

Appendix 1 – Corporate Plan 2013-2014 Actions: Summary assessment of how we performed against them

COUNCIL AIM AND ASSOCIATED ACTIONS	HOW DID WE DO?	WHAT'S STILL LEFT TO DO?	LINK TO CIPFA/SOLACE GOVERNANCE PRINCIPLE
AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money			
<p>A1. Continue to invest in employees and members by carrying out actions in the Organisational and Member Development strategies</p> <p>(Simon Edwards and David Whiteman-Downes / Susan Gardner Craig and Fiona McMillan)</p>	<ul style="list-style-type: none"> • Retained Elected Member Development Charter Status. • Delivered comprehensive Member Development Programme; feedback largely positive. • Supported I-pad roll-out with beginner and intermediate training sessions • Second cohort completed Leadership Development Programme including Business Improvement and Efficiency Programme (see A4 below) Action Learning Projects. • Launched new Buying Additional Annual leave policy and Flexible Retirement policy. • Delivered corporate skills programme to improve the way we communicate with our customers, partners and stakeholders to all staff. 	<ul style="list-style-type: none"> • New Corporate Plan priority action to deliver Organisational and Member Development strategies. • Programme of employee surveys focussing on key aspects of employee engagement and satisfaction. • Revised Performance Development Review (PDR) scheme launched, identifying behaviours which support the Council's Values. 	2,3,5
<p>A2. Maintain financial resilience whilst channelling our resources to create opportunities for investment, sustainable borrowing and economic growth (Simon Edwards / Alex Colyer)</p>	<ul style="list-style-type: none"> • Introduced integrated performance monitoring report combining budget, performance, project and risk information • Underspent on General Fund, Capital and HRA budgets without detriment to service delivery. • Unqualified audit opinion of our 2012/13 accounts issued • Updated Medium Term Financial Strategy agreed in 	<ul style="list-style-type: none"> • Corporate Plan 2014-19 objective to improve efficiency and value for money within a viable financial strategy. • Take forward exciting initiatives with the potential forward large-scale investment and income generation: Housing company pilot scheme and City Deal with government 	4

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	<p>February 2014, developed to take into account 25% cuts in central government funding for the third successive year.</p> <ul style="list-style-type: none"> £5 million of efficiency savings delivered over the past four years. 		
A3. Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from working together (Simon Edwards / Alex Colyer)	<ul style="list-style-type: none"> Launched shared Internal audit and HR/payroll services with Peterborough City Council and Cambridge City. Agreed in principle proposed joint waste services with City Council. 	<ul style="list-style-type: none"> Corporate Plan 2014-2019 objective to ensure the best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working. 	4
A4 Carry out projects from the business efficiency programme (BIEP), working with services to reduce costs and deliver better ways of working (David Whiteman-Downes / Alex Colyer)	<ul style="list-style-type: none"> Programme progressing largely according to timescale; several projects have delivered recommendations to EMT for improved working practices and cashable savings. E.g. goods and services £38k in the current year, and £65k projected during 2014-15, Waste collection £200k in 2014-15 and £400k per year from April 2015. 	<ul style="list-style-type: none"> 2014-2019 Corporate Plan objective to implement recommendations from the 2013-2014 BIEP and carry out the 2014-2015 programme. 	4
A5 Further improve how we engage with residents, keeping them informed about the Council and its services and using their feedback to shape future service delivery (David Whiteman-Downes / Alex Colyer)	<ul style="list-style-type: none"> Magazine reader survey identified improvements now in place e.g. more focus on transport issues. Increased Social media followers. New business newsletter launched Reviewing tenants' magazine to improve design, production method and content. 93% of media coverage positive or neutral. Communicated how taxpayers' money is being spent 	<ul style="list-style-type: none"> Establish media partnership to improve attendance at our annual Park Life event. Promote key events e.g. Park Life, Tour de France Annual engagement schedule agreed by management team 	4, 6

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	after budget agreed.		
A6. Increase the supply of temporary accommodation, prioritising council-owned properties whilst not restricting options in other sectors. (Mark Howell / Stephen Hills)	<ul style="list-style-type: none"> • Robson Court hostel site redevelopment progressing well. Work started Autumn 2013, with an 18-month programme. • 12 properties purchased for temporary accommodation • Revised Homelessness Strategy in place, prioritising increasing the amount of good quality temporary accommodation. • Numbers in temporary accommodation have remained steady compared with last quarter (though there has been an increase on previous years, which mirrors the national picture). • We helped a total of 147 households avoid homelessness, compared to 131 in 2012-13. 	<ul style="list-style-type: none"> • Corporate Plan 2014-2019 strategic objective to increase the range and supply of temporary accommodation to help minimise the use of bed and breakfast accommodation for homeless households. 	1
A7. Ensure the South Cambridgeshire Local Plan and Community Infrastructure framework are based on effective engagement (Pippa Corney / Jo Mills)	<ul style="list-style-type: none"> • Local Plan submitted to the Secretary of State on 28 March 2014, put together following options consultations which involved 30 public exhibitions generating over 30,000 comments. • Draft plan reflects public view focussing development in new towns or villages rather than spreading housing across most existing villages, protecting green belt around Cambridge, ensuring the right services were delivered for new homes and taking into account the transport implications of new development. • Community Infrastructure Levy (CIL), Preliminary Draft Charging Schedule consultation during August-September 2013. 232 representations have informed 	<ul style="list-style-type: none"> • Public Examination of our Draft Local Plan involving public hearings and possible preparation of new supporting evidence and additional consultation if main modifications required. • Submit Draft Charging Schedule for CIL for public enquiry. 	1, 4, 6

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	preparation of Draft Charging Schedule.		
A8 Work with RECAP waste partners to reduce council tax costs, carbon impacts and waste sent to landfill (Mick Martin / Mike Hill)	<ul style="list-style-type: none"> • Full business case for implementation of “whole systems approach” to waste collection agreed. • Joint procurement of large refuse vehicles across RECAP partners agreed. • Reuse and recycling rate remains at over 56%, in top twenty of districts nationally. 	<ul style="list-style-type: none"> • Procurement of a joint Materials Recycling Facility contract for the processing and sale of “blue bin” recyclable materials underway, together with separate procurement of a joint contract for the sale of paper. • City joint waste partnership working • Corporate plan 2014-2019 retains waste partnership working as a strategic objective. 	1
A9 . Ensure benefits reform is implemented as smoothly and as effectively as possible (Simon Edwards / Alex Colyer)	<ul style="list-style-type: none"> • Staffing resources reallocated to deal with higher volume of customer enquiries following launch of Localised Council Tax Support scheme • Monitored financial impact of scheme and agreed to retain it for 2014-2015. • Consistently high first-time call resolution rates by Customer Contact Service (averaging 82.3%) have helped the Benefits Team maintain and enhance its performance in processing new claims in spite of demand increasing. • Outstanding performance in respect of rent (98.8%) and Council Tax (99.25%) collection rates maintained • Discretionary Housing payments scheme launched to support residents experiencing hardship 	<ul style="list-style-type: none"> • Corporate Plan 2014-2019 objective to manage the impacts of welfare reform smoothly and effectively. 	1, 6
A10. Effectively influence the new Police and Crime Commissioner’s Plans via improved engagement with our local communities and better	<ul style="list-style-type: none"> • Joint working with County Council children & young people’s locality teams, Police and housing associations on individual and shared cases. 	<ul style="list-style-type: none"> • Further development of IT info-sharing system • Ongoing magazine articles of topical community safety 	1, 6

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sharing of intelligence with police and partners (Mick Martin / Mike Hill)	<ul style="list-style-type: none"> • New IT system enabled Improved joint-working with police and partners on anti-social behaviour incidents. • Crime & Disorder Reduction Partnership took part in "Star Chamber" discussion with Police & Crime Commissioner to shape the Commissioner's plans for next year. 	<p>issues of concern</p> <ul style="list-style-type: none"> • Launch new Neighbourhood Panel format with enhanced SCDC role. 	
We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation			
B1. Work with partners to improve digital infrastructure (Nick Wright / Alex Colyer)	<ul style="list-style-type: none"> • Connecting Cambridgeshire superfast broadband partnership project underway. • During March, 41 new fibre broadband cabinets went live across the county, including Papworth Everard. Many more villages will be reached with fibre broadband during 2014. • 'My Area' checker launched to show how areas and parishes fit in to the roll-out plan as it progresses. • Over £4.5m has been secured as part of the Connecting Cambridgeshire programme to help businesses afford faster broadband connections and make the most of digital technologies. • Destination Digital business support initiative launched to help hundreds of small and medium-sized businesses get better connected. 	<ul style="list-style-type: none"> • Successful completion of the project will ensure that communities and businesses across Cambridgeshire will benefit from some of the best fibre broadband coverage in the county by the end of 2015. Over 98% of homes and businesses across the county can expect to have access to fibre-based broadband by the end of the contract, with 90% of homes and businesses having access to speeds of 24 MBPS and higher. 	1
B2. Support the local economy through developing a Register of Businesses and Business Support schemes	<ul style="list-style-type: none"> • New Business Register has 400 entries. • Open for Business newsletter launched offering advice and support 	<ul style="list-style-type: none"> • 2014-2019 Corporate Plan objective to make the district an even more attractive place to do business. 	1

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(Nick Wright / Jo Mills)	<ul style="list-style-type: none"> Well attended and received programmes of practical business support workshops delivered. 		
B3. Establish a Council 'Back to work' project, and promote apprenticeships to equip all our young people for productive life (Mark Howell / Stephen Hills)	<ul style="list-style-type: none"> Pathway to Employment strategy approved. Apprentices appointed in Housing and Revenues. Successful work experience programme carried out and university student placements hosted. 	<ul style="list-style-type: none"> Skills and Employment a key economic development priority going forward. Planning and New Communities directorate running another work experience programme this summer due to popular demand. 	1, 6
B4. Continue an effective approach to enforcement to target residents' problems whilst effectively supporting local business success (Mick Martin / Mike Hill)	<ul style="list-style-type: none"> Tasking & Coordination Group continues to meet fortnightly to join up enforcement action across the organisation and focus on complex/cross-team cases. 	<ul style="list-style-type: none"> Adopt, implement and review new policy 	3, 4, 6
B5. Work with the LEP and other partners to facilitate local innovation and entrepreneurship (Nick Wright / Jo Mills)	<ul style="list-style-type: none"> Greater Cambridge City Deal bid to facilitate investment and economic growth: principles agreed. Joined London Stansted Cambridge Consortium to promote investment priorities and opportunities along this corridor Links are maintained with the LEP through senior officer and member groups. 	<ul style="list-style-type: none"> Corporate Plan for 2014-2019 commits SCDC to take forward the City Deal proposal, as part of the strategic objective to ensure best use of assets and benefit from opportunities to achieve efficiencies from partnership working. Continue to work with the LEP and LSCC, as well as other strategic partners to support and facilitate economic growth and investment. 	1, 3
B6. Work with partners to deliver an effective, collaborative approach to strategic planning, transport and	<ul style="list-style-type: none"> Draft Local Plan, submitted to the Secretary of State for public enquiry at the same time as that of the Cambridge City Council, developed in close 	<ul style="list-style-type: none"> Work with Planning Inspectorate to ensure joined up approach to Local Plan enquiries. Respond to Highways Agency options and preferred route 	1, 6

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drainage (Pippa Corney / Jo Mills)	<p>collaboration with neighbouring authorities through the work of a district-city-county council spatial planning councillor group.</p> <ul style="list-style-type: none"> • Agreed cross-authority Memorandum of Cooperation, setting out housing needs for the area. • Worked with authorities and LEPs to agree in principle contribution towards funding of A14 upgrade • Government dropped A14 toll plans in response to SCDC and other local pressure 	consultations for A14 upgrade.	
B7. Ensure the effective delivery of Northstowe and other new communities (Tim Wotherspoon / Jo Mills)	<ul style="list-style-type: none"> • Agreed £30 million legal agreement for first phase of 1,500 homes at Northstowe. • Outline planning permission for phase one issued. • Planning application for Chesterton Sidings station approved. 	<ul style="list-style-type: none"> • Corporate Plan 2014-2019 objective to establish successful; and sustainable new communities with housing and employment and Northstowe and the major growth sites, served by an improved A14. 	1
B8. Deliver a range of homes that are affordable and where people want to live in areas that will support economic growth (Mark Howell / Stephen Hills)	<ul style="list-style-type: none"> • 158 new affordable homes completed. 	<ul style="list-style-type: none"> • Corporate Plan 2014-2019 objective to build new council homes to provide affordable accommodation to meet the needs of local communities. 	1
B9. Build the first of the new Council houses in the New Build Strategy 2012-15 (Mark Howell / Stephen Hills)	<ul style="list-style-type: none"> • New development at Chalklands, Linton completed on time, with tenants now in residence. 	<ul style="list-style-type: none"> • Progress other schemes at Fulbourn, Foxton, Bourn and Willingham • Corporate Plan 2014-2019 objective to build new council homes to provide affordable accommodation to meet the 	1

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		needs of local communities.	
B10. Set up a new way of delivering equity share, market sale and private rented properties (Mark Howell / Stephen Hills)	<ul style="list-style-type: none"> • South Cambs Ltd established in January 2013. Carrying out pilot scheme for company, with £7 million allocated to acquire initial portfolio of homes for rent during 2014-15. • Staff now recruited and first 28 homes at Waterbeach taken on for private rent. 	<ul style="list-style-type: none"> • Developing the pilot scheme into a full business plan a corporate objective in the 2014-2019 Corporate Plan. 	1
We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents			
C1. Develop solutions to deliver co-ordinated community transport (Nick Wright / Mike Hill)	<ul style="list-style-type: none"> • Cambridgeshire Future Transport project reviewing local bus services by village cluster. • South Cambs Transport Directory updated and widely distributed. 	<ul style="list-style-type: none"> • Roll-out demand responsive transport model, as requested by communities 	1, 6
C2 Work with older people and the voluntary sector to roll out the new 'Community Navigators' and 'Safer Homes' schemes as part of the Ageing Well Strategy (Mick Martin / Mike Hill)	<ul style="list-style-type: none"> • Community navigators in place across South Cambridgeshire. • Work to explore possible future funding and procurement options and delivery models to enable this highly successful Handyperson (Safer Homes) Service to continue across the county is ongoing. SCDC is playing a key role in the process. • Began Portfolio Holder task and finish work to develop integrated Ageing Well, Health & Wellbeing and Children and Young People's strategies. 	<ul style="list-style-type: none"> • Progress options for future funding and procurement of countywide Safer Homes work • Continue to promote Community Navigators scheme via staff, parishes and other local groups. 	1, 6
C3. Work with GPs and Local Health Partnership to improve the health of new communities, access to mental health services and support for	<ul style="list-style-type: none"> • Building relationships with health colleagues e.g. a regular meeting between growth teams, NHS England, CCC and CATCH (local commissioning group). 	<ul style="list-style-type: none"> • Portfolio Holder Task & Finish Group to develop SCDC Health & Wellbeing Children and Young People and Older People integrated plan (see C2 above). 	1, 4, 6

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emerging vulnerable groups (Mick Martin / Mike Hill)	<ul style="list-style-type: none"> • Joint post with County Public Health team commenced in November 2013 on a 12-month trial basis. • Emerging Vulnerable Groups: Working to secure District involvement in CCG Older People's Programme Board work to let contract for older people's services. • Initial meetings held to discuss response to Ormiston work with Gypsy and Traveller community and intelligence on housing-related matters. • South Cambridgeshire Local Health Partnership began projects for better support for residents with mental health issues, exploring links between housing and health, procurement for new Cambridgeshire Community Services contract, and pulling together ageing well programme to support older people remain independent and stay in their own homes. 	<ul style="list-style-type: none"> • Corporate Plan 2014-2019 retains improving health of communities as strategic objective. 	
C4. Address the accommodation needs of Gypsies and Travellers (Mark Howell / Stephen Hills)	<ul style="list-style-type: none"> • Draft Local Plan provision for at least 85 permanent Gypsy and Traveller pitches between 2011 and 2031, and at least 4 plots for Travelling Showpeople between 2011 and 2016. • Approval given for acquisition and refurbishment of county-owned sites at New Farm, Whaddon and Blackwell, Milton. 	<ul style="list-style-type: none"> • Corporate Plan 2014-2019 retains providing affordable homes, including existing and Gypsy and Traveller sites objective. 	1, 6
C5. Work with local communities and businesses to develop and deliver actions on green issues that make a difference (Nick Wright / Mike Hill)	<ul style="list-style-type: none"> • Action on Energy (Green Deal) initiative launched November 2013. Scheme website www.actiononenergy.net up and running. • Commissioned report on pubs and farms, following Green Business Breakfasts held during 2012/13. Further work agreed to develop approaches 	<ul style="list-style-type: none"> • Progressing the Action on Energy and Sustainable Parish Energy Partnership priority actions in Corporate Plan 2014-2019. 	1

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	to support rural economy of villages as part of an updated Economic Development Action Plan.		
C6. With the new Youth Council, develop an integrated plan to improve health, success and opportunities for young people (Pippa Corney / Mike Hill)	<ul style="list-style-type: none"> • Youth Council participation in a number of initiatives SCDC's Park Life event and BBC3's Free Speech current affairs show. • Youth councillors now considering all applications for project funding targeted at people aged up to 18 years old, as part of Community Chest grant scheme. 	<ul style="list-style-type: none"> • Corporate Plan 2014-2019 action to agree and implement Health & Well-being, Children, Young People & Families and Ageing Well Action Plans. 	1, 6
C7. Celebrate rural life through the Community Pride, Village Heroes and best-kept garden awards (Ray Manning and Mark Howell / Mike Hill and Stephen Hills)	<ul style="list-style-type: none"> • Best Kept Garden competition and Awards ceremony held for SCDC tenants and leaseholders. • Community Pride and Village Hero Awards held, recognising the contributions local people make to their communities • Park Life event attracted record crowds of almost 5,000 people to Milton Country Park. • Several Village pubs in Grantchester and Stapleford added to list of assets of community value, giving local communities greater opportunity to consider bidding for ownership of the asset. • Online grant grabber launched, helping groups locate avenues of funding from the Council and beyond. • Leader increased amount communities can bid for under the Council's community chest grant scheme to £1,500 limit. 	<ul style="list-style-type: none"> • Corporate Plan 2014-2019 objective to work with tenants, parish councils and community groups to sustain successful, vibrant villages 	1
C8. Continue support for community orchards, allotments, hedgerows,	<ul style="list-style-type: none"> • Several local enhancement projects progressed, including restoration of Hoffer Brook and management 	<ul style="list-style-type: none"> • New Consultancy Team in place to provide single point of contact and undertake enabling role for specialist 	1

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tree-planting and other conservation and enhancement schemes, including the Chalk Rivers project (Nick Wright / Jo Mills)	<p>of improved areas on Rivers Mel and Shep.</p> <ul style="list-style-type: none"> • Enhancements through planning achieved, including reinstating the Repton landscape at EDF Milton. • Conservation projects awarded funding from Community Chest Grants Scheme at Histon and Impington (trees for community orchard - £1,000) and Little Eversden (tree planting - £242) • Initiatives launched to plant mini-meadows on underused amenity grass across the district, and to install bird and bat boxes alongside wall insulation in council properties, to combat the impact of external insulation on wildlife. 	conservation projects, selected based on customer need and aligned to corporate priorities.	
C9 Establish projects to consider the options for upgrading and improving Council homes (Mark Howell / Stephen Hills)	<ul style="list-style-type: none"> • The Council is due to undertake a community consultation exercise for the potential major redevelopment of the site at Wilford Furlong, Willingham. Initial design options are currently being prepared. The findings will be reported in October 2014. 	<ul style="list-style-type: none"> • Resident consultation during Spring 2014. • Affordable Homes 2014-2015 Service Plan includes key project to Identify preferred options to help improve overall environment of Wilford Furlong, Willingham in consultation with residents, parish council and local members. 	1
C10 Jointly lead the 'Together for Families' partnership project to improve the lives of families with the most complex needs (Mick Martin / Mike Hill)	<ul style="list-style-type: none"> • Data now regularly shared by SCDC to identify families meeting government and local criteria. • Crime and Disorder Reduction Partnership (CDRP) meetings now include discussion of Together for Families cases as well as Anti-Social Behaviour (ASB) cases. • Expanded Family Intervention Project is now in place and accepting new cases. 	<ul style="list-style-type: none"> • 2014-2019 Corporate Plan priority action to develop 'Lead Professional' approach to families with the most complex needs. 	1

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