

**APPENDIX A – CORPORATE PLAN 2016-2021 – PROGRESS REPORT, QUARTER TWO 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
<b>LIVING WELL</b>			
<b>Objective (A) - Support our communities to remain in good health whilst continuing to protect the natural and built environment.</b>			
(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 who have started a programme of initiatives to support this, including a recent mental health lunchtime event.</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>Deliver sports programmes.</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>

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<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>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>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>Applicants have been invited for funding from the £19k allocated to support mobile wardens. The closing date is 16 December 2016.</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"> <li>• Satisfaction with local environmental quality</li> <li>• Satisfaction with waste services</li> </ul>	<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 2015-16 action plan included:</p> <ul style="list-style-type: none"> <li>- Delivered awareness drama around child sexual exploitation and Safety Zones programme to 250 primary school children</li> <li>- Developed new community-led No</li> </ul>	<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>Deliver 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</p>

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	<p>Cold Calling zones</p> <ul style="list-style-type: none"> <li>- Hosted a slavery awareness summit for parishes and villages</li> </ul> <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. This facility will meet a recognised local need and be built to international standards, using the latest construction technologies to reduce its environmental impact.</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>tipping as issues.</p>	<p>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> <p>Networking event for groups engaging in youth work (November 2016).</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 (16 attended across partners).</p>	<p>Businesses report improved employee health outcomes and associated business benefits.</p>	<p>Build a network of 'Mindful Employers' to support improved mental health</p>

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(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).	'Lead Professional' business case to be completed and reported to 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.</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>
<b>HOMES FOR OUR FUTURE</b>			
<b>Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities</b>			
<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"> <li>PI around Affordable</li> </ul>	<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.</p> <p>Strategic Review of major applications to identify key delivery agents and opportunities to address 5 year land</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>Construction of the first homes at Northstowe began in September and buyers can now register to buy them.</p>	<p>Planning decisions for strategically significant sites.</p> <p>Conclude existing post decision S106 agreement.</p> <p>Four further housebuilders are hoping to have applications at Northstowe approved over the coming months with</p>

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<p>Homes delivery</p> <ul style="list-style-type: none"> <li>• Planning determination time performance</li> <li>• Developer Delivery performance</li> </ul>	<p>supply.</p> <p>We have recently won an appeal against a refusal of planning permission for a small development without affordable housing. This gives strength to our argument that small sites should provide affordable housing because of the acute affordability issues in the area.</p>	<p>The developer is planning to open a sales office on site in November.</p>	<p>a view to construction commencing in the New Year.</p> <p>We will continue to challenge developments not proposing affordable housing.</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 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>Recent HRA funded developments completed at Swavesey (20 units), and Linton (4). On site with Foxton (15)</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>The Housing Development Agency has committed to deliver a total of 250 additional affordable homes from 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>
<p>(iii) Continue to progress the Local Plan to adoption</p>	<p>Joint Local Plan examination hearings for SCDC and Cambridge City recommenced took place between 7 June 2016 - 14 September 2016. The final Plan is unlikely to be ready for adoption until late 2017.</p> <p>We have prepared a number of amendments to the Plan to reflect</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>

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	changing circumstances around the expansion of Addenbrooke's and the Cambridge Biomedical Campus, new settlements and Gypsies and Travellers. The amendments will be subject to approval by Council.		The inspectors have published a revised timetable for the hearings that will take place in January and February, covering the natural and historic environment followed by economic matters.
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities	Ten neighbourhood areas have been designated, with Neighbourhood Plans being prepared for these areas, most recently at Great Abington and Whittlesford.  A joint training session was held in July to support Parish's preparing NP's.	Parishes wishing to adopt Neighbourhood Plans successfully do so.	The Planning Portfolio Holder has established a group to review how SCDC can most appropriately and effectively fulfil its duty to support parish councils in preparing neighbourhood plans.  Consultation on the proposed designation of Stapleford and Great Shelford parishes as a Neighbourhood Area concluded on 2 November 2016.
(v) Find solutions for people facing homelessness  Related PI(s): <ul style="list-style-type: none"> <li>• Households in temporary accommodation</li> <li>• Households helped to avoid homelessness</li> <li>• B&amp;B spend</li> <li>• % Discretionary Housing Grant paid</li> </ul>	Working in partnership with Chartered Institute of Housing to review homelessness in the District.  Reviewing the PSL scheme and setting up a new in-house scheme.  Awaiting further details on government policy and legislation around housing and welfare reforms	44 households helped to prevent homelessness, compared to 24 in Quarter One.  65 households in temporary accommodation at end of quarter two, whilst B&B spend remains below target.  41% Discretionary Housing grant paid by end of September, helping to mitigate the risk posed by welfare reform and homelessness.	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.  £80k of Discretionary Housing grant has been put aside for applicants who are likely to be adversely affected by this change.
(vi) Secure a viable future programme for our Council houses	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	From 2018 – 1 – 2 exception site schemes in planning or on site.  Package purchase of affordable units from S106 sites  Yr 1 -2017 – 15 units may be achievable. Yr 2 – 2018 – 25 units may	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.  Recruit a Self Build Project Officer to take the plot sale programme forwards.

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	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.	be achievable.	
<b>CONNECTED COMMUNITIES</b>			
<b>Objective (C) Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity</b>			
<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"> <li>• Planning determination times performance</li> <li>• Development Delivery Agreement performance</li> </ul>	<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 &amp; Ride near the Madingley Mulch roundabout, as 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.</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</p>	<p>An interim report in response to the consultation on tackling city centre congestion will be submitted to the Executive Board by the end of 2016, with a fuller report in the New Year.</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 &amp; 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>

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	allocations.	programme of infrastructure investment	
<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 A14 improvement scheme is underway and will be complete by the end of 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.</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 Business, both nationally and internationally</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> <li>• % of NNDR collected</li> </ul>	<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>Consultation results showed that the majority of people supported devolving powers from Government, and plans for an elected Mayor.</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</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>Each council will consider whether to formally agree the deal. SCDC will do so at a Council meeting on 17 November 2016. 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>



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	<p>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>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 18 June, supported by SCDC.</p> <p>Further Repair Cafés have proved a great success in Fulbourn (September), and Waterbeach (October) with more scheduled throughout the remainder of the year.</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: 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> <p>Second phase of Connecting Cambridgeshire Superfast Broadband programme to be completed by June 2017, incorporating another 26 communities across the district.</p>
<p><b>AN INNOVATIVE AND DYNAMIC ORGANISATION</b></p>			
<p><b>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</b></p>			
<p>i. Take forward commercial activities such as Ermine Street Housing (ESH -</p>	<p>ESH has continued to acquire additional properties to grow its portfolio and the position at 30 September 2016 was 110</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</p>	<p>Continue delivery of ESH Business Plan.</p>

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<p>our ethical lettings company)</p> <p>Related PI(s):</p> <ul style="list-style-type: none"> <li>• General Fund budget variance</li> </ul>	<p>acquisitions, 140 leased, totalling 250 properties for rent, 4 resold and 10 more in the pipeline.</p> <p>At 21 September 2016 the In-house Enforcement Agent service had 23 live cases.</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>to the appreciation of the capital asset.</p> <p>In-house Enforcement Agent fee income of £13,841 has been received. There are 23 live cases; just over £2.25 million business rates have been collected.</p> <p>Six sales arising from the Equity Share project completed at the end of July producing a profit of £139,500. By careful management and assessment of works required, only £14k has been spent on works out of an original budget of £200k.</p>	<p>Primary Authority negotiations are continuing with major organisations; an agreement has been signed and is awaiting government sign-off. 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>Working with local regulators and Local Authorities to introduce “Better Business for All” Government initiative.</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"> <li>• % waste reused, recycled and composted</li> </ul>	<p>A campaign in the Autumn 2016 edition of the residents’ magazine encouraged 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 &amp; 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 55%.</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. This is the current major focus, which comprises an organisational restructure, a possible transfer of City staff to SCDC, considering options to remodel collections rounds, 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 has approved a business case for the establishment of an internal Shared Audit Service with Cambridge City and Huntingdonshire District councils.</p> <p>Development work continuing on key ICT projects: strategy and roadmap, shared service desk and financial management system. The 3C ICT Digital</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 improved audit coverage and career development opportunities for staff, increase productivity and potential for audit services to be offered</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>A shared financial management system is scheduled to be implemented in April</p>

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	<p>Team has recently launched a new Intranet.</p> <p>A new model to harmonise recharging for central services is ready to be rolled out across 3C partners.</p> <p>The Shared Legal Service has successfully recruited Tom Lewis as Head of Legal Practice and Rory McKenna as Principal Governance Lawyer and Deputy Monitoring Officer.</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>commercially.</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 2017/18 (see also Dii above)</p>	<p>2017. This will enable standardised ways of working and common business processes to 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 1 December 2016.</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"> <li>• Staff turnover</li> <li>• Staff sickness</li> <li>• Staff survey results</li> </ul>	<p>The Finance and Staffing Portfolio Holder approved the People &amp; 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</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>The Council will undergo a review by its Investors in People inspector in January 2017, 18 months after accreditation.</p> <p>The cycle of periodic staff surveys will be repeated to benchmark and measure levels of employee satisfaction.</p>

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	commercialisation and flexible working.		
<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"> <li>• Number of e-forms received</li> <li>• Number of instances of critical feedback received through website survey</li> <li>• % calls not abandoned</li> <li>• Call average wait times</li> <li>• % first time call resolution</li> <li>• % of complaints responses sent within timescale</li> <li>• % bins collected on time</li> </ul>	<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>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>Eform usage has increased by 17% during quarter two compared the previous quarter. Eight new forms were launched during quarter two.</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 13.</p>	<p>Investigate a customer portal solution either within individual service areas or a corporate solution.</p> <p>Continue web content review by service.</p> <p>Continue Revenues and Benefits e-forms procurement exercise.</p>