

APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER ONE 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.			
(i) Proactive intervention to improve mental health and emotional wellbeing for all	<p>Sports activities programme</p> <p>Recruited and trained a number of workplace Health and Wellbeing Champions with a view to starting a programme of initiatives to support this.</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>Deliver sports programmes.</p> <p>Health and Wellbeing Champions are planning their first set of events to be delivered to coincide with World Mental Health Day on 10 October.</p> <p>Locality work to develop community-led activities for older children</p> <p>Local Health Partnership to develop an action plan on tackling loneliness.</p>
(ii) Support our residents to stay in good health as they grow older, with access to the services they need	<p>Continue to fund Mobile Wardens grant scheme, supporting 12 schemes in 2016/17.</p> <p>Delivery of handyperson scheme contract (Age UK)</p> <p>Continue to deliver 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>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>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>
(iii) Ensure our new and established communities	CDRP 2016-17 priorities agreed: Work together to (1) Protect the vulnerable (2)	Successful delivery of Parklife 2016 –	Deliver CDRP partnership 2016-2017 Action Plan.

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<p>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>Tackle dwelling burglary (3) Improve our understanding of our increasingly diverse communities and build community resilience.</p> <p>Successes against the 2015-16 action plan included:</p> <ul style="list-style-type: none"> - Delivered awareness drama around child sexual exploitation and Safety Zones programme to 250 primary school children - Developed new community-led No Cold Calling zones - Hosted a slavery awareness summit for parishes and villages <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>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>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> <p>Welcome packs for new residents at Northstowe.</p> <p>Community Awards 2016/17.</p> <p>Encourage and facilitate sharing of good practice between parish councils.</p>
(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 (16 attended across partners).		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	Developing a multi-agency 'Lead Professional' approach to put in place referral, case management and	Together for Families programme helping families in the district (177 families living in the district are on the Together for	'Lead Professional' business case to be completed and reported to EMT by 31 October 2016.

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<p>most complex needs are supported to improve their own health, prospects and prosperity</p>	<p>information sharing processes to improve outcomes for vulnerable elderly people across the county.</p>	<p>Families Programme).</p>	
<p>(vi) Improve existing private rented housing standards to ensure everyone can be safe and healthy at home</p>	<p>DECC Fuel Poverty and Solid Wall Insulation Projects.</p>		<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>
<p>HOMES FOR OUR FUTURE</p>			
<p>Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities</p>			
<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 PPA processes to shorten decision timelines.</p> <p>Strategic Review of major applications to identify key delivery agents and opportunities to address 5 year land supply.</p>	<p>Final data on housing completions and net additional dwellings provided during 2015/16 will be published with the Annual Monitoring Report, following the receipt of data from the County Council, in Autumn 2016.</p>	<p>Planning decisions for strategically significant sites.</p> <p>Conclude existing post decision S106 agreement.</p>
<p>(ii) Increase the range of housing and tenure options for residents,</p>	<p>The Housing Development Agency (HDA) is taking forward affordable housing proposals on a number of sites</p>	<p>Recent HRA funded developments completed at Swavesey (20 units), and Linton (4). On site with Foxton (15)</p>	<p>The Housing Development Agency has committed to deliver a total of 250 additional affordable homes from</p>

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including Right to Build and Starter Homes	<p>around the district, which would provide a total of 110 units, comprising a mix of 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>Jill Vass, who has recently moved into one of the new homes at Swavesey, described it as ‘a lovely new home...in a lovely village. This is an exciting new chapter in my life.’</p>	<p>2018/19 and beyond.</p> <p>Undertake further work to identify the most suitable governance model for the regional self-build service.</p> <p>Establish the form of the HDA (Shared service or separate company)</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>
(iii) Continue to progress the Local Plan to adoption	<p>Joint Local Plan examination hearings for SCDC and Cambridge City recommenced on 7 June 2016 and will run until 14 September 2016. Further hearings are likely to follow and the final Plan unlikely to be ready for adoption until late 2017.</p>	<p>Finding of a “sound” plan by inspector will constitute success against this measure.</p>	<p>Hearings about issues specific to our district will start 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>Consideration of proposals for Waterbeach new town, Bourn Airfield and Cambourne extension will take place in 2017.</p> <p>Proposed modifications to plan to be prepared and agreed for submission.</p>
(iv) Help Parishes and villages wishing to shape their own futures by	<p>Eight neighbourhood areas have been designated, with Neighbourhood Plans being prepared for these areas.</p>		<p>The Planning Portfolio Holder has established a group to review how SCDC can most appropriately and</p>

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<p>developing Neighbourhood Plans that address community priorities</p>	<p>A joint training session was held in July to support Parish's preparing NP's.</p> <p>Designation of a 9th Neighbourhood Area (Whittlesford) is in train. 2 further Neighbourhood Area applications are being considered.</p>		<p>effectively fulfil its duty to support parish councils in preparing neighbourhood plans.</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>24 households helped to prevent homelessness</p> <p>65 households in temporary accommodation at end of quarter 1, whilst B&B spend remains below target.</p> <p>27% Discretionary Housing grant paid by end of June, helping to mitigate the risk posed by welfare reform and homelessness.</p>	<p>Review the Homelessness Strategy once the full impacts of the government's legislative programme relating to planning, housing and welfare reform are clarified and understood, including the impact on temporary accommodation and access to the private rented sector.</p>
<p>(vi) Secure a viable future programme for our Council houses</p>	<p>Following the reduction in rental income as of 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 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>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 be achievable</p>	<p>Gain outline planning for initial plots in system and sell by Quarter 4 2016. The estimated receipt of around £1 million will kick-start the programme.</p> <p>Recruit a Self Build Project Officer to take the plot sale programme forwards</p>

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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>Consultation is underway on a proposed eight-point plan to tackle congestion in and around Cambridge, running until the beginning of October.</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 allocations.</p>	<p>The Cambridge Promotions Agency has handled over 100 enquiries. Evidence shows at least 12 direct investments as a result, as well as a number of ‘heads of terms’ with start-ups and direct corporate collaborations with universities.</p> <p>The City Deal Skills Service delivered 132 new apprenticeships during 2015, including 33 in Engineering Manufacturing and 53 in IT, Software, Web and Telecoms.</p> <p>Growth embodied (in planning application) supported by a clear programme of infrastructure investment</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>Other significant forthcoming milestones include:</p> <ul style="list-style-type: none"> • Selection of preferred options for A428 corridor improvements • Submission of planning application for Chisholm Trail cycle links • Start construction of cross-city cycle improvements
<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</p>		<p>The A14 improvement scheme is scheduled to start in March 2017 and complete by the end of March 2021.</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.</p> <p>The Cambridgeshire and</p>

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	and cycleways between Cambridge and Haverhill, linking key research sites and including a possible new Park and Ride facility near the A11/A1307 junction.		Peterborough Devolution proposal includes transport infrastructure improvements including 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>Council approved a Devolution proposal for public consultation, as part of which significant powers and funding would transfer from central government into a new Combined Authority for Cambridgeshire and Peterborough.</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>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>Consultation on the Devolution proposals concluded on 23 August 2016. Responses will be reviewed and each council will then consider whether to formally agree the deal. The government could give final approval to a deal by 31 December 2016, with the Mayoral election to a new Combined Authority taking place in May 2017.</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>Refreshing Community Transport Strategy</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>First Repair Café was held in Histon on</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</p>	<p>Complete refresh of Community Transport Strategy</p> <p>Community Governance Reviews: Willingham / Over</p> <p>Partner networking events to build local relationships: pilot in one locality</p> <p>Further support for development of repair cafés across the district.</p>

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	18 June, supported by SCDC.	and 20 drivers. 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.	
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 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 July 2016 was 96 acquisitions, 230 properties for rent, 4 resold and 34 more in the pipeline.</p> <p>At 27 July 2016 the In-house Enforcement Agent service had 27 live cases, 5 paid in full and 3 unsuccessful.</p> <p>The Business Hub commenced an arrangement with the British Frozen Foods Federation on 15 July 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 £6,400 has been received and expenses of £1,371 incurred, excluding staff time.</p> <p>Two sales arising from the Equity Share project completed at the end of July producing a profit of £30k.</p>	<p>Continue delivery of ESH Business Plan.</p> <p>Primary Authority negotiations are continuing with major organisations. Business Hub working with neighbouring authorities and the Regulatory Development Office to explore future opportunities and direction.</p> <p>The Equity Share Project has five guaranteed sales in the pipeline.</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 	<p>A campaign in the Autumn 2016 edition of the residents' magazine is encouraging people to minimise the amount of food waste they put into black bins.</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. No council has achieved this though SCDC has got closer to this than most other English councils. Work is being initiated on understanding what</p>	<p>The overall programme of extensive work to take forward the Single Shared Waste Service and realise financial benefits continues through the autumn period at pace. This is the current major focus, which comprises an organisational restructure, a TUPE transfer of City staff to SCDC, considering options to remodel</p>

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and composted		optimum performance looks like in terms of costs to taxpayers/councils.	collections rounds, and developing the commercial services of both councils.
<p>iii. Place greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs</p>	<p>Development work continuing on key ICT projects: strategy and roadmap, shared service desk and financial management system.</p> <p>The Shared Building Control and Legal Services have successfully recruited to a number of senior posts, including Service Manager and Business & Technical Support Manager (Building Control), and Head of Shared Legal Practice.</p> <p>Proposals for establishing the primary location of the Shared Legal Practice are currently being consulted upon.</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>A review of publications for legal has secured a saving of £40,000 per year by removing duplication.</p>	<p>Finalise a strategy and roadmap for the shared ICT service which sets out priorities for the three councils.</p> <p>Launch single service desk system and implement new financial management system (anticipated in 2017).</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>

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<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 projects are underway, including the development of new technical and behavioural management competencies and specific training to enable staff to embrace commercialisation and flexible working.</p>	<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 strategy will be delivered through an action plan, based upon feedback and development actions from the Investors in People inspection. It is our ambition to achieve Platinum standard in 2018.</p>
<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.</p>	<p>Positive customer feedback received on new website design compared to survey of previous site.</p> <p>Eform usage has tripled in the last quarter to average 2,200 completed forms per month. This has contributed to 4,000 fewer calls to the contact centre during the same period.</p>	<p>Carry out web content review by service, commencing with planning (underway).</p> <p>Carry out Revenues and Benefits e-forms procurement exercise.</p>

