

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	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>Sports activities programme.</p> <p>Recruited and trained a number of workplace Health and Wellbeing Champions who have started a programme of initiatives to support this, including a recent mental health lunchtime event.</p> <p>58 people, including SCDC staff, staff from partner organisations and contractors, have attended Local Health Partnership-led mental health awareness in the workplace training during 2016/17 (four sessions). The training is aimed at frontline staff.</p>	<p>Over 100 young people with learning difficulties or physical disabilities enjoyed our annual athletics event in June. 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 enabled over 70 young people to participate in a range of athletic events. 15 young leaders from Cambourne School assisted on the day.</p> <p>Five days of Holiday Sports Camps held in August. 279 young people participated and enjoyed Netball, Athletics, Rounders and Kwik Cricket.</p>	<p>Ongoing sports activity programmes.</p> <p>Supporting parishes to develop community-led activities for older children and local initiatives to improve mental health.</p> <p>Elected member task and finish group to understand and tackle loneliness.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>(ii) Support our residents to stay in good health as they grow older, with access to the services they need</p>	<p>Continue to fund Mobile Wardens grant scheme, supporting 12 schemes in 2016/17.</p> <p>Carry out handyperson scheme contract (Age UK)</p> <p>Continue to provide Active and Healthy 4 Life scheme in partnership with local sports centres.</p> <p>Working 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>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 from April to September, has seen 140 referrals to the scheme compared with 66 for the same period last year.</p> <p>The mobile wardens scheme has helped support over 250 local residents across 12 schemes.</p>	<p>The Cambridgeshire and Peterborough Devolution proposal includes working with government on a National Work and Health Programme focussed on those with a health condition or disability, as well as the long-term unemployed.</p> <p>Further promotion of the Active and Healthy 4 Life scheme, especially with GPs.</p> <p>Funding decisions to be made in Spring 2017 regarding the £19k mobile wardens grant scheme 2017/18.</p> <p>Locality meetings for parishes in Spring 2017 to focus on topics put forward by the parishes: 2 x local transport initiatives, 1 x older peoples’ initiatives</p>
<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>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 to date include:</p> <ul style="list-style-type: none"> - Promotion of “good neighbours stop rogue traders” message - Crime prevention events at five villages (more events planned) 	<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</p>	<p>Continuing roll-out of CDRP partnership 2016-2017 Action Plan.</p> <p>Community Access Agreement for Northstowe Phase One Primary School</p> <p>Project Plans for Northstowe Phase One Sports Pavilion and Community Centre</p> <p>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.</p> <p>Agree and deliver Northstowe Healthy Town Initiative work plan.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<ul style="list-style-type: none"> - Recent victim of scams supported through partnership activity, which also revealed a hoarding issue (seven bags of scam letters retrieved from property) - Training for key staff on hoarding <p>Northstowe Healthy Town initiative</p> <p>The Planning Portfolio Holder has endorsed Playing Pitch and Indoor Sports Facility strategies for SCDC and Cambridge City Council.</p> <p>Cabinet and Council approved a 25-year loan of £1.85 million to address a funding gap towards building a Cambridge Ice Arena adjacent to the Wing development.</p> <p>Signposting parish councils and community groups to various bodies that provide funding and governance advice. e.g. Community Business Bright Ideas Fund. Also Grantgrabber (a grant finding service found on the SCDC website)</p> <p>Successful networking event for groups engaging in youth work (November 2016) and development of case studies booklet</p> <p>Participated in the organisation of the Cambridgeshire Parish Council</p>	<p>tipping as issues.</p> <p>18 residents newly trained to use thermal imaging cameras.</p> <p>Cambourne West development makes provision for over £45 million of investment in facilities, including an athletics track and funding towards a new swimming pool.</p>	<p>Welcome packs for new residents at Northstowe.</p> <p>Community Awards 2016/17.</p> <p>Further encouragement and facilitation of sharing of good practice between parish councils.</p> <p>Review of street cleansing service and approach, including a focus on supporting residents taking local action (scoping in Q4, review in 2017/18).</p> <p>2017 satisfaction surveys with local environmental quality and waste services to be carried out after completion of review of street cleansing service and implementation of refuse and recycling round changes (Feb 2017) respectively.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	Conference 2016: Stronger Together, ensuring that South Cambridgeshire parishes were engaged as presenters and participants		
(iv) Support local businesses to improve the health of their employees	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).	Businesses reporting improved employee health outcomes and associated business benefits will constitute success against this measure.	Build a network of 'Mindful Employers' to support improved mental health
(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	Developing 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.	Together for Families programme helping families in the district (177 families living in the district are on the Together for Families Programme).	Implementation of 'Lead Professional' project as agreed by EMT.
(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>Developing a Hoarding Protocol and prioritised supporting improvements for hoarders.</p> <p>Dedicated Environmental Health Officer enforcing private sector housing standards.</p> <p>Community events to help residents find out how they can make their homes warmer and cheaper to run took place on 29 October and 2 November in Abington and Fowlmere.</p>	112 homes have been insulated via the DECC schemes creating a reduction in fuels cost and reducing carbon footprint in the SCDC area.	<p>We have previously commissioned a Private Sector Stock Condition Survey every five years but are now exploring more cost-effective methods of gathering relevant data.</p> <p>We also aspire to move to a multi-agency intelligence-led approach to identify and address potentially substandard housing.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
HOMES FOR OUR FUTURE			
Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities			
<p>(i) Influence developers to increase the pace of housing and infrastructure construction, including delivery of affordable 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>Supporting development of live and pre application proposals at Northstowe.</p> <p>Reviewing S106 process and Planning Performance Agreement (PPA) processes to shorten decision timelines. 70% of PPAs were on schedule at 31 December 2016.</p> <p>Strategic Review of major applications to identify key delivery agents and opportunities to address 5 year land supply.</p> <p>S106 completed and outline planning permission issued for 3500 homes at Northstowe (Phase 2).</p> <p>Planning Committee resolved to grant outline planning permission for 2,350 new homes at Cambourne West, including 705 affordable homes.</p> <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>671 net additional dwellings were completed in South Cambridgeshire during 2015/16. This is less than in 2014/15 (1,369) but 86 more dwellings than 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>Construction of the first homes and a primary school at Northstowe began in September 2016 and buyers can now register to buy them. The developer has now opened a sales office on site.</p> <p>The implementation of an improvement plan for development control has resulted in an average of 91% of major applications (10 residential units or more) being determined in time between July-November 2016, in excess of the target of 80% and a substantial increase compared to previous periods.</p>	<p>Future phases of Northstowe (phase 2, 3, 4) to be developed.</p> <p>Cambourne West S106 to be completed.</p> <p>WING development pre-implementation programme with Cambridge City.</p> <p>Initiate cross-council project to increase supply of new permissions and homes.</p>
<p>(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes</p>	<p>The Housing Development Agency (HDA) is taking forward affordable housing proposals on a number of sites around the district, which would provide a total of 110 units, comprising a mix of</p>	<p>Recent HRA funded developments completed at Swavesey (20 units), Linton (4) and Foxton (15).</p> <p>Jill Vass, who has recently moved into one of the new homes at Swavesey,</p>	<p>The Housing Development Agency has committed to deliver a total of 250 additional affordable homes from 2018/19 and beyond.</p> <p>HDA Governance model is being</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Intermediate, Affordable and Market Housing.</p> <p>The HDA now operating with Management Board and Member Reference Group. Staff recruitment is underway.</p> <p>July 2016 Cabinet approved proposals for a self and custom build service based on the identification and sale of council-owned land plots with outline planning permission, and an offer to Eastern Regional Local Authorities to run an applicant and land register.</p>	<p>described it as ‘a lovely new home...in a lovely village. This is an exciting new chapter in my life.’</p>	<p>assessed looking at either shared service or a separate company limited by shares. Business case to be made in March/April to HDA board and all HDA members</p> <p>The Cambridgeshire and Peterborough Devolution proposal includes a £100 million housing fund to be invested over the next five years to build more homes in Cambridgeshire and Peterborough, including affordable, rent and shared ownership.</p> <p>Work underway with local and national requested providers to create a programme or scheme to achieve spend within five years.</p>
(iii) Continue to progress the Local Plan to adoption	<p>Joint Local Plan examination hearings for SCDC and Cambridge City took place between 7 June 2016 - 14 September 2016. The final Plan is unlikely to be ready for adoption until late 2017.</p> <p>Council approved a number of amendments to the Plan to reflect changing circumstances around the expansion of Addenbrooke’s and the Cambridge Biomedical Campus, new settlements and Gypsies and Traveller site provision.</p>	<p>Finding of a “sound” plan by inspector will constitute success against this measure.</p>	<p>Hearings about issues specific to our district started on 1 November 2016; beginning with climate change, the Inspectors will move on to the policies we have put forward to make sure our local communities have services and facilities they need, such as shops, health centres and community centres.</p> <p>The inspectors have published a revised timetable for the hearings that will take place in January and February, covering delivering high quality places and the natural and historic environment.</p>
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community	<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>Parishes wishing to adopt Neighbourhood Plans successfully do so.</p>	<p>A workshop about how to write planning policies in a plan is to take place in February for those parish councils that have started to prepare a plan.</p> <p>Update procedures for dealing with</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>priorities</p>	<p>A joint training session was held in July to support Parish's preparing NP's.</p> <p>The Planning Portfolio Holder agreed on 23 November 2016 to approve the designation of a Neighbourhood Area for Swavesey as proposed by the Parish Council.</p> <p>The Task and Finish Group set up following PPH decision in June 2016 has now met twice. It is preparing a 'Standard Offer' setting out how the Council will fulfil its statutory duty to advice and assist parish councils preparing neighbourhood plans.</p>		<p>neighbourhood planning to comply with new national regulations.</p>
<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>Working in partnership with Chartered Institute of Housing to review homelessness in the District.</p> <p>Reviewing the PSL scheme and setting up a new in-house scheme.</p> <p>Awaiting further details on government policy and legislation around housing and welfare reforms</p>	<p>19 households helped to prevent homelessness, compared to 44 in Quarter Two.</p> <p>50 households were in temporary accommodation at end of quarter three, whilst B&B spend remains below target.</p> <p>53% of Discretionary Housing grant paid by end of December, helping to mitigate the risk posed by welfare reform and homelessness.</p> <p>(Full commentary on these indicators set out in Appendix B)</p>	<p>Review the Homelessness Strategy once the full impacts of the government's legislative programme relating to planning, housing and welfare reform are clarified and understood, including the impact on temporary accommodation and access to the private rented sector.</p> <p>£80k of Discretionary Housing grant has been put aside for applicants who are likely to be adversely affected by the reduced benefit cap.</p>
<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 brought a plan for a programme of HRA-owned land plots for sale through the system approved by Cabinet in July</p>	<p>From 2018 – 1 – 2 exception site schemes in planning or on site.</p> <p>Package purchase of affordable units from S106 sites</p> <p>Yr 1 -2017 – 15 units may be achievable. Yr 2 – 2018 – 25 units may</p>	<p>First planning applications for outline planning on self build plots was approved at Planning Committee on 11 January 2017.</p> <p>Two further applications coming with around 10 plots at pre app stage with planning</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>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 council new build from 2017 onwards.</p>	<p>be achievable.</p>	<p>Recruitment of a self build project officer grading to be finalised in Jan/Feb 2017 with post recruited in April/May 2017.</p>
<p>CONNECTED COMMUNITIES</p>			
<p>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>			
<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>Consultation has concluded on a proposed eight-point plan to tackle congestion in and around Cambridge. More than 9,000 responses were received from residents, businesses and organisations.</p> <p>The Executive Board has agreed in principle that a segregated route between Cambourne and Cambridge, with a Park & Ride near the Madingley Mulch roundabout, is the preferred option for better bus journeys along the A428/A1303 corridor.</p> <p>Progress with Housing Development Agency delivery of new housing: see action B(ii) above.</p> <p>The City Deal Executive Board restated its support to seek achievement of 1,000 additional affordable homes, over and above the council’s Local Plan</p>	<p>South Cambs will be the first to benefit from City Deal transport improvements as construction starts on £550k Frog End, Meldreth to Shepreth cycleway, helping to deliver continuous high quality cycle way from Cambridge to Royston. Construction is due to be completed in February 2017.</p> <p>The Cambridge Promotions Agency (CPA) has responded to 125 enquiries in the last year. Over \$10 million has been invested following CPA actions.</p> <p>1,100 new apprenticeships were created during 2015/16, compared 1,097 in 2014/15 and 1,078 in 2013-2014. The City Deal target is for 420 new apprenticeships across all sectors, over and above the 2013-2014 baseline, by 2018-2019.</p>	<p>The City Deal Assembly and Board has approved recommendations to progress congestion-tackling plans following consultation, excluding the proposal for peak-time congestion control points.</p> <p>The A428/A1303 proposal will be subject to further consultation, with a recommendation and Full Outline Business Case for a specific route and Park & Ride location to follow in November 2017.</p> <p>The Smart Cambridge project is exploring future transport innovations centred on driverless vehicles, whilst there are plans to launch a free mobile app in 2017 to give real-time information to bus and other transport users.</p> <p>Rachel Stopard has been appointed as Interim Chief Executive to oversee the delivery phase of key City Deal initiatives.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>allocations.</p> <p>The skills programme delivered 77 events in 29 schools to almost 12,000 students during 2015/16. 81% of students reported a gain in understanding of the academic and other requirements to get a job as a result of these events.</p>		
<p>ii. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307 improvement proposals, the M11 corridor and an East-West rail link</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>Residents and businesses have been consulted on plans to create new bus and cycleways between Cambridge and Haverhill, linking key research sites and including a possible new Park and Ride facility near the A11/A1307 junction.</p> <p>The Autumn Statement saw a significant government commitment to progressing proposals to strengthen road and rail links between Cambridge, Milton Keynes and Oxford.</p>	<p>The A14 improvement scheme is underway and will be complete in March 2021.</p> <p>The new Cambridge North station at Chesterton is due to open in May 2017.</p>	<p>The Highways Agency anticipates undertaking consultation on route options for the A428 improvement scheme in early 2017.</p> <p>A1307 consultation responses will be taken into account in determining which initial ideas go forward for more detailed technical assessments. Further consultation and stakeholder engagement will be undertaken on preferred options, to be selected in March 2017.</p> <p>The Cambridgeshire and Peterborough Devolution proposal includes transport infrastructure improvements including the A10 and the London to King's Lynn rail line.</p>
<p>iii. Continue to sell the South Cambs economic success story, influencing strategic partnerships and investment partners in Government and</p>	<p>All Cambridgeshire authorities approved a Devolution proposal through which more than £600 million in new funding will be put into the hands of local communities. Consultation on the proposal also supported proposals</p>	<p>The successful implementation of a devolution deal which delivers significant investment in infrastructure and skills and the transfer of central government powers locally.</p>	<p>The Shadow Combined Authority met for the first time on 14 December to consider procedural items. The Shadow Authority will meet until May 2017.</p> <p>The Cambridgeshire and Peterborough</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
<p>Business, both nationally and internationally</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> • % of NNDR collected 	<p>for an Elected Mayor for Cambridgeshire and Peterborough, to be elected in May 2017.</p> <p>Council agreed proposed modifications to the Local Plan which would allow the Cambridge Biomedical Campus to expand.</p>		<p>Devolution proposal includes a £100 million housing fund to be invested over the next five years to build more homes in Cambridgeshire and Peterborough, including affordable, rent and shared ownership.</p> <p>The deal also includes a new £20 million annual fund for the next 30 years to support economic growth, development of infrastructure and jobs and has many other features.</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>Progress of Community Governance Review for Haslingfield.</p> <p>We've 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.</p> <p>Repair Cafés have been held in Histon, Fulbourn, Waterbeach and Girton. Supported by South Cambridgeshire District Council and local charities Cambridge Carbon Footprint and Transition Cambridge, the roving 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>A successful community car scheme has celebrated reaching its fifth anniversary and 3000th journey with a tea party for customers and volunteer staff. Serving the residents of Over, Willingham, Longstanton and Swavesey, OWLS Community Car Scheme provides door-to-door service for medical and social journeys for people who don't have the use of a car and cannot access public transport. The scheme serves around 170 regular clients and is run solely by volunteers, including four coordinators and 20 drivers.</p> <p>Horningsea and Histon are among the most recent village to go live with fibre 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>Complete refresh of Community Transport Strategy</p> <p>Community Governance Reviews of Willingham and Over and Cambourne to begin formally in January 2017.</p> <p>Partner networking events to build local relationships: pilot in one locality</p> <p>Further repair cafes will take place in Great Shelford, Cottenham, Royston, Histon and Sawston between January-March 2017.</p> <p>Second phase of Connecting Cambridgeshire Superfast Broadband programme to be completed by June 2017, incorporating another 26 communities across the district.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
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 company)</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> General Fund budget variance 	<p>ESH has continued to acquire additional properties to grow its portfolio and the position at 31 December 2016 was 115 acquisitions, 140 leased, totalling 250 properties for rent, 4 resold and 10 more in the pipeline.</p> <p>At 30 November 2016 the In-house Enforcement Agent service had 28 live cases.</p> <p>The Business Hub has commenced an arrangement with the British Frozen Foods Federation to provide assured advice across the county.</p>	<p>It is estimated that income stream for the Council for 2016-17 from ESH will be in the region of £250,000 in addition to the appreciation of the capital asset.</p> <p>In-house Enforcement Agent fee income of £18,100 has been received, incurring expenses (excluding staff time) of around £2,000. Just over £2.8 million business rates have been collected.</p> <p>Two Equity Share ales were completed in December generating a profit of £51,576 for the Council.</p>	<p>Continue delivery of ESH Business Plan.</p> <p>Negotiate further Primary Authority arrangements with national organisations.</p> <p>Working with local regulators and Local Authorities to introduce “Better Business for All” Government initiative.</p> <p>Seven further properties are currently live in the equity share product. Three forthcoming completions should generate a profit of £79k for the Council.</p>
<p>ii. Reduce black-bin rubbish and increase income from selling recycled blue-bin waste and paper to keep 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>The Single Shared Waste Service has undertaken detailed bin collection round redesign work, resulting in 320 new rounds across the district and City Council areas.</p> <p>Promotion of recycling options during Christmas peak.</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. Ideally, there should be no recyclates, green garden waste or food waste in residents’ black bins. ES418 shows aggregated performance at 54.4% (30 November 2016).</p>	<p>The overall programme of extensive work to take forward the Single Shared Waste Service and realise financial benefits continues. This is the current major focus, which comprises an organisational restructure, a possible transfer of City staff to SCDC, revised collection rounds (changing on 27 February), and developing the commercial services of both councils.</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>A review of publications for legal has secured a saving of £40,000 per year by removing duplication.</p> <p>The shared internal audit service will provide much-needed operational resilience, drive operational efficiencies by standardising processes and greater assurance through better sharing of</p>	<p>Consolidate 3C shared services to enable benefits realisation and service development.</p> <p>A shared financial management system is scheduled to be implemented in October 2017. This will enable standardised ways of working and common business processes to</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<p>Paul Sumpter has taken up post as Head of Digital and ICT.</p> <p>3C Shared Services are working towards an office space ratio of seven desks to 10 people towards its Vision '(to make) best use of technology, to work wherever is convenient, efficiently using all council and partner building assets. An effective, equipped and agile workforce that is capable of working anywhere, anytime.'</p>	<p>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>increase efficiency across partners.</p> <p>Proposals for establishing the primary location of the Shared Legal Practice have been consulted upon, as a result of which the central team will base themselves at SCDC from 27 February 2017.</p> <p>Following the appointment of a Joint Director of Planning and Economic Development with Cambridge City Council, the development of a shared planning service.</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 the People & Organisational Development Strategy 2016-2020 at his meeting on 19 July 2016. The Strategy builds on the achievements and progress made under the previous action plan and takes the organisation forward by charting actions and commitments to employees and Members in an easy to follow plan.</p> <p>A number of initiatives are 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. 	<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.</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</p>	<p>Continue implementation of action plan. Complete existing, and carry out forthcoming initiatives including participation in the Government's apprenticeship initiative and development of a career development programme for planners.</p> <p>Determine next steps following a review by our Investors in People inspector in January 2017, 18 months after accreditation. Options include achieving the Platinum standard in 2018.</p> <p>The cycle of periodic staff surveys will be repeated to benchmark and measure levels of employee satisfaction.</p>

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER THREE 2016-2017

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<ul style="list-style-type: none"> - Review of management competencies 	empowerment of, staff.	
<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 timescale • % bins collected on time 	<p>EMT approved a business case to commence procurement to evaluate the most 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.</p> <p>We have launched a dedicated corporate consultation portal on our website, and have put in place a process to review resident feedback on our website and undertake development work where required.</p>	<p>Positive customer feedback received on new website design compared to survey of previous site.</p> <p>New forms relating to grant schemes and community awards were launched during Quarter Three, resulting in 33 completed submissions. 3,476 completed e-forms were received across all services.</p> <p>The Housing Benefit Application e-form has contributed significantly to a reduction in the average time taken to process claims from 20 days to 11.</p>	<p>Key projects ongoing:</p> <ul style="list-style-type: none"> - Revenues and benefits e-forms - Customer portal - Web content review