cambridge.

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	<p>government, a deal for the devolution of central powers and responsibilities to East Anglia was announced. Local partners, including the County Council, agreed that these proposals were not acceptable, consequently a revision has been put forward for a Cambridgeshire and Peterborough Combined Authority with a directly-elected Mayor.</p>		<p>Further development work will include:</p> <ul style="list-style-type: none"> - Public consultation on the A1307 corridor transport improvement proposals (16 June – 1 August), - Assessment of ‘Tranche 2’ infrastructure investment options (for deliver between 2020-2025) - Award of contract to deliver a payment by results mechanism where Greater Cambridge is rewarded for prioritising and investing in projects that deliver the greatest economic benefit over 15 years. <p>The main features of the revised Devolution deal include £20 million per year for 30 years to support economic growth, local infrastructure development and jobs, and £170 million for affordable housing.. Council and Cabinet will consider the deal and agree a response to Government on 28 June 2016.</p>
<p>Implement, monitor and review shared ICT, Building Control and Legal Services.</p>	<p>Shared ICT, Building Control and Legal Services, branded as 3C Shared Services, commenced on 1 October 2015. Full Business Plans for 2016/17 are in place.</p> <p>A case management system for the shared</p>	<p>A shared ICT management team is now in place following successful recruitment from within the three councils.</p> <p>A Head of Legal Practice, Principal</p>	<p>A new single service desk system was launched on 22 June 2016. Other ICT priorities include the development of a service catalogue outlining key functions available to partners, a new resource booking system, 3C partnership website</p>

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	<p>legal service is in place, with training being carried out.</p> <p>Building Control teams are now working from office hubs in Cambridge and Huntingdon. Recruitment for a permanent Building Control Manager is underway.</p>	<p>Lawyer and Business Support Manager have been appointed.</p> <p>A Technical Support Manager for Building Control is in post.</p>	<p>and server room consolidation to reduce five data centres to two.</p> <p>Recruitment will take place to the remaining Principal Lawyer posts, and consultation on the final tier of the Shared Legal Practice. The 'Go Live' date for the final structure will be 1 September 2016. .</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 have launched a shared waste service with Cambridge City Council (see item (8) below).</p> <p>Cabinet agreed to make the interim arrangements of sharing the Head of Finance and other housing finance staff 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"> - Growth and planning - Internal Audit - Procurement 	<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 users to be completed and implemented from 42 to 18 weeks. Annual revenue savings of £40,000 have also been achieved.</p>	<p>Corporate Plan 2016-2021 Action D(iii) commits us to placing greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs.</p> <p>The successful delivery of this objective will be crucial to delivering ongoing MTFS savings targets.</p> <p>Continue to implement the shared waste service with 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. We have selected a</p>

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Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<ul style="list-style-type: none"> - Strategic Housing - Regulatory Services. <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>preferred supplier following procurement and have begun the implementation phase.</p>
<p>Agree accommodation strategy for South Cambs Hall</p>	<p>During the year, we successfully completed space management reviews in the Finance, Revenues and Benefits teams, enabling more efficient use of space and creating additional 'hot-desking' capacity.</p> <p>The Shared Services Partnership Board has agreed accommodation principles setting staff:desks ratios for our offices and identifying which services should be located where.</p> <p>Modernised MFD printer/photocopiers were successfully introduced at South Cambridgeshire Hall. These have immediately improved flexibility and information security and are projected to reduce costs.</p>	<p>Existing partnership office space rental agreements are generating income and reducing overheads for the Council whilst improving collaboration between partners.</p>	<p>Detailed business cases and project plans for strategic accommodation options will be brought forward in alignment with the shared services, and individual partners', transformation programmes.</p> <p>We will review business benefits arising from the installation of new MFD devices.</p>
<p>Objective (7) Move to a commercial approach to service delivery</p>			
<p>Deliver commercialisation programme</p>	<p>EMT approved business cases for six commercialisation projects:</p>	<p>Increased Trade Waste income and surplus – see below.</p>	<p>The Corporate Plan 2016-2021 Action D(i) commits us to taking forward commercial activities. The success of such initiatives will be crucial to delivering MTFS savings</p>
<p>Review current commercial activities</p>	<ul style="list-style-type: none"> - Business Hub: see objective (3) above 		

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Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
<p>and skills.</p> <p>Invest in further developing commercial skills.</p>	<ul style="list-style-type: none"> - In-house enforcement agents: Two staff members have become Certified Bailiffs. Preparatory work completed to a point where we can start to identify cases and send the first Notice of Enforcement to debtors. - Trade waste expansion – see objective (8) below. - Housing Development Vehicle – Reshaped as a shared service with city and county councils as a result of City Deal funding – see objective (6) above. - Specialist Housing Support – see Objective (9) below. <p>Due to changes in the Feed-in Tariff, the Energy Company project is no longer viable and has been closed.</p>		<p>targets.</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>The SCDC commercial collection service continued to demonstrate modest year-on-year growth.</p> <p>The buildings blocks are in place for closer integration between the SCDC and City Council commercial services.</p>	<p>The SCDC trade waste collection service delivered a reasonable return in 2015/16 and provided a surplus to support other important SCDC services.</p>	<p>For 2016/17 the focus is on securing efficiencies, and improving operating surpluses, from the two councils trade waste services working together. This includes better use of vehicles on a cross-border basis, marketing interventions, sharing staff experience and capacity, and customer support.</p>

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Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
Objective (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill			
<p>Lead the implementation of a single, shared waste service with Cambridge City Council</p>	<p>The co-location of the two councils' vehicle fleets and staff at Waterbeach became effective on 9th November 2016.</p> <p>The senior management team for the Single Shared Waste Service (SSWS) was finalised with the Head of Waste Resources (in post Feb 2016) and the Operations Manager, and Policy, Change & Innovation Manager (in post July 2015).</p>	<p>Creation of a shared management team saved £120k in 2015/16.</p> <p>On target to achieve further savings of £300k in 2016/17 and again in 2017/18.</p> <p>Sharing experience, resources and capacity improved service resilience.</p>	<p>Continue delivery of the Single Shared Waste Service Programme and achieve full service integration and savings by October 2017. This includes: -</p> <ul style="list-style-type: none"> • Modelling cross-boundary working. • Restructure of Operations Management and the Policy Team. <p>The SSWS has been awarded around £40k to explore service issues and consistency.</p>
<p>Work with partners to ensure 65% or more of the waste we collect in your bins is diverted from landfill.</p>	<p>The SCDC recycling rate (57%) is a major contribution towards meeting this target. Higher landfill diversion requires closer working with Cambridgeshire County Council (CCC) in its role as the Waste Disposal Authority.</p> <p>Note: As CCC does not have access to energy from waste, as many other counties do, achieving 60%+ is extremely challenging. Counties with access to a combination of recycling and energy from waste often achieve diversion from landfill of 90%+ whilst ensuring recycling is their primary treatment option.</p>	<p>SCDC continued to achieve top quartile recycling performance comparable to all other Waste Collection Authorities in England.</p> <p>SCDC has exceeded the national target of 50% recycling by 2020 several years early.</p>	<p>Corporate Plan 2016-2021 Action D(ii) commits us to reducing black-bin rubbish and increasing income from selling recycled blue-bin waste and paper to keep Council Tax low and reduce waste disposal costs.</p> <p>Recycling performance for England as a whole has plateaued for some years around 44% and may actually decrease. As performance is based on mass, the following combination of factors nationally may impact locally, including:</p> <ul style="list-style-type: none"> • light-weighting of packaging products; • changes in packaging materials from

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Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
			<p>glass to plastic;</p> <ul style="list-style-type: none"> seasonal impacts e.g. an especially wet or dry summer may reduce garden waste arising.
<p>AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents</p>			
<p>Objective (9) Work with GPs and partners to link health services and to improve the health of our communities</p>			
<p>Continue to deliver Community Transport initiatives</p>	<p>We trialled a Bikebus scheme to encourage visits to local attractions by public transport. The pilot concluded in March 2016.</p>	<p>In the last year, car schemes in the 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>	<p>Corporate Plan 2016-2021 objective C (Connected Communities) commits us to work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity.</p> <p>We are working with Hauxton Parish Council to progress plans for a shuttle bus service between Hauxton Meadows and the Park and Ride service.</p>
<p>Work with GPs and the Local Health Partnership to begin implementation of the SCDC Health & Well-being Plan.</p>	<p>Work has continued to develop the Active & 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</p>	<p>Around 5,000 people took part in a wide range of free activities at the 2015 Parklife event.</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>Corporate Plan Objective A (Living Well) commits us to supporting our communities to remain in good health whilst continuing to protect the natural and built environment.</p> <p>Produce Annual Report for Active and Healthy 4 Life scheme.</p> <p>Deliver Healthy New Town initiative at Northstowe.</p> <p>Plan and deliver Parklife 2016, our free</p>

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Action	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
	<p>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 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 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>We have awarded elite athlete funding to 16 individuals totalling £10,050.</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 with disabilities.</p>	<p>family fun day and sporting festival.</p>
<p>Begin implementation of the SCDC Ageing Well and Children, Young People & Families plans.</p>	<p>Youth councillors used an engagement event to provide input into the Council's draft Corporate Plan.</p> <p>The Youth Council participated in a consultation by UK Power Networks.</p> <p>The lead provider contract for older people's</p>	<p>The Our Youth Council 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</p>	<p>Corporate Plan Objective A (Living Well) commits us to supporting our communities to remain in good health whilst continuing to protect the natural and built environment.</p>

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	<p>services in the county has been terminated. We await briefings on the next steps from the Clinical Commissioning Group (CCG).</p> <p>SCDC has worked with the Cambridgeshire Celebrates Age organisation to produce listings of regular activities available for older people in the district.</p>	<p>of Commons.</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 taken forward as part of Corporate Plan 2016-2021 objectives.</p> <p>Youth Council input into the 'Stress Less' campaign led to some councillors volunteering as school champions.</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>Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively</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</p>	<p>Council agreed to retain the current LCTS scheme at its meeting in January 2016.</p> <p>The Housing and Benefits teams have continued to analyse the implications for the council and its customers of the Welfare Bill, and subsequent announcements arising from</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>Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable.</p> <p>Implementation of the revised Benefits Cap is anticipated in Autumn 2016 and Pay to Stay from 2017. Pay to Stay is likely to have</p>

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(LCTS) for 2016/17	<p>the Government’s financial settlement.</p> <p>Universal Credit (UC) was implemented for working age residents from the end of February 2016. Implementation is presently restricted to job-seeking single claimants and couples without children, consequently only a limited number of residents are currently affected. It remains unclear as to the date UC will be fully implemented.</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 surpassed its targets again for rent and Council Tax collection during the year – see Appendix B for details.</p>	<p>the largest implications for SCDC residents due to higher employment rates, wage levels and market housing rents in the district.</p> <p>Corporate Plan 2016-2021 Objectives B(v) and (vi) commit us to finding solutions for people facing homelessness, and to securing a viable future programme for our Council homes.</p>
<p>Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14</p>			
<p>Work with development partners to ensure delivery of major developments and A14, A428 and other transport improvements:</p>			
Northstowe Phase 1	<p>Bloor Homes is the first housebuilder at Northstowe after an agreement was confirmed with developers Gallagher Estates. A planning application for the 92-home site has been received, and consultation underway.</p>		<p>Corporate Plan 2016-2021 objective B(i) commits us to influencing developers to increase the pace of housing and infrastructure construction, including the delivery of affordable housing.</p> <p>Subject to planning permission, building work on the 92-home site could start in Autumn 2016, with the first residents moving in during 2017.</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>

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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.		We will issue a planning consent for the Phase 2 development following the conclusion of negotiations around the inclusion of starter homes within the proposal.
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 Meadows site within South Cambridgeshire is underway. Walking and cycling routes are in place across the southern fringe sites.</p> <p>The Joint Development Control Committee delegated authority to officers to approve the outline planning application for 1,300 homes on 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>Construction of the new Chesterton Interchange Station has begun.</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 & Training Centre, Milton, and 121 dwellings at Summersfield, Papworth Everard.	<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 Autumn 2016.</p> <p>Continue pre-application discussions regarding the Waterbeach and Bourn Airfield sites, prior to the submission of planning applications.</p>
Continue to progress the	We carried out extensive additional work and	869 net additional dwellings were	Corporate Plan 2016-2021 objective B(iii)

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Local Plan to adoption	<p>consultation (over 1,000 responses were received) on a series of limited modifications to the Local Plan, in response to feedback from the Inspector. Council subsequently approved proposed modifications, which have been submitted to the Examination.</p> <p>A range of actions have been undertaken to 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. This includes obtaining legal advice regarding weight that can be given to plan policies.</p> <p>Following an Issues and Options consultation for the future development of the Cambridge Northern Fringe (East) site, we are developing an Area Action Plan for an employment-led, mixed-use neighbourhood.</p>	completed over the last monitoring period (2014-2015).	<p>commits us to progressing the Local Plan to adoption.</p> <p>Joint Local Plan examination hearings for SCDC and Cambridge City recommenced on 7 June 2016 and will run until 14 September 2016. Further hearings are likely to follow and the final Plan unlikely to be ready for adoption until late 2017.</p> <p>A revised new Gypsy and Travellers Accommodation Needs Assessment has been commissioned with adjoining authorities; it will be completed later in 2016.</p>
A14 and A428 upgrades	<p>The Secretary of State has granted development consent for the A14 Cambridge to Huntingdon Improvement Scheme.</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</p>		<p>Corporate Plan 2016-2021 objective C(ii) commits us to bringing forward strategic transport improvements.</p> <p>The A14 improvement scheme will open to traffic in 2020. SCDC has committed a £5 million to the upgrade as part of an overall contribution of £100 million by local partners.</p>

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	<p>2020. 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>Objective (12) Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households</p>			
<p>Implement actions in Homelessness Strategy</p>	<p>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>Cabinet has increased of the strategic risk around homelessness and the cost of temporary accommodation materialising due to concerns that mitigation measures in place have been undermined by government policy.</p> <p>We participated in a 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>At 31 March 2016, there were 55 households in temporary accommodation and 26 cases of successful homeless prevention. A total of 150 successful preventions were achieved through the year.</p> <p>Expenditure on B&B totalled £4,481 for the final quarter of 2015-2016, with an estimated annual spend of £20K</p>	<p>The Corporate Plan 2016-2021 Action B(v) commits us to finding solutions for people facing homelessness.</p> <p>Review the Homelessness 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> <p>A project has been initiated to identify different work strands and will be led by the Heads of Housing Advice and Options.</p>