

## Our Long Term Vision

South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.



## Corporate Plan 2017-2022

Objectives	Corporate Plan 2017-2022			
	<b>LIVING WELL</b> <b>Support our communities to remain in good health whilst continuing to protect the natural and built environment.</b>	<b>HOMES FOR OUR FUTURE</b> <b>Secure the delivery of a wide range of housing to meet the needs of existing and future communities</b>	<b>CONNECTED COMMUNITIES</b> <b>Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity</b>	<b>AN INNOVATIVE AND DYNAMIC ORGANISATION</b> <b>Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost</b>
<b>What we will do to achieve these objectives</b>	<ul style="list-style-type: none"> <li>i. Proactive intervention to improve mental health and emotional wellbeing for all</li> <li>ii. Support our residents to stay in good health as they grow older, with access to the services they need</li> <li>iii. Ensure our new and established communities provide thriving, healthy, safe and attractive places to live</li> <li>iv. Support local businesses to improve the health of their employees</li> <li>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</li> <li>vi. Improve existing private rented housing standards to ensure everyone can be safe and healthy at home</li> </ul>	<ul style="list-style-type: none"> <li>i. Influence developers to increase the pace of housing and infrastructure construction, including delivery of affordable housing</li> <li>ii. Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes</li> <li>iii. Continue to progress the Local Plan to adoption</li> <li>iv. Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities</li> <li>v. Find solutions for people facing homelessness</li> <li>vi. Secure a viable future programme for our Council houses</li> <li>vii. Lead the Combined Authority's housing investment programme</li> </ul>	<ul style="list-style-type: none"> <li>i. Support the delivery of City Deal and Combined Authority transport, housing, technology and skills programmes</li> <li>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</li> <li>iii. Take a stronger leadership role in shaping economic growth for the area, through the development of shared economic strategies with partners</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop strategies for the Council to take advantage of commercial and investment opportunities as they arise</li> <li>ii. Complete full integration of the Single Shared Household and Commercial Waste Services</li> <li>iii. Consolidate existing shared services and develop plans for shared Finance, Planning and Housing services</li> <li>iv. Deliver an Organisational Development Strategy that ensures that our staff and councillors have the skills and behaviours required to embrace new ways of working and address the challenges ahead</li> <li>v. 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</li> </ul>

What success will look like	Living Well		Homes for our Future		Connected Communities		An Innovative and Dynamic Organisation	
	(i)	The district is a healthy place to live for all	(i)	The desired pace of housing delivery is met or exceeded. New homes completed and occupied on major growth sites	(i)	City Deal, Combined Authority and Local Enterprise Partnership joint working provides the infrastructure, skills and housing to ensure the area continues to be recognised for its economic success and world-leading innovation	(i)	Commercial activities deliver service enhancements and income surpluses for the Council. The Council maintains a balanced Medium Term Financial Strategy
	(ii)	Positive outcomes from strategy implementation around health, housing and inclusion (Health and Well-being, Ageing Well, Older People's Housing).	(ii)	Households have a broader choice of housing in South Cambridgeshire. Innovative and viable new housing options identified	(ii)	Strategic transport improvements delivered, reflecting the needs of the district, enabling major developments to progress and improving connectivity between existing communities	(ii)	Single Shared Waste Service achieves savings targets, income surpluses, improved customer satisfaction and increased recycling
	(iii)	New and established communities are thriving and attractive and have the facilities they need, where they need them.	(iii)	A Local Plan is adopted, setting out a clear long term spatial vision for the district	(iii)	The Greater Cambridge region continues to thrive economically	(iii)	Shared services realise business benefits around savings, service quality and resilience.
		The South Cambridgeshire Crime and Disorder Reduction Partnership works together to deal with local crime and anti-social behaviour issues.	(iv)	Parishes wishing to adopt Neighbourhood Plans successfully do so	(iv)	All residents and businesses have access to Superfast Broadband.	(iv)	Recruit and retain staff who are equipped and motivated to maintain and enhance performance levels and deliver corporate objectives.
	(iv)	Businesses report improved employee health outcomes and associated business benefits	(v)	Residents are helped to avoid homelessness, with associated costs contained		Business support programme successfully delivered, strengthening the rural economy		Members possess the knowledge and skills they need to be effective decision-makers, scrutineers and community leaders, achieving positive outcomes for residents.
	(v)	Together for Families partnership initiatives contribute to positive outcomes for residents with the most complex needs	(vi)	The Council has a viable long-term business plan for its homes, providing the supply and choice of affordable homes to meet future demand, and the support to help residents maintain tenancies		Communities are supported to identify and list valued rural amenities as Assets of Community Value.		
	(vi)	Private rented interventions effectively address substandard housing				Community transport initiatives increase access to rural communities, reducing isolation	(v)	Customers, Staff and Councillors have quick and seamless access to the technology and communication channels they need
How we will measure this	Case studies and feedback from businesses		Planning and Development Delivery agreement performance, customer satisfaction and % of appeals allowed		Planning application and Development Delivery Agreement performance; Housing and strategic transport scheme delivery		Performance against Ermine Street Business Plan	
	Public health framework indicators		General and affordable housing delivery and % of affordable housing agreed on major developments		% of Business Rates collected		% General Fund Budget Variance	
	Satisfaction with waste services and local environmental quality		% HRA Budget Variance		% of non-disputed invoices paid in 30 days		Staff sickness absence, turnover and feedback from surveys	
	Participation rates in sports and health initiatives		Households in temporary accommodation and helped to avoid homelessness		Major infrastructure scheme completion, affordable homes delivered, apprenticeships created		Contact Centre first time call resolutions, abandoned calls and average wait duration.	
			Housing Advice caseload		Case studies and feedback		E-forms submitted using website self-service facilities	
			% rent and Council Tax collected		Business satisfaction with regulatory services		% of website survey respondents who rate the page being viewed as good	
			Housing Benefit claims average determination days and % of Discretionary Housing grant spent		Community transport coverage		% of complaints responded to within target timescale	
			Responsive repairs customer satisfaction and days to re-let voids		Local economic indicators		Benefits realisation from shared services and corporate programme delivery	
							% of bins collected on due date	

The Cabinet and Executive Management Team (EMT) have collective responsibility for ensuring Corporate Plan delivery.