

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

Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<b>AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money</b>			
<b>Objective (1) - Develop the property company pilot scheme into a full business plan to deliver affordable housing and generate income</b>			
Complete and evaluate pilot scheme	<p>As part of the pilot scheme the Housing Company is providing property management (housing management and maintenance) services on behalf of the Ministry of Defence to provide rental housing in Waterbeach.</p> <p>Additional properties have been leased from the MoD at Basingbourn.</p> <p>We have submitted a proposal to the MoD to lease a further number of properties at Brampton.</p>	<p>Much-needed housing provided, with local families prioritised.</p> <p>ESH has acquired 30 properties on the open market of which 28 have been let, and made offers on a further five.</p>	<p>Continued acquisition of properties in line with budget and agreed financial modelling.</p> <p>Formalisation of financial monitoring information for Property Company Board.</p> <p>Evaluate pilot and agree next steps – see below.</p>
Use lessons learnt to inform business plans for consultation and agreement	EMT has received a report outlining the timeline and structure for the pilot review report to Cabinet in November 2015.	Not started – pilot scheme in progress	<p>Planned/Structured evaluation</p> <p>Preparation of Cabinet report (Nov 2015) with recommendations following evaluation of the pilot project</p> <p>Appraisal of the business modelling for the property portfolio to inform the Cabinet report for November 2015.</p>
<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	Following the Post Room review we re-examined the outsourcing option through a trial involving Revenues's	The revised contract fro agency staff arising from	A new role in HR will include support for recruitment and selection, as well as the

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<p>Efficiency Programme (BIEP) projects</p>	<p>post with Huntingdonshire District Council.</p> <p>The Document and Space Management hot-desking pilot scheme in Health and Environmental Services is complete and subject to evaluation. We are developing a 'Working Smarter' programme to bring together related projects to achieve co-ordinated business change – see Objective (6) below..</p> <p>The Financial Management Transformation project has identified and delivered a number of 'quick win' improvements in finance procedures to reduce paper usage and remove unnecessary levels of authorisation.</p> <p>Key Account Management and Business-Friendly projects: See Objective (3) below.</p> <p>Resource and Support review of administration capacity and need delayed due to capacity issues.</p>	<p>the Goods and Services review undertaken during 2013-14 resulted in services paying over £74k (7%) less on agency staff as a result of lower hourly rates during 2014/15, and avoiding employment fees of £36,000 for seven permanent members of staff.</p> <p>Revised waste collection working arrangements launched in September 2014, have delivered annual ongoing savings of £400k and also reduced the number of bin lorries on the road and consequent emissions. A new e-form, developed to enable missed bins and assisted collections to be reported, has been completed over 900 times since its launch.</p> <p>The Open for Business Project has overseen the launch of a bi-monthly newsletter and development of a Key Account Management</p>	<p>implementation of other recommendations from this review.</p> <p>Audio and visual delivery of Corporate Brief will be trialled as a result of the Internal Communications review.</p> <p>We are preparing a business case for a shared post room service with Huntingdonshire District Council.</p> <p>The Financial Management Transformation project will review monthly reporting procedures.</p> <p>Design and issue corporate survey of usage of Design and Print service.</p> <p>Agility through empowerment project underway seeking new ways of empowering staff; workstreams reviewing delegation scheme and shaping cultural change.</p> <p>Systems Contact Terminus Review project will review existing ICT contracts to assess viability, identify legacy systems and create a strategy for future management. Any savings accruing from this work will be incorporated as part of the ICT shared service (see objective 6 below).</p> <p>We will be undertaking a strategic view of the programme to assess the extent to which business benefits have been achieved.</p>

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		framework – see objective (3) below.	
Digital by Default business change project	The Digital by Default e-form initiative has been delayed due to contractor issues, which have now been resolved. We have developed a self-service on-line Facilities Management tool and are developing a new website.		Reinvigorate e-forms initiative following resolution of contractor issues. Test Facilities Management self-service system. Web re-launch scheduled for Autumn 2015.
Customer Contact Service improvement plan	<p>We have implemented a new staffing rota providing more flexible capacity to manage periods of peak demand, and have also introduced arrangements whereby 'back office' staff in the Revenues and Benefits Section are able to receive calls, following the dispatch of periodic billing and payment letters.</p> <p>We have launched a dedicated payment line to reduce the volume of calls requiring to be dealt with by handling agents.</p> <p>We have introduced three generic roles able to provide flexible support to the Contact Centre, Revenues and Benefits Teams. These roles will enable performance to be maintained during future periods of peak demand.</p>	<p>We maintained full time call resolution performance over 80% between 23 March – 12 June 2015.</p> <p>We met the target of 85% of all calls not abandoned between May - June 2015..</p>	<p>The next phase of the Improvement Plan is being prepared. It will include a number of new initiatives, including:</p> <ul style="list-style-type: none"> <li>- A dedicated rents line, training additional back office staff to assist during peak demand periods</li> <li>- Call coaching and shadowing</li> <li>- Increasing the volume and menu of automated payment facilities available (linked to the Digital by Default project – see above)</li> <li>- Improving the flexibility of the software to enable auto-messages to notify customers of key service messages without requiring them to speak to an agent.</li> </ul>

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			<ul style="list-style-type: none"> <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>Development Control Improvement Programme</p>	<p>We have completed a review of resource and support arrangements and will be implementing a new structure during August.</p> <p>We have launched a recruitment campaign for planning officers of all grades. Should this be successful, then new starters will join the Council in the autumn.</p> <p>The programme is very carefully managed as a result of resource constraints.</p>		<p>In autumn 2015 we will introduce a series of process and system upgrades that will improve the ease with which customers may use the web pages, and gain information or progress, plan amendments and consultations. These will assist in working towards a paperless planning office and bring considerable productivity gains and efficiencies in the processing of pre-applications and applications.</p> <p>We will transfer 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>We will review how planning decisions are delegated to officers and referred to members.</p>
<p>Deliver Organisational and Member Development Strategies</p>	<p>We have issued the latest staff survey seeking feedback on leadership and management.</p> <p>Third tranche of Leadership Development Programme underway – delegates undertook forward Action Learning projects exploring reward and recognition, remote working and employee protection.</p>	<p>We have received notification that we have achieved the Gold Standard of the Investors in People (IIP) accreditation.</p>	<p>Following receipt of the final report from the IIP assessor, we will put in place an action plan to deliver recommendations and ensure continuing evidence of best practice can be captured.</p> <p>Recurring factors, identified in the first staff</p>

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	<p>Recommendations presented to EMT in June 2015.</p> <p>The 2015/16 Member Development Programme is underway; we have carried out general induction for new Members elected in May 2015, and specific training for Members sitting on planning and licensing committees. We also held an event on social media and public speaking, also attended by parish councillors.</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 survey was 48%. 59% of respondents said they had a good understanding of the benefits offered to staff. Overall satisfaction with the benefits package was 78%.</p>	<p>survey, that could improve job satisfaction included improved management consistency, reward and recognition and ICT systems. The Council has actions in place to address these and other priority areas identified.</p> <p>The second survey also provided valuable feedback and identified a number of improvements, including:</p> <ul style="list-style-type: none"> <li>- A review of the staff benefits package;</li> <li>- The creation of a dedicated page on InSite profiling all staff benefits;</li> <li>- More comprehensive information on benefits for new starters;</li> <li>- A dedicated benefits noticeboard at the Waterbeach Depot</li> <li>- A review of the training and development page on Insite.</li> </ul>
<p>Publish a financial strategy for 2016-2021</p>	<p>Cabinet endorsed a Corporate Plan Forward Look report which provided the strategic context for the forthcoming review of the financial strategy.</p>	<p>Outturn for 2014-15 showed a favourable General Fund variance of £1,196,000 (7.38%), without detriment to service delivery.</p>	<p>A draft revised Medium Term Financial Strategy will be submitted to Cabinet in November 2015.</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</p>	<p>We have established an internal task group to ensure that all services apply the Corporate Enforcement,</p>	<p>Positive feedback on success of Key Account</p>	<p>Key account managers will continue to build relationships with key businesses across SCDC. We will analyse and learn lessons</p>

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<p>Business' Plan across the Council.</p>	<p>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 developed to deliver a joined-up approach to regulation and communication. We have key account managers in place for a number of local businesses and organisations, and have trained account managers from across directorates to provide a single point of contact for services, advice and partnership with SCDC.</p> <p>The Business Register and Newsletter continue to be supported by SCDC. There are 430 businesses on our register. Membership of the register enables businesses to access a variety of information around funding, support and promotion.</p>	<p>trial with IWM Duxford, and support to businesses accessing rural rate relief.</p>	<p>from feedback with a view to expanding this approach..</p> <p>We will continue to improve and promote the bi-monthly Business Newsletter in order to increase the value of the Business Register as an information and support tool for local firms.</p>
<p>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 start-up phase will draw together key business advice services across the partners to promote joint Primary Authority Arrangements and associated commercial activities</p>		<p>The pilot Business Hub service will launch in 2015 as a 12 month trial, with an ambition to add other regulatory and business support services wherever possible.</p>
<p>Continue targeted support for businesses in the rural economy.</p>	<p>We held a community pub event at The Plough, Shepreth (10 June 2015). The event was attended by both landlords and parishes interested in setting up their own community pub and protecting it through the</p>	<p>The District Place Profile showed South Cambridgeshire continuing to perform</p>	<p>We will refresh our Economic Strategy to ensure that it underpins Corporate Plan objectives.</p>

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	<p>community asset register.</p>	<p>strongly on all economic indicators (Cabinet report on 9 July 2015 refers)</p> <p>The Council has supported TWI, located on Granta Business Park, secure an award of £60m growth funding. SCDC supported the funding bid and has facilitated the planning process for the delivery of new headquarters and a training academy for the company.</p> <p>Positive feedback from attendees of community pub event.</p> <p>Feedback from attendees of business support workshops has been very positive; they have been described as ‘a valuable opportunity for any potential business’ and ‘a fantastic opportunity to learn.’</p>	<p>The Economic Development Portfolio Holder has requested a report to Planning Committee identifying specific pubs to which Article 4 legislation could usefully be applied, though recent changes to the rules around Assets of Community Value may reduce the expediency of this option.</p> <p>We are exploring development of a business support programme across adjoining Local Authority areas to launch in Autumn 2015, to complement the City Deal and strategic shared service partnership (see Objective (6) below).</p> <p>Continue to deliver locality working with communities to enhance the vitality of village centres: Waterbeach (complete) and Gamlingay (work underway, with a proposed focus on economic development in the Neighbourhood Plan)</p>

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		<p>One of the businesses participating in the workshop programme has grown to employ 15 people.</p> <p>Destination Digital Connection vouchers have provided capital grants for hardware to enable 61 South Cambridgeshire businesses to connect to broadband.</p>	
<p>Develop action plan for the Northstowe Economic Strategy.</p>	<p>The Northstowe Economic Strategy was submitted with the planning application for Phase 2, which the Joint Development Control Committee recently resolved to grant permission (see objective 11 below).</p>		<p>The Economic Strategy will be developed as part of the town centre strategy, using regional growth funding.</p>
<p>Work with strategic partners to ensure effective collaboration on funding bids, allocations, and projects.</p>	<p>We continue to participate in delivering economic development benefits through partnership working with strategic partners such as the Greater Cambridge Greater Peterborough Local Enterprise Partnership (GC_GPEP) and the London Stansted Cambridge Consortium (LSCC). The LSCC has undertaken work on the Life Sciences sector and lobbied government for investment in the West Anglia rail line, and we are also participating in work to explore the potential for an Oxford to Cambridge rail link.</p> <p>The LEP has secured an additional £38 million of investment to support economic growth initiatives in the region, including a £16.6 million boost to the Growing</p>		<p>Develop the role of the LEP senior officer liaison group to include oversight of the delivery of European funding initiatives.</p> <p>We will submit an expression of interest to the local enterprise partnership (GC_GPEP: see below) to explore the possible designation of Northstowe as an Enterprise Zone.</p>

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	Place Fund, which provides affordable loan funding to overcome key barriers to growth, and improvements to the motorway junction at Stansted Airport.		
<b>Objective (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages</b>			
Continue to engage and empower local communities through the:			
Sustainable Parish Energy Partnership (SPEP) and community energy initiatives	<p>Work to install solid wall insulation to private homes through the cross county Action on Energy scheme, with funding from DECC's Green Deal Communities Fund, is progressing well. 771 quotes for work have been accepted countywide as of 29 July. The target for the end of September is 1000. In South Cambridgeshire, 134 quotes have been accepted, representing grant funding of £718,954. 85 jobs in the district have been passed for install with 51 of these now completed.</p> <p>Uptake for a parallel scheme to install energy saving measures in the Private Rented Sector, also funded by Green Deal Communities, is proving slow with landlords generally reluctant to undertake work which is not fully funded.</p> <p>Green Deal finance is no longer available to new applicants, following a recent review of energy efficiency policy at DECC. This is not expected to impact significantly on the Cambridgeshire schemes. Existing plans and approved applications, (including at least 17 in South Cambridgeshire through the Action on Energy scheme) will not be affected.</p>	<p>Properties with installation complete benefitting from warmer homes, fewer draughts and lower fuel bills.</p> <p>The eCoton group discount scheme resulted in 75 solar panel installations. The supplier also completed a cost-price installation of solar panels for Oakington Primary School.</p> <p>We have installed solar panels on over 2,000 Council homes, cutting fuel bills for tenants by up to half.</p>	<p>We are reviewing the operation of the SPEP initiative and will present an interim report to the Leader's Portfolio Meeting in September 2015.</p> <p>We are promoting a scheme run by the eCoton Solar Savers Group for South Cambs home owners to have their properties assessed for suitability to install solar panels, and then have them installed at a lower price that has been negotiated by the SPEP solar savers scheme.</p> <p>We will continue to work with the Action on Energy provider and carefully monitor the contract to sustain improved performance.</p> <p>1,000 more Council homes will be fitted with solar panels.</p>
Community Assets Register	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		Continue to promote the scheme through regular communication channels and work with local communities to maximise opportunities to use the Community Right to

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	<p>communities around the process.</p> <p>We are undertaking engagement work with parish councils to communicate the impacts of changes to government legislation governing the process.</p>		<p>Bid to protect important local amenities.</p>
<p>Implementation of the SCDC Localism Action Plan, including locality 'patch-based' working</p>	<p>Localism priorities and action areas agreed by Cabinet on 10 July 2014. Work underway to develop action plan.</p> <p>The Localism priorities agreed by Cabinet include an objective to set up Locality patches aligned to partners' delivery arrangements and include locality leads for SCDC front-line directorates.</p> <p>Following reorganisation of the Sustainable Communities &amp; Partnerships Team, Locality Development Officers for the North and South West areas have been appointed. An officer for the South-East area is being recruited.</p>		<p>Continue to develop and implement the Localism Action Plan.</p>
<p>Work with tenants to improve estate inspections and promote the Tenants' Community Chest project</p>	<p>We have made available Environmental Improvement Grant of £50,000 during 2015/16 for tenants to bid for to lead schemes within their communities.</p>	<p>Community Chest grant scheme has funded local improvement projects, including planting at Barton and Cottenham, and additional tools and materials for a residents' association to carry out voluntary gardening work in Impington.</p>	<p>Continue to promote the scheme through our regular communications such as at Tenant Participation Group meetings and Tenant Newsletters (due to go out again in the Summer edition).</p>

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<b>AIM B - We will work with partners to create opportunities for employment, enterprise, education and world-leading innovation</b>			
<b>Objective (5) Build new council homes to provide affordable accommodation to meet the needs of local communities</b>			
Develop refreshed Housing Strategy	This project has been delayed due to other priorities and staff recruitment.		Agree scope by October 2015, and aim to complete remaining March 2016.
Deliver actions from the New Build Strategy 2015-16 and prepare updated Strategy for adoption in 2016	<p>Construction of an exception site scheme at Swavesey providing 20 council homes for local people has begun.</p> <p>Planning permission for the construction of 15 properties at Hill Farm in Foxton has been granted. Land purchase is underway. Work towards tendering building contract via a partnering contract ongoing. Start on site expected January 2016.</p> <p>A call for sites has resulted in four potentially viable sites via the landowning public. Enabling advice being sought. Looking at 10 sites with major regional developer that would yield around 150 new homes over 2-6 years.</p> <p>Appraising 10 county owned exception sites with a view to take the most viable forwards.</p> <p>Development Project Officer post advertised and appointed to. Aim to deliver exception and windfall sites and ongoing project management of same.</p> <p>We are exploring the likely implications of the Chancellor's recent announcements on social rents on the delivery of the New Build Strategy. The Strategic Risk Register has been updated accordingly.</p>	<p>New tenant on the Chalklands, Linton, scheme, Katy Lester, said: 'It's great to have a place to call home. Everything in the house is brand new and finished to a high standard. I feel very lucky and look forward to building a new life for myself here.'</p>	<p>Work with County Council and regional developers ongoing to bring forward a number of exception sites and windfall sites. Three sites in particular are ongoing.</p> <p>Finalise a robust financial viability and governance model to move a pipeline of schemes forward under the HRA Business Plan</p> <p>Submit planning application for Batch 1 of garage sites (four sites – 11 homes) Begin appraising batch 2 (four sites – 10-homes) potential to provide up to 21 council homes over the next 3-4 years. Existing council homes at Gamlingay that are not fit for purpose to be demolished, providing 14 new energy efficient homes. Decanting underway and planning application imminent</p>
Provide and refurbish Gypsy and Traveller	Following delays arising from contaminated land issues requiring additional planning conditions, preparatory		All phases of the Whaddon site enhancement project are anticipated for

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sites	<p>work has now been completed at Whaddon and the site improvement project began in March 2015.</p> <p>Negotiations with the landowner for an additional site were unsuccessful; however, we have employed a new officer to a Gypsy and Traveller role within the Affordable Homes directorate who will help identify potential new sites.</p>		completion in December 2015.
<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 implementation programme	<p>The Executive board met in June 2015 to agree the next steps with regard to improvements to the A428/A1303 junction into central Cambridge to improve traffic flow and public transport access and consider potential measures to address Cambridge city centre congestion. Detailed project and consultation plans will now be developed.</p> <p>At this meeting the board also agreed to adopt a Skills Service for the Greater Cambridge area to facilitate connections between schools, colleges and employers, towards the City Deal objective to create an additional 420 apprenticeships in key areas of need of the first five years of the deal period and increase the general employability of young people.</p> <p>In August 2015 the board agreed a proposed route option for the Chisholm cycle trail for consultation, approved the choice of proposed strategic cross-Cambridge cycle schemes and the establishment of a Smarter Cambridgeshire workstream to enable innovative digital technologies to support the delivery of</p>	<p>The first tranche of government grant funding of £20 million was received in April 2015.</p> <p>City Deal grant funding has helped to create a Chief Executive post for the Cambridge Promotions Agency, which will promote the Greater Cambridge area to attract inward investment. The post has now been filled.</p>	<p>Consultation on six options for the A428/A1303 bus priority will commence in September 2015.</p> <p>A consultation will begin on the Chisholm Trail cycling route through Cambridge in late Autumn.</p> <p>The Smarter Cambridgeshire workstream will develop a number of digital projects, overseen by City Deal governance arrangements.</p> <p>The Skills Service will be launched at the start of the next academic year in September 2015.</p> <p>A target date to achieve a shared Housing Development Agency (HDA) service is April 2016. In the interim an HDA Board has been established, made up of senior officers from the partner local authorities, to oversee the</p>

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	<p>housing, skills and transport improvements and stimulate further economic growth.</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>transition to the full shared service.</p>
<p>Implement, monitor and review shared ICT, Building Control and Legal Services.</p>	<p>Cabinet agreed business cases for shared ICT, Building Control and Legal Services. Consultation with affected teams has begun.</p>		<p>These shared services will be implemented from 1 October 2015. They will collectively save SCDC, Cambridge City and Huntingdonshire councils £1.1 million, provide a seamless transition for customers and improve performance and resilience.</p>
<p>Review existing and explore new opportunities for shared services</p>	<p>We are working towards a shared waste service with Cambridge City Council (see item (8) below).</p> <p>A number of other services have potential for future collaboration and are being explored:</p> <ul style="list-style-type: none"> <li>- Growth and planning</li> <li>- Internal Audit</li> <li>- Finance and Procurement</li> <li>- Strategic Housing</li> <li>- Regulatory Services.</li> </ul>	<p>Existing shared service arrangements, including Payroll and the Home Improvement Agency (HIA), have increased service resilience and generated savings for the council and partners, whilst maintaining service levels.</p>	<p>The commercialisation programme and shared services initiatives are required to deliver savings of £50k in 2015/16 and £150k ongoing from 2016/17.</p> <p>Implement shared waste service with Cambridge City Council – see objective (8) below.</p>
<p>Agree accommodation strategy for South</p>	<p>The accommodation strategy is being developed through a ‘Working Smarter’ programme, which will</p>	<p>Existing partnership office space rental</p>	<p>EMT will be requested to endorse a Vision, Mandate and Programme Brief in August</p>

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Cambs Hall	oversee co-ordinated business change. The programme, which is currently being identified, brings together a number of current and planned initiatives relating to office accommodation, space sharing with partners, remote working and car park management.	agreements are generating income for the Council whilst improving collaboration between partners.	2015, following which the programme can be defined in detail.
<b>Objective (7) Move to a commercial approach to service delivery</b>			
Deliver commercialisation programme	<p>EMT approved business cases for six commercialisation projects, which are now underway:</p> <ul style="list-style-type: none"> <li>- Business Hub: see objective (3) above</li> <li>- In-house enforcement agents: cost-benefit work underway.</li> <li>- Trade waste expansion – see objective (8) below.</li> <li>- Housing Development Vehicle – Re-shaped as a shared service with city and county councils as a result of City Deal funding – see objective (6) above.</li> <li>- Energy company: Solar roof panel contract awarded to Mears.</li> <li>- Specialist Housing Support – see Objective (9) below.</li> </ul> <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</p>		We will continue to progress the six projects towards full business cases, in order to inform future service and financial planning. The commercialisation programme and shared services initiatives are required to deliver savings of £50k in 2015/16 and £150k ongoing from 2016/17.
Review current commercial activities and skills.			
Invest in further developing commercial skills.			

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	Development Programme, to introduce commercial principles and explore how they can be reflected in everyday behaviours.		
Implement the SCDC Trade Waste Business Plan and Strategy	<p>A project is underway, as part of the Commercialisation Programme, to expand trade waste commercial opportunities.</p> <p>We have carried out a weighing programme to identify types of products and customers that may incur excess waste.</p> <p>Mapping of the data is now being undertaken and cross matched to provide statistical information to complete the second stage of the project.</p>		We will explore route optimisation via new Powersuite programme and agree a customer mapping programme.
<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>Cambridge City &amp; SCDC have appointed a Waste Operations Manager and Waste Policy, Change and Innovation Manager for the single service.</p> <p>The Head of Shared Waste position has been re-advertised.</p>		The shared waste project is proceeding according to an agreed milestone plan, with a detailed implementation plan with financial implications to be agreed by the newly-established Shared Waste Board. It is anticipated that the Shared Management Team recruitment process will be complete in Autumn 2015, with implementation of the new service around October 2015.
Work with partners to ensure 65% or more of the waste we collect in your bins is diverted	We are preparing an options report for a wholly-owned local authority Joint Delivery Vehicle.	Overall recycling and composting performance has been	Options for a Joint Delivery Vehicle will be submitted to the Shared Waste Board in

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from landfill.		maintained – see Appendix B for details.	<p>December 2015.</p> <p>Detailed route optimisation proposals across county waste partners will be considered by the senior officer steering group.</p> <p>We will continue to promote recycling through the residents' magazine and other initiatives.</p>
<p><b>AIM C - We will make sure that South Cambridgeshire continues to offer an outstanding quality of life for our residents</b></p>			
<p><b>Objective (9) Work with GPs and partners to link health services and to improve the health of our communities</b></p>			
Continue to deliver Community Transport initiatives	We are carrying out a marketing and communication exercise to increase Bikebus usage further prior to a review of the scheme's funding in Autumn 2015.	<p>Demand is rising for Community Transport schemes addressing rural transport problems:</p> <p>Royston and District Community Transport has secured funding, partly from SCDC, to purchase a new minibus to help local people get out and about via pre-booked journeys and group outings. Such services provide a lifeline for many isolated people, helping them to get out and about and to retain their independence.</p>	<p>We will develop a transport strategy for the council.</p> <p>Area M (villages north of Royston) – we were involved in the community engagement and support for parishes during the consultation between January - March. The outcome of this work is being finalised by the county council.</p> <p>Area G (Cambridge city and villages South-west of Cambridge) – we worked with the villages to come up with solutions. The alternative routes have been tendered by CCC.</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		<p>Meldreth’s Friendship Club and other elderly have agreed a monthly service to Letchworth for shopping and a weekly service connecting them with local amenities at Meldreth, Melbourn and Shepreth.</p> <p>Care Network has helped set up three new community car schemes.</p> <p>A new demand-responsive service launched in June 2014 covering villages in the south-west of the district.</p>	
<p>Work with GPs and the Local Health Partnership to begin implementation of the SCDC Health &amp; Well-being Plan.</p>	<p>Work has continued to develop the Active &amp; Healthy 4 Life exercise referral scheme, which operates in sports centres across the district, providing tailored exercise programmes for patients referred by health professionals registered with the scheme. Administration and co-ordination of the scheme has been undertaken in house since September 2014, and a programme of regular contact with sports centre staff and GP surgeries is underway. An additional centre in Girton has been brought into the scheme, bringing the total to ten. The first phase of a transition to electronic registration of client details is complete.</p>	<p>We have run successful children’s holiday camps in sports such as Athletics (average 97 attending per summer session), Netball (52) and Rounders (36).</p> <p>We have awarded elite athlete funding to eight individuals totalling £3,300.</p> <p>Feedback from a</p>	<p>Continue work to deliver and review action plans.</p>

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Action	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
		resident benefiting from the GP referral scheme explained how it had 'given me the motivation to improve my health'.	
Begin implementation of the SCDC Ageing Well and Children, Young People & Families plans.	The priorities agreed by Cabinet (see above) included commitments to develop 'Whole Systems' approaches and design services together. SCDC is actively contributing to the Clinical Commission Group's (CCG) procurement process for older people's services, and to the newly formed Cambridgeshire Executive Partnership Board that will oversee the older people's contract and Better Care Fund.		CCG Older People's services contract Lead Provider named as Uniting Care Partnership (October 2014). Awaiting detailed opportunities to undertake joint commissioning and delivery as contract mobilisation is completed in next 6 months.
Investigate options for a tenure neutral service supporting older and vulnerable people within the district.	This project has been delayed due to the unavailability of key staff.		Project to resume from September 2015. Revised target completion date March 2016.
<b>Objective (10) Ensure the impacts of welfare reform are managed smoothly and effectively</b>			
Continuously monitor the impact of the government's welfare reform programme	Council (29 January 2015) agreed to retain the current LCTS for 2015/16, subject to minor amendments required to comply with new Statutory Regulations.	The Benefits Team has received an unqualified audit report. Of £30 million paid in housing benefit to around 7,000 households last year, the adjustment required to the return was below £200.	The annual review of the Localised Council Tax Support Scheme will take place in Autumn 2015.
Implement Universal Credit and plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTS) for 2016/17	The Housing and Benefits teams are undertaking preliminary analysis of the implications for the council and its customers of the Welfare Bill.	The Council maintained	Monthly monitoring of the tax base and collection rates will continue, seeking assurance that the scheme continues to be affordable.  The Council is planning for the implementation of Universal Credit, which

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		performance in respect of key indicators relating to rent and Council Tax collection between April – June 2015 – see Appendices B-C for full details.	will be fully implemented by the end of 2019.
<p><b>Objective (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14</b></p>			
<p>Work with development partners to ensure delivery of major developments and A14, A428 and other transport improvements:</p>			
Northstowe Phase 1	Phase 1 earth works, improvements to the B1050 and construction of the first Primary School have commenced. We are continuing to work with the county council and developer on a community access agreement for the primary school and community centre design.		<p>We have received the Discharge of Conditions schedule for key elements of Phase 1 including the local centre, green separation, sports strategy and signage. Major elements of the schedule will be presented to the Joint Development Control Committee for agreement.</p> <p>The Primary School and Sports Hub will be completed in 2016/17 and 2017/18 respectively, and we anticipate 325 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		<p>A consent will be issued later in 2015.</p> <p>We will conclude a Planning Performance Agreement by December 2015.</p> <p>Construction of Phase 2 is expected to</p>

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	20% affordable housing.		commence in 2018.
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.	Development of sections of the Trumpington Road site within SCDC is underway. Walking and cycling routes are in place across the southern fringe sites.	There were 129 housing completions at Cambourne during 2013-2014, 31 north of Impington Lane, Impington, 24 at Powells Garage, Great Shelford, and 16 at Orchard Park.	<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 during 2015, subject to issues around the viability of the site being addressed.</p> <p>We have received an Outline planning application for 3,250 dwellings, employment areas, schools, sports and community facilities, retail and associated infrastructure at Cambourne West, which we expect to determine in late 2015.</p>
Continue to progress the Local Plan to adoption	<p>Following notification of the proposed suspension of the SCDC and Cambridge City draft local plans, we have submitted a joint response to the Planning Inspector outlining a proposed schedule of additional work to address the concerns raised. The Inspector has replied that the proposed work provides a sound rationale and has formally suspended the Local Plan process to enable this additional work to take place.</p> <p>We have commissioned independent advice on how we</p>	636 net additional dwellings were completed over the last monitoring period (2013-2014).	<p>The outline timetable for the further work envisages additional work being undertaken ready for public consultation between November 2015 – January 2016, and submitting the outcome to the Inspector in February 2016.</p> <p>The Inspector has agreed the Councils' proposed timetable and indicated that she will publish an outline timetable for the</p>

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	<p>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 <a href="#">Planning Portfolio Holder</a>. 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>remainder of the Local Plan examinations in autumn 2015 with a full programme to follow as soon as possible after February 2016.</p> <p>We intend to carry out a revised Gypsy and Travellers Accommodation Needs Assessment with adjoining authorities, which would be completed in 2016.</p>
<p>A14 and A428 upgrades</p>	<p>The Development Consent Order for the A14 Cambridge to Huntingdon improvement scheme was accepted for examination by the Planning Inspectorate in January 2015. A six-month examination of the Development Consent Order for the scheme is now underway and must be completed by 13 November 2015.</p> <p>The Department for Transport Road Investment Strategy includes an A428 Black Cat to Caxton Gibbet improvement scheme, linking the A421 to Milton Keynes with the existing dual carriageway section of the A428 to Cambridge. It envisages that the scheme would commence late in the period 2015 to 2020.</p>		<p>The A14 inquiry is under way and the Council is making representations as appropriate.</p> <p>Network Rail has submitted a new planning application for Cambridge North Station, which the Joint Development Control Committee resolved to grant planning permission on 19 August 2015.</p>
<p><b>Objective (12) Increase the range and supply of temporary accommodation to help minimise the use of bed &amp; breakfast accommodation for homeless households</b></p>			
<p>Implement actions in Homelessness Strategy</p>	<p>Performance has been affected by the closure of the Homefinder Scheme, which assisted single homeless people not in priority need. The sub-regional Single</p>	<p>The Council helped 36 households to prevent homelessness during</p>	<p>Consider the likely impacts of the Welfare Bill and government announcement on social rent reductions on the homelessness</p>

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	<p>Homeless Service is now being used and work is underway to ensure this meets the needs of the district. An increase in preventions is anticipated once this is established.</p>	<p>the first quarter of 2015/16. 53 households were in temporary accommodation at 30 June 2015.</p> <p>Average monthly expenditure on Bed &amp; Breakfast accommodation reduced from £2,075 during 2013/14 to £919 for 2014/15.</p>	<p>service (the Strategic Risk Register has been updated accordingly).</p> <p>Consider options for moving hostel provision to the redeveloped site at Robson Court.</p> <p>Review the strategy.</p> <p>The Gold Standard self assessment indicated some continuous improvement that we could make, including changing the way we provide written information to clients and improvements to web pages.</p>