

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER FOUR / YEAR-END 2016-2017

Action - related PIs also listed where relevant	What we did to achieve this objective	Outcomes – What we achieved	What is still left to do
LIVING WELL			
Objective (A) - Support our communities to remain in good health whilst continuing to protect the natural and built environment.			
<p>(i) Proactive intervention to improve mental health and emotional wellbeing for all</p>	<p>Carried out physical activities and sports programmes.</p> <p>Recruited and trained a number of workplace Health and Wellbeing Champions who have carried out a programme of initiatives to support this, including a mental health lunchtime event and well-being seminars.</p> <p>Established a Member Task and Finish Group to understand and tackle social isolation.</p>	<p>Over 100 young people with learning difficulties or physical disabilities enjoyed our annual athletics event in June 2016. Pupils aged between 10-19 from across Cambridgeshire took part in a range of activities including relays, shot-putting and sprinting.</p> <p>Indoor Athletics Plus event held at Cambourne School in October 2016 enabled over 90 young people to participate in a range of athletic events. 15 young leaders from Cambourne School assisted on the day.</p> <p>Well-attended sports camps, including:</p> <ul style="list-style-type: none"> - Netball: 392 children aged 7-15 - Athletics: 340 children aged 7-15 - Rounders/Kwik cricket: 30 children aged 7-15 <p>368 children, young people and adults participated in Paddleboarding between May and September 2016.</p> <p>Women’s netball league: 120 women in</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific projects will include:</p> <ul style="list-style-type: none"> - Supporting parishes to develop community-led activities for older children and local initiatives to improve mental health. - Local Health Partnership to develop an action plan on tackling social isolation, including work to pilot a partnership-led social prescribing project. - Elected member task and finish group to understand and tackle loneliness: evidence-gathering, report and recommendations. - Working with parish councils to host an event in the Autumn to share good practice in relation to local community-led mental health initiatives.

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		15 teams from October to March 2017.	
(ii) Support our residents to stay in good health as they grow older, with access to the services they need	<p>Funded Mobile Wardens grant scheme, supporting 12 schemes in 2016/17.</p> <p>Carried out handyperson scheme contract (Age UK)</p> <p>Continued to provide Active and Healthy 4 Life scheme in partnership with local sports centres.</p> <p>Worked with Cambridgeshire Celebrates Age to publicise local activities for older people.</p> <p>Close working with Clinical Commissioning Groups and NHS England to improve GP access in new communities.</p> <p>Locality meetings have focused on topics put forward by the parishes themselves around local transport and older people's initiatives.</p> <p>Launched handyperson scheme for council tenants.</p>	<p>Disability Huntingdonshire, with funding from our Service Support Grant scheme, has helped local people access advice, information and support. A Longstanton resident, supported to apply for Employment and Support Allowance, said 'If I hadn't got this benefit I would not have been able to survive.'</p> <p>Active and Healthy 4 Life GP exercise referral scheme has seen 272 clients starting the scheme and 112 completing a course during the year (some clients will complete during the next financial year).</p> <p>The mobile wardens scheme has helped support over 250 local residents across 12 schemes in 22 villages.</p> <p>Between April and December 2017, 191 residents were supported by the Handyperson Service, which is delivered on our behalf by Age UK (countywide contract).</p> <p>Handyman scheme has assisted over 100 households, mainly inhabited by older residents.</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific projects will include:</p> <ul style="list-style-type: none"> - Further promotion of the Active and Healthy 4 Life scheme, especially with GPs. - £19k funding awarded the mobile wardens grant scheme 2017/18. - Continue engagement with Health Watch to highlight the issues regarding delivery of primary care in new communities. - Update the SCDC community transport directory.

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<p>(iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live</p> <p>Related PIs:</p> <ul style="list-style-type: none"> • Satisfaction with local environmental quality • Satisfaction with waste services 	<p>Crime and Disorder Reduction Partnership (CDRP) 2016-17 priorities agreed: Work together to (1) Protect the vulnerable (2) Tackle dwelling burglary (3) Improve our understanding of our increasingly diverse communities and build community resilience.</p> <p>Successes against the 2016-17 action plan included:</p> <ul style="list-style-type: none"> - Promotion of “good neighbours stop rogue traders” message - Crime prevention events at five villages (more events planned) - Recent victims of scams supported through partnership activity, which also revealed a hoarding issue (seven bags of scam letters retrieved from property) - Community safety event held in March 2017 for parish, Neighbourhood Watch and community representatives - Tough Love project - 29 performances in total, 17 in City and South Cambs secondary schools (all South Cambs schools hosting at 	<p>Successful delivery of Parklife 2016 – 5,000 visitors</p> <p>2016 CDRP Strategic Assessment showed that crime levels are low in the district and remain among the lowest nationally.</p> <p>75% of residents satisfied with local environmental quality, based on 558 responses to 2016 survey. We are working with the Shared Waste Service to identify priority actions to address concerns and improve satisfaction. 57% saw dog fouling, 53% litter and 34% fly tipping as issues.</p> <p>The Shared Waste Service have contracted the clean up of the A10 and supported over 40 community litter picks in 2016/17, helping Parish Councils and community groups by lending equipment and arranging pickups of the litter collected.</p> <p>Sustainable Parish Energy Partnership (SPEP) thermal cameras loan scheme relaunched with local radio and TV coverage. Seven training sessions held. 18 residents newly trained to use thermal imaging cameras. Cameras lent out 38 times, and used to survey 54</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific projects will include:</p> <ul style="list-style-type: none"> - Delivery of CDRP partnership 2017-2018 Action Plan. - Development of Northstowe Phase One Sports Pavilion and Community Centre - Implementation of the Playing Pitch and Indoor Sports Facility strategies will enable the delivery of appropriate sporting facilities, thus helping communities to remain in good health. - Further encouragement and facilitation of sharing of good practice between parish councils. - Based on the importance of our Street Cleansing service to residents, we are reviewing the service in 2017 to ensure it achieves the best outcomes for the resources available. - Continue delivery of the Northstowe Healthy New Towns programme through: - Using the results of the research into older people's housing to assess the need for specialist

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	<p>least 1 performance), 8 in community settings, 2 in Further Education settings and 2 held for professionals.</p> <p>Participation in Northstowe Healthy Town initiative, forging an effective partnership with Cambridgeshire County Council, the HCA, Cambridge University research teams, Public Health, CUHT, CPFT and the CCG.:</p> <ul style="list-style-type: none"> - Applied expert knowledge from within the partnership to various aspects of the planning process, such as response to the draft Phase 2 Design Code, to ensure that health and wellbeing is promoted through the built environment - Assembled a team of analysts to predict the health needs of Northstowe's population in order to plan for the care that will be ultimately be delivered from the new Health Hub - Commissioned research into the need for specialist housing for older people across the district up to 2036 <p>Endorsed Playing Pitch and Indoor</p>	<p>properties.</p> <p>Initial Tough Love feedback showed there had been a full disclosure regarding a domestic violence incident, leading to additional support being offered.</p> <p>Around £600,000 has been paid to 20 of our Parish Councils during the last year (from developments approved in previous years) to help fund a number of projects including Phase 2 of Willingham play area project.</p> <p>Completed Green Deal Communities Scheme works have resulted in 179 external wall insulation installations, eight properties receiving loft insulation, one boiler replacement and six internal wall insulation installations in South Cambridgeshire (total 187 properties receiving works, subsidised with approximately £1m of national funding)</p> <p>Facilitated 63 Community Chest grants to community groups and parish councils totalling over £79,000 (76 grant applications processed)</p> <p>Managed service support grants to the voluntary and community sector totalling</p>	<p>housing in Northstowe and facilitate its delivery in 2017/18</p> <ul style="list-style-type: none"> - Using the results of the health needs analysis to generate a new model of care for the delivery of health services in Northstowe - Continue to influence the nature of the development at Northstowe in accordance with Healthy New Town principles. <p>Worked with Parish Councils to secure around £3m of developer contributions that will be payable to Parish Councils in future years to fund improvements to recreation grounds, pavilions, play areas and village halls.</p> <p>Secured physical infrastructure from larger developments including land for creation of a new 2.6 hectare recreation ground in Swavesey.</p>

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	<p>Sports Facility strategies for SCDC and Cambridge City Council.</p> <p>Signposted parish councils and community groups to various bodies that provide funding and governance advice. e.g. Community Business Bright Ideas Fund.</p> <p>Successful networking event for groups engaging in youth work (November 2016) and development of case studies booklet</p> <p>Actively participated in the organisation of the Cambridgeshire Parish Council Conference 2016: Stronger Together, ensuring that South Cambridgeshire parishes were engaged as presenters and participants</p> <p>Welcome packs ready to distribute to new residents at Northstowe (available online also).</p> <p>Introduced contingency arrangements for monthly management of council’s network of air quality monitoring diffusion tubes.</p> <p>Established air quality monitoring network for Low Emission Strategy for</p>	<p>£134,000. With the help of our service support grants, the voluntary and community sector has:</p> <ul style="list-style-type: none"> o brought in £2m in welfare benefits to our residents (mid-year figure) o provided advice to 1,880 residents (mid-year figure) o Community Awards 2016/17 held in March 2017 to recognise and celebrate over 60 local individuals, groups and businesses. <p>Delivered:</p> <ul style="list-style-type: none"> - £10k grant programme to local homelessness and domestic violence charities: specialist support provided to over 180 people - £50,000 Environmental Improvement Gant programme for council tenants: completed 41 projects. <p>Secured an additional £280,000 for 2017/18 to 2018/19 to ensure that Northstowe is a healthy town, including rethinking how health and care services</p>	

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	<p>Northstowe phase 1 development.</p> <p>Covell's Drain bank improvement scheme completed.</p>	<p>can be delivered.</p>	
(iv) Support local businesses to improve the health of their employees	<p>Local Health Partnership mental health training for frontline staff on ways to work effectively in understanding and dealing with behaviour related to mental health issues (58 attended across partners, including contractors).</p> <p>Science Park new development – secured agreement with applicant to install 4 electric charging pillars for 8 vehicles in support of policy to reduce emissions from proposed use.</p>	<p>Businesses reporting improved employee health outcomes and associated business benefits will constitute success against this measure.</p> <p>Healthy options scheme rolled out to seven businesses.</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific projects will include building a network of 'Mindful Employers' to support improved mental health.</p>
(v) Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity	<p>Developed a multi-agency 'Lead Professional' approach to put in place referral, case management and information sharing processes to improve outcomes for vulnerable elderly people across the county.</p>	<p>Together for Families programme helping families in the district (177 families living in the district are on the Together for Families Programme).</p>	<p>This remains a priority within the Corporate Plan 2017-2022, as part of which we will continue to implement the 'Lead Professional' project.</p>
(vi) Improve existing private rented housing standards to ensure everyone can be safe and healthy at home	<p>DECC Fuel Poverty and Solid Wall Insulation Projects now completed.</p> <p>Dedicated Environmental Health Officer enforcing private sector housing standards.</p> <p>Investigating assured advice partnership</p>	<p>112 homes have been insulated via the DECC schemes creating a reduction in fuels cost and carbon footprint in the SCDC area.</p> <p>Landlord advice pack developed to help with regulatory compliance and best</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific projects will include:</p> <ul style="list-style-type: none"> - Exploring new approaches to the Private Sector Stock Condition Survey to provide more cost-effective methods of gathering

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	<p>with federation of estate agents.</p> <p>Community events to help residents find out how they can make their homes warmer and cheaper to run took place in Abington and Fowlmere.</p> <p>Investigating the development of Primary Authority Partnership with landlords (following the Primary Authority Model for businesses – see Ci below)</p>	<p>practice.</p> <p>Developed and signed up to a Hoarding Protocol and prioritised supporting improvements for hoarders with partners.</p> <ul style="list-style-type: none"> - Currently 35 known premises that meet hoarding criteria in the district. Officers are engaging with 7 new cases identified since Nov 2016. - Range of actions from informal arm's length support to involvement with health & wellbeing partners through to formal enforcement notices. - Each case assessed individually by the Cambs Hoarding group to ensure actions are appropriate and proportionate to address issues. 	<p>relevant data.</p> <ul style="list-style-type: none"> - Moving to a multi-agency intelligence-led approach to identify and address potentially substandard housing. - SPEP Eco Homes event to encourage people to open their homes and discuss energy saving measures with other interested people.
HOMES FOR OUR FUTURE			
Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities			
(i) Influence developers to increase the pace of housing and infrastructure construction, including delivery of affordable	We issued planning permissions for 6,675 new homes during the year, with a further 3,000 subject to the conclusion of Section 106 legal agreements with developers.	671 net additional dwellings were completed in South Cambridgeshire during 2015/16 (the last full year for which verified monitoring data is available). This is less than in 2014/15 (1,369) but 86 more dwellings than	<p>This remains a priority within the Corporate Plan 2017-2022, as part of which we will:</p> <ul style="list-style-type: none"> - Create a framework for the future development of Waterbeach New

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<p>housing</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • PI around Affordable Homes delivery • Planning determination time performance • Developer Delivery performance 	<p>Planning Committee agreed revised arrangements under which half of the Northstowe second phase will be sold or rented below market rates (40% Starter Homes and 10% Affordable Rented Homes).</p> <p>North-West Cambridge site agreement with Cambridge University completed, which captures operational and administrative arrangements for the first Underground Bins Waste Collection Scheme in Cambridge City and South Cambridgeshire. This is believed to be the largest such scheme of its type in the UK.</p>	<p>predicted in the housing trajectory included in the previous monitoring report. 129 affordable homes were completed, 22% of which (28 units) on rural exception sites. On sites of two or more dwellings where the Council's affordable housing policy (HG/3) applies, 38% of dwellings permitted were affordable.</p> <p>The number of properties on Banding lists for Council Tax increased by 518 between 27 March 2016 and 23 March 2017.</p> <p>An estimated 151 affordable homes were completed during 2016/17.</p> <p>The first homes at Northstowe were occupied in April 2017 and more buyers are due to move into the new over the coming months, with over a quarter already reserved.</p> <p>The implementation of an improvement plan for development control has resulted in 94% of major applications and 87% of non-major applications being determined within nationally imposed timeframes between July 2016 – March 2017, in excess of the target of 80% and a substantial increase upon the figure for the two years to September 2016.</p>	<p>Town and Bourn Airfield</p> <ul style="list-style-type: none"> - Continue to develop strategic sites e.g. Northstowe, Cambourne West - Lead a corporate project to increase supply of new permissions and homes. - Take forward the Self-Build initiative (see Bii below), and - Through proactive development management and the receipt of the Inspector's report, achieve a five-year housing Land Supply. <p>We estimate that 804 additional housing units will be completed by 31 March 2018.</p>

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<p>(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes</p>	<p>During the year we have:</p> <ul style="list-style-type: none"> - Identified around 100 self build plots (subject to planning) on council land for onward sale to support our Right to Build Vanguard work and return capital into the affordable homes development programme for future council new build - Supported private self builders with schemes on their own land - Started work with Planning to create a self build planning policy statement - Gained planning permission for a 14 home scheme on SCDC land in Gamlingay – including 4 market sale homes - Contracted with developers to provide 33 new build homes during 2017/18 in Great Abington (8), Balsham (13), Waterbeach (9) and Longstanton (3). - Researched the use of modular construction 	<p>First two Self-Build plots have planning permission and are being marketed and sold</p> <p>A rolling programme of circa £5-6m per annum including spend of Right to Buy Receipts to build new council homes</p> <p>Further applications coming with around 10 plots at pre app stage with planning</p> <p>Recruitment of Self/Custom Build Regional Manager</p> <p>Hosting regional events for self build applicants and other Local Authorities – well attended reaching 400+ attendees. Over 600 applicants on Self-Build register.</p> <p>Successful handover and occupancy of new council homes.</p> <p>On site construction of shared ownership and market sale homes – a new product for SCDC – with successful tender for sales & marketing services to maximise sales speed and values</p> <p>A rolling programme of circa £5-6m per annum including spend of Right to Buy Receipts to build new council homes</p> <p>Recent HRA funded developments completed at Swavesey (20 units), Linton (4) and Foxton (15). With the acquisition of street properties, we built</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific projects will include:</p> <ul style="list-style-type: none"> - Offer a regional service to other local authorities, acting as the self-build ‘hub’ for registers and events locally and regionally - Help communities to form local groups, such as Community Land Trusts, to deliver affordable housing for local people - Delivery of additional affordable homes through the Housing Development Agency - Taking a lead role within Combined Authority on housing – with a £100 million housing fund to be invested over the next five years to build more homes across combined authority area. - Greater focus on modular construction how this might be resourced - Second modular scheme – on SCDC land – to enable modular contractor framework to be run resulting in a framework of fully market tested modular contractors with winning contractor building out 6-8 unit scheme.

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		<p>and acquired 52 new council homes during the year.</p> <p>Pilot ‘proof of concept’ scheme constructed and assessed and sold on with profit into General Fund – begin 2018.</p> <p>We achieved a net gain for Council homes during the year of 17.</p>	
(iii) Continue to progress the Local Plan to adoption	<p>Joint Local Plan examination hearings for SCDC and Cambridge City took place throughout the year.</p> <p>The Planning Policy team submitted written statements on 10 main topics, in hearings that took around 200 hours of SCDC Officer time.</p>	<p>Council approved modifications to the Draft Plan to increase the pace of delivery on strategic sites and make provision for the further expansion of the Cambridge Biomedical Campus.</p> <p>Finding of a “sound” plan by inspector, through which the Council will be able to demonstrate a Five-Year Housing Land Supply, will ultimately constitute success against this measure.</p>	<p>This has been retained as an objective within the Corporate Plan 2017-2022.</p> <p>Subject to the Inspectors’ timetable, the final Plan is likely to be ready for adoption in Spring 2018.</p>
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities	<p>12 neighbourhood areas have been designated, with Neighbourhood Plans (NPs) being prepared for these areas, most recently at Stapleford and Great Shelford.</p> <p>Training events have been held to support Parish’s preparing NPs.</p> <p>A Member Task and Finish Group has prepared a 'Standard Offer' setting out how the Council will fulfil its statutory duty to advice and assist parish councils</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so.</p> <p>During the year we worked with 18 Parish Councils, holding 13 meetings and a Policy writing training workshop to support Parish Councils working towards their Neighbourhood Plans.</p>	<p>This objective has been retained as a continuing priority as part of the Corporate Plan 2017-2022.</p> <p>Recommendations from the Member Task and Finish Group will be presented to the Planning Portfolio Holder and Cabinet for adoption in July 2017.</p>

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	preparing neighbourhood plans.		
<p>(v) Find solutions for people facing homelessness</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • Households in temporary accommodation • Households helped to avoid homelessness • B&B spend • % Discretionary Housing Grant paid 	<p>Worked in partnership with Chartered Institute of Housing (CIH) to review homelessness in the District.</p> <p>Reviewed the Private Sector Leasing (PSL) scheme and set up a new in-house scheme.</p> <p>Positive feedback from CIH review of homelessness, identifying ‘strong and resilient leadership at a corporate and service level and an effective culture of preventing homelessness...’</p> <p>Worked in partnership with other districts/ city to secure Trailblazer funding from Government to increase homeless prevention and encourage other agencies to view homelessness as the unacceptable outcome.</p>	<p>126 households helped to prevent homelessness during 16/17.</p> <p>Homelessness is increasing but the Council has managed to have just 60 households in temporary accommodation at end of the year and has kept B&B spend to a minimum.</p> <p>101% of Discretionary Housing grant paid by year-end, helping to mitigate the risk posed by welfare reform and homelessness.</p> <p>£80k of Discretionary Housing grant was allocated to applicants who are likely to be adversely affected by the reduced benefit cap.</p> <p>(Full commentary on these indicators set out in Appendix B)</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific actions will include:</p> <ul style="list-style-type: none"> - Produce new Homeless Strategy for 2018 - Prepare for introduction of Homeless Reduction Act (expected April 2018, but date not yet confirmed) - Implement Shire Homes PSL scheme.
<p>(vi) Secure a viable future programme for our Council houses</p>	<p>Following the reduction in rental income between 2015-2019 we sought alternative funding streams into the Housing Revenue Account (HRA). Via our Right to Build Vanguard work we have commenced a programme of HRA-owned land plots for sale through the system approved by Cabinet in July 2016 (see B(ii) above). The capital receipt from plot sales will from 2017 establish a growing capital spend that can be matched with Right to Buy receipts to focus on exception site</p>	<p>Achieved a viable 30 year business plan for the Housing Revenue Account ensuring services can be maintained for the 10,000 people living in council properties.</p> <p>Estimated annual budget circa of £5-6m including right to buy receipts and commuted sum spend to deliver new homes.</p> <p>For details of new housing schemes, see B(ii) above.</p>	<p>This objective has been retained as priority within the Corporate Plan 2017-2022. We will continue to take an innovative approach to generating income, such as the sale of council land for self-build, and explore new ways of working more efficiently with Cambridge City Council, as part of the development of a joint Housing Strategy.</p> <p>We will also take forward proposals to joint working with Cambridge City Council, for our housing departments,</p>

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	<p>council new build from 2017 onwards.</p> <p>Review of the HRA Business Plan has identified savings for 2017/18 and 2018/19 towards the £250k target.</p>		<p>including the procurement of a joint IT system for housing management.</p>
CONNECTED COMMUNITIES			
Objective (C) Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity			
<p>i. 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>Related PI(s):</p> <ul style="list-style-type: none"> • Planning determination times performance • Development Delivery Agreement performance 	<p>Officers in Planning and New Communities have supported the City Deal Team to deliver the transport infrastructure investment programme, which advanced significantly throughout 2016/17. Schemes included:</p> <ul style="list-style-type: none"> - Cambridge Access (to alleviate City Centre congestion) - Histon Road Bus Priority - Milton Road Bus Priority - A428, A1307 and A10 corridors - Western Orbital 	<p>The A10 foot and cycle way, connecting the village of Melbourn to the A10 cycleway via a 2.5km-long cycle path, opened on 15 March 2017, helping to deliver continuous high quality cycle way from Cambridge to Royston.</p> <p>The Housing Development Agency completed 264 units during 2016/17, including schemes in Swavesey, Foxton and Linton.</p>	<p>The Corporate Plan 2017-2022 retains an objective to support the delivery of City Deal and Combined Authority transport, housing, technology and skills programmes. Specific projects will include:</p> <ul style="list-style-type: none"> - Progress of transport infrastructure schemes - Agreement of future investment strategy for Tranche 2 and beyond - Combined Authority Housing and Strategic Planning workstreams
<p>ii. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307</p>	<p>Cabinet agreed a response to the Highways Agency’s A428 Black Cat to Caxton Gibbet Route Options Consultation, favouring the ‘Orange Route’ option nearest to the existing</p>	<p>The A14 improvement scheme is underway and will be complete in March 2021.</p> <p>The new Cambridge North station at</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific actions will include:</p> <ul style="list-style-type: none"> - Response to the Highways

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<p>improvement proposals, the M11 corridor and an East-West rail link</p>	<p>road.</p> <p>Following consultation on plans to create new bus and cycleways between Cambridge and Haverhill, the City Deal Executive Board agreed to carry out further technical work on a series of options, including a new park and ride site near the A11 and road safety enhancements between Linton and Horseheath.</p> <p>We have joined the East-West Rail Consortium to ensure SCDC participation on this important project.</p>	<p>Chesterton opened on 22 May 2017.</p>	<p>Agency's preferred A428 route option, due to be announced in summer 2017.</p> <ul style="list-style-type: none"> - A1307 consultation on preferred options, to commence in September 2017. - Contributing to the Cambridgeshire and Peterborough Combined Authority transport infrastructure workstream, including improvements to the A10 and the London to King's Lynn rail line.
<p>iii. Continue to sell the South Cambs economic success story, influencing strategic partnerships and investment partners in Government and Business, both nationally and internationally</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • % of NNDR collected 	<p>Contributed to the establishment of the Shadow Combined Authority prior to the election of the new Mayor in May 2017.</p> <p>Council agreed proposed modifications to the Local Plan which would allow the Cambridge Biomedical Campus to expand.</p> <p>Engagement with London-Stansted-Cambridge Consortium (LSCC) on corridor-based growth.</p> <p>Officers from Planning and New Communities have collaborated with Cambridge University and Cambridge Ahead around future growth and the development of a non-statutory spatial plan.</p>	<p>The successful implementation of a devolution deal which will deliver significant investment in infrastructure and skills and the transfer of central government powers locally.</p> <p>SCDC led the housing workstream for the Combined Authority, securing a £100 million housing fund to be invested over the next five years, delivering 3,000 affordable homes in Cambridgeshire and Peterborough.</p> <p>The Combined Authority will unlock £600 million for infrastructure investment and £170 million for housing across Cambridgeshire and Peterborough.</p> <p>We collected over £77 million of Business Rates, 99.46% of the total</p>	<p>The Corporate Plan 2017-2022 contains objectives to:</p> <ul style="list-style-type: none"> - Support the delivery of City Deal and Combined Authority transport housing, technology, and skills programmes, and - Take a stronger leadership role in shaping economic growth for the area, through the development of shared economic strategies with partners. <p>SCDC commissioned to lead on the delivery of the housing programme for the Combined Authority.</p> <p>Work with the LEP to produce an updated Strategic Economic Plan for Cambridgeshire and Peterborough,</p>

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		amount collectible.	<p>from which the economic growth strategy for Greater Cambridge will emerge.</p> <p>Continued involvement with Local Enterprise Partnership to deliver Enterprise Zones in Cambourne, Northstowe & Waterbeach.</p>
<p>iv. Support 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>Supported set up of South Trumpington Parish Meeting, including training for local residents, support to access funding and facilitation of first meeting.</p> <p>Launched a You Tube video explaining to communities how they can list important local amenities as Assets of Community Value, and how they might finance subsequent buy-out of these assets into community ownership. This has been viewed 420 times.</p> <p>Establishment of Repair Cafés supported by the Council and local charities Cambridge Carbon Footprint and Transition Cambridge. The repair café network aims to help tackle the rise of the throwaway culture by reducing the number of items going into the waste stream, whilst also saving people money and preserving traditional repair know-how and skills.</p> <p>Community Governance Review of Willingham and Over underway.</p>	<p>We provided transport to residents for nearly 3,000 trips (mid-year figure, not including community car scheme figures)</p> <p>11 nominations of Assets of Community Value processed</p> <p>Supported the 'Make Your Mark' campaign through promotional activities. Seven South Cambridgeshire schools participated (plus the two main 6th forms in Cambridge attended by South Cambridgeshire students). The total number of young people participating from across Cambridgeshire was 7,716 from 11 schools.</p> <p>Over 30,000 properties have obtained superfast broadband through the Connecting Cambridgeshire programme, which is on track to reach over 95% of homes and businesses in the county by the end of 2017.</p> <p>Supported SPEP partners to put on local events: Stapleford Green Day, Histon &</p>	<p>This remains a priority within the Corporate Plan 2017-2022. Specific initiatives will include:</p> <ul style="list-style-type: none"> - Complete refresh of Community Transport / Connecting Communities Strategy. - Partner networking events to build local relationships. - Further support for development of repair cafés across the district. - Community Governance Review of Cambourne West. - Continue to facilitate links between parishes, schools and SCDC to hear young people's voices.

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	<p>Community Governance Review of Cambourne (council size) underway.</p> <p>Recruited new members to the Northstowe Community Working Group and supported them to develop a welcome pack for new residents to Northstowe.</p> <p>Facilitated:</p> <ul style="list-style-type: none"> - Six meetings/events for parish councils to come together to discuss topics of common interest, including Devolution, community hubs, transport and older people's services - Two liaison meetings between Cabinet and parish councils. - Four Northstowe Community Forums, enabling local people to find out more about the development and ask questions of developers, house builders and the public sector 	<p>Impington Village Food Festival, Abington Energy Day and Fowlmere Sustainability Event.</p> <p>Supported the establishment of Repair Cafés in six villages (Histon, Fulbourn, Waterbeach, Girton, Great Shelford and Sawston), and associated Repair Café networks in the north and southeast of the district.</p> <p>Repairers workshop to recruit new repairers, attended by approximately 25 people</p> <p>Supported communities to have their say over proposals to remove 71 telephone kiosks in the district.</p>	
AN INNOVATIVE AND DYNAMIC ORGANISATION			
Objective (D) Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost			
<p>i. Take forward commercial activities such as Ermine Street Housing (ESH - our ethical lettings</p>	<p>ESH has continued to acquire additional properties to grow its portfolio and the position at 31 March 2017 was 127 acquisitions, 140 leased, totalling 267</p>	<p>The Council obtained income of £680,000 from ESH during 2016,17 in addition to the appreciation of the capital</p>	<p>The Corporate Plan 2017-2022 contains an objective to develop strategies for the Council to take advantage of commercial and</p>

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<p>company)</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> General Fund budget variance 	<p>properties for rent, 4 resold and 30 more in the pipeline.</p> <p>The Business Hub commenced an arrangement with the British Frozen Foods Federation to provide assured advice across the county.</p>	<p>asset.</p> <p>The Business Hub and In-house Enforcement projects together delivered income of £47,000.</p> <p>The General Fund equity properties refurbishment and resale project achieved income of £425,000.</p>	<p>investment opportunities as they arise. Work planned and underway includes:</p> <ul style="list-style-type: none"> Consolidate business change activity into a single change programme incorporating commercialisation, digitalisation, asset and demand management. Continue delivery of ESH Business Plan and Equity Share Investment project. Review In-house Enforcement arrangements Review progress with Business Hub following a 'balanced scorecard' performance analysis identifying areas of strength and for improvement. Subject to the above, negotiate further Primary Authority arrangements with national organisations. Working with local regulators and Local Authorities to introduce "Better Business for All" Government initiative.
<p>ii. Reduce black-bin rubbish and increase income from selling recycled blue-bin waste and paper to keep</p>	<p>The Single Shared Waste Service carried out detailed bin collection round redesign work, prior to the launch of new cross-border bin rounds on 27</p>	<p>The changes will reduce crews' mileage by 20,000 per year, contribute to savings of £700,000 over three years and provide a service that reflects the growth</p>	<p>The Corporate Plan 2017-2022 includes an objective to complete full integration of the Single Shared Household and Commercial Waste</p>

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<p>Council Tax low and reduce waste disposal costs</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • % waste reused, recycled and composted 	<p>February. Bin collection days changed for over 80% of households in the district.</p> <p>Promotion of recycling options during Christmas and Easter peak periods .</p>	<p>and pace of change in the area. The percentage of bins collected is now consistently above 99.5% and close to normal levels.</p> <p>Now that performance has been aggregated across the Single Shared Waste Service, success means achieving at least 50% recycling & composting each year up to 2020. During 16/17 we have seen residents consistently recycle over 50% of their waste.</p>	<p>Services.</p> <p>Ensuring recycling rates are maintained and improved will rely on ongoing communications projects during 2017/18.</p>
<p>iii. Place greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs</p>	<p>Cabinet agreed the formation of a Shared Internal Audit Service with Cambridge City Council at its meeting on 19 January 2017.</p> <p>The 3C ICT Digital Team has recently launched a new Intranet and single service desk.</p> <p>Permanent heads of ICT, Legal Practice and Building Control in post.</p> <p>The 3C Shared Legal Practice has moved to a base at South Cambridgeshire Hall.</p> <p>Stephen Kelly appointed as Joint Director of Planning and Economic Development with Cambridge City Council. Project Board established and design and visioning work undertaken</p>	<p>The Shared Legal Practice saved £96k compared to the 2015/16 budget. It is anticipated that full savings of £144k will be achieved in 2017/18.</p> <p>The Shared ICT service made savings of £295k compared to the 2015/16 budget, although the full 15% savings were not achieved.</p> <p>The Shared Building Control Service retained its market share during a period of significant change.</p> <p>(Detailed information is set out in the 3C Shared Service 2016/17 Year End Report, available elsewhere on this Agenda)</p> <p>The shared internal audit service will provide much-needed operational resilience, drive operational efficiencies</p>	<p>The Corporate Plan 2017-2022 includes an objective to consolidate existing shared services and develop plans for shared Finance, Planning and Housing services. Actions, planned and underway, include:</p> <ul style="list-style-type: none"> - 3C shared services benefits realisation and service development. - Shared financial management system, scheduled to be implemented in Autumn 2017. This will enable standardised ways of working and common business processes to increase efficiency across partners. - The development of a shared planning service (Business Case to be submitted for approval by the

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	<p>for a potential shared Planning Service.</p> <p>Cabinet agreed principles of a shared planning service at its meeting in April 2017, setting out high-level objectives and a proposed management structure, ahead of the submission of a full business case.</p>	<p>by standardising processes and greater assurance through better sharing of learning arising from audits across the two Councils.</p> <p>3C aims to reduce the costs of the services by 15% compared to the costs of working as three separate councils – this equates to just over £1.2 million.</p> <p>The shared waste service will achieve £700k savings by the end of 2018/19 (see also Dii above)</p>	<p>authorities in July 2017) and exploration of opportunities for closer joint working between housing services.</p>
<p>iv. Deliver 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> <p>Related PI(s)</p> <ul style="list-style-type: none"> • Staff turnover • Staff sickness • Staff survey results 	<p>The Finance and Staffing Portfolio Holder approved an updated People & Organisational Development Strategy 2016-2020 in July 2016.</p> <p>All 2016/17 actions have been completed, with several year two (17/18) actions underway, including:</p> <ul style="list-style-type: none"> - Review and refresh of Leadership Development Programme - Management workshops on commercial awareness and managing transient teams - A new Learning Management System launched to all employees. - Review of management competencies - Launch of staff health and well- 	<p>Positive outcomes from the previous strategy included the attainment of the Investors in People Gold Award and the recruitment of apprenticeships in Housing, Communications, Planning and Finance.</p> <p>A regular series of staff surveys revealed 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>The Council has ten Level 5 coaches. A further seven Level 5 coaches have commenced their training.</p> <p>Apprentices have progressed into</p>	<p>This objective has been retained as priority within the Corporate Plan 2017-2022. We will keep the Strategy under regular review to ensure it remains aligned with current and emerging corporate priorities and take forward specific projects including:</p> <ul style="list-style-type: none"> - Government apprenticeship initiative – launch Apprenticeship Strategy across organisation - Development of a career development and learning programme for planners. - Options for Investors in People reaccreditation. - Ongoing cycle of staff surveys to benchmark, measure and improve levels of employee satisfaction.

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	being programme.	<p>permanent posts.</p> <p>Health and Wellbeing strategy approved and implemented. Corporate Health Champions trained. Programme of health initiatives delivered including mental health, nutrition and drink aware.</p> <p>Feedback from the Local Government Association’s Peer Review in November 2016 highlighted many positive observations on organisational development, citing specific strengths around flexible and agile working, training opportunities for, and empowerment of, staff.</p>	<ul style="list-style-type: none"> - Continue staff health and well-being programme and extend to Waterbeach - Focus on commercialisation skills around business case development and understanding of costs. - Member Task and Finish Group to prepare for all-out elections in 2018.
<p>v. Embed a ‘digital by default’ approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • Number of e-forms received • Number of instances of critical feedback received through website survey • % calls not abandoned • Call average wait times • % first time call resolution • % of complaints responses sent within 	<p>EMT approved a business case to commence procurement to evaluate suitable options for providing integrated Revenues and Benefits e-forms, incorporating workflow and on-line customer account access. The process is underway.</p> <p>EMT commissioned further work towards the development of a corporate customer portal. A subsequent consultation revealed broad customer support, and willingness by respondents to help us trial a portal should the project proceed.</p> <p>We launched a dedicated corporate consultation portal on our website, and have put in place a process to review</p>	<p>Positive customer feedback received on new website design compared to survey of previous site.</p> <p>18,490 completed e-forms were received during the year, 3k above estimate.</p> <p>The % of calls to the contact centre not abandoned was maintained at above 80% between January-March 2017, during a period of increased calls. Average call answer time in March 2017 was two minutes 27 seconds, compared to three minutes 25 seconds during March 2016.</p> <p>The Housing Benefit Application e-form has contributed significantly to a</p>	<p>The Corporate Plan 2017-2022 contains an objective to develop a strategy to ensure we make the right investments in technology and support increased customer digital self-service, whilst ensuring quality traditional contact channels remain for those requiring them.</p> <p>A draft Digital Strategy will be presented to CMT in August 2017.</p> <p>Other key projects ongoing include:</p> <ul style="list-style-type: none"> - Revenues and benefits e-forms - Customer portal

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<p>timescale</p> <ul style="list-style-type: none"> • % bins collected on time 	<p>resident feedback and undertake development work where required.</p> <p>The design for a new intranet has been confirmed and sent to the supplier to develop.</p>	<p>reduction in the average time taken to process claims from 20 days to 12.</p>	<ul style="list-style-type: none"> - Web content review - Intranet review - Transfer of management of generic mailboxes to Customer Contact Service