

CORPORATE PLAN 2017-2022 – FIRST QUARTERLY PROGRESS REPORT, SEPTEMBER 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>Running physical activities and sports programmes.</p> <p>Actions to better understand and address social isolation through:</p> <ul style="list-style-type: none"> (i) Social Prescribing pilot at Sawston (with Local Health Partnership). Job description for social prescribing post at Granta Medical Practice agreed. (ii) Member Task and Finish Group: evidence-gathering underway <p>Working with partners to enable weekly Citizens Advice Bureau outreach service to operate out of Willingham and Longstanton GP surgeries from July (a Northstowe Health New Towns project).</p> <p>Supporting parish councils to develop community-led activities to improve mental health.</p>	<p>Over 5000 visitors enjoyed the activities on offer at Parklife 2017.</p> <p>More than 1,500 children aged seven to eight years old took part in the South Cambs School Sports Partnership's Year 4 Mini Olympics, an event that featured 44 primary schools from across the district.</p> <p>Summer holiday camps: 75 children on both the Netball and Athletics camps.</p>	<p>Complete Summer holiday camp programme (75 children on both Netball and Athletics camps).</p> <p>Social Prescribing pilot: Submit bid to the County Council's Communities Innovation Fund Autumn 2017 (award scheme currently under review).</p> <p>Task and Finish Group to present report and recommendations in October 2017.</p> <p>Event for parishes, youth groups, and youth workers to be held in November (date TBC)</p> <p>Event to be held on Monday 9th October during Mental Health Awareness Week in Histon. Working in partnership with Histon and Impington Community and CCC.</p>
(ii) Support our residents to stay in good health as they grow older, with access to	<p>Further promotion of the Active and Healthy 4 Life exercise referral scheme.</p> <p>Working with partners to ensure effective</p>	<p>2016/17 Active and Healthy 4 Life annual report produced highlighting the benefits of the scheme and the conditions treated. 50 completers</p>	<p>Annual report to be distributed to all Surgeries, Members and health Practitioners. Further promotion of the scheme with GPs.</p>

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the services they need	<p>delivery of the handyperson scheme, including hospital discharge service.</p> <p>Tenant Scrutiny Review of uses of Communal Rooms on Sheltered Housing schemes.</p>	<p>recorded improvements in their blood pressure, 47 reduced their body fat % and 112 decreased their Body Mass Index. 272 clients started the scheme during 2016/17, and 112 completed courses (some clients will complete during 2017/18).</p>	<p>Ongoing contract management of Handyperson Service.</p> <p>Tenant Scrutiny report to be presented to Portfolio Holder September 2017.</p>
(iii) Ensure our new and established communities provide thriving, healthy, safe and attractive places to live	<p>Participating in the Northstowe Healthy News Towns (HNT) programme:</p> <ul style="list-style-type: none"> - Sheffield Hallam University interviewing stakeholders to research future accommodation needs of older people. - Working with the NHS to develop new models of care <p>Working with communities to increase the number of timebanking projects in the district.</p> <p>Working with parish councils to secure developer contributions (from applications and appeals) to fund improvements to recreation grounds, pavilions, play areas, and village halls and create new community transport initiatives in order to mitigate the impact of new development.</p>	<p>Negotiated an increase in street furniture (benches) in the public realm at Northstowe Phase 1.</p> <p>Secured funding for a further two years for the HNT programme.</p> <p>Contributed to a CAB in Longstanton GP practice.</p> <p>Influenced the developer to increase street furniture (benches) in the public realm.</p> <p>Secured funding for a further 2 years for the HNT programme.</p> <p>13 s106 agreements signed.</p> <p>£1.03m secured for 11 Parish Councils including a number of new on site open spaces and equipped</p>	<p>HNT:</p> <ul style="list-style-type: none"> - Final report from university due October - Hosting a new models of care workshop in London on 21 September - Digital workshop with Smart Cambridge on 14 September <p>Timebanking: Finalise pilot proposal, identify and agree funding.</p>

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	<p>Awarded over £35k of Community Chest grants to 43 initiatives between April and June, helping local communities to further improve the quality of life for local people. Another £30k has now also been made available through Community Chest grants.</p> <p>A legal agreement has been signed to allow ice-rink construction on land off Newmarket Road, Cambridge, part funded by a £1.85 million loan from SCDC.</p>	<p>play areas.</p> <p>Some of the projects this money will fund include:</p> <p>(a) Balsham sports pavilion refurbishment</p> <p>(b) Willingham Ploughman Hall extension,</p> <p>(c) Bar Hill skate park, outdoor fitness equipment and new changing rooms,</p> <p>(d) Waterbeach PC sports facilities improvements (e) Cottenham community centre new build</p> <p>(f) Cottenham community transport scheme</p>	
(iv) Support local businesses to improve the health of their employees	<p>Building a network of 'Mindful Employers' to support improved mental health. Initial report reviewed by H&ES management and a Project Initiation Document (PID) is now being prepared.</p> <p>SCDC employee Health and Well-being Strategy adopted (see also D(iv) below).</p>	<p>Businesses reporting improved employee health outcomes and associated business benefits will constitute success against this measure.</p> <p>Healthy options scheme rolled out to seven businesses.</p>	<p>Finalise PID and commence project</p> <p>HR working with Environmental Health to share information and encourage delivery of workplace health support through existing channels to 3,500 businesses in South Cambs District (see also D(iv) below).</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	Embedding a “Think Family” & “Person-Centred” approach across SCDC to improve outcomes for families and older people with complex needs: Early contact made with County Leads on Early Help and Adult Early Help.	Together for Families programme helping families in the district (177 families living in the district are on the Together for Families Programme).	Research meetings to take place between PM and other key personnel countywide. Expected project completion date 31 Oct 2018.
(vi) Improve existing private rented housing standards to ensure everyone can be safe and healthy at home	Exploring new approaches to the Private Sector Stock Condition Survey to provide more cost-effective methods of gathering relevant data. Moving to a multi-agency intelligence-led approach to identify and address potentially substandard housing: multi agency problem solving group Landlord guide to HMO launched. SPEP Eco Homes event to encourage people to open their homes and discuss energy saving measures with other interested people. Event held and some interest shown but not enough to develop the project at this time.	An intelligence lead approach to improving private sector housing standards. Reduction in sub standard and rogue landlord complaints. New Housing legislation will give new powers to Local Authorities.	To explore how best to use intelligence and information to assist with future strategy. Prepare and address the implications of new Housing legislation, due October 17 that will increase scope for Licensing Houses in Multiple Occupation. 15 identified to date on Orchard Park.
HOMES FOR OUR FUTURE			
Objective (B) - Secure the delivery of a wide range of housing to meet the needs of existing and future communities			
(i) Influence developers to increase the pace of housing and infrastructure construction, including	Creating a framework for the future development of Waterbeach New Town and Bourn Airfield: - Consultants appointed and	The first 20 occupations have taken place at Northstowe.	Waterbeach – completion of A10 study expected by end of year. Bourn – completion of SPD due by end of year.

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delivery of affordable housing	<p>inception meetings held.</p> <ul style="list-style-type: none"> - Initial Waterbeach Community stakeholder workshop held. <p>Continuing to develop strategic sites:</p> <ul style="list-style-type: none"> - Detailed planning permission now in place for 622 homes at Northstowe. - Design Coding work commenced on Wing and Cambourne West. - Planning Committee resolved to grant permission for Cambourne West on 3 August 2017. 		<p>Strategic sites:</p> <ul style="list-style-type: none"> - Trumpington Meadows local centre planned for completion mid 2018. - Planning application expected to be submitted on Darwin Green 2&3 by Easter 2018 (approximately 1,000 homes). - Northstowe Phase 2 first housing scheme applications expected to be received early 2018. - North West Cambridge phase 2 applications expected early 2018. <p>We estimate that 804 additional housing units will be completed by 31 March 2018.</p>
(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes	<p>Offering a regional service to other local authorities, acting as the self-build 'hub' for registers and events locally and regionally.</p> <p>Self build project launch in July 2017.</p>	<p>The provision of a self sustaining sub regional service</p> <p>Sharing learning, resources and expertise across participating councils</p> <p>Running a regular number of sub regional self /custom build events</p>	<p>Recruit Self Build Development Officer to deliver on HRA plot sale pipeline</p> <p>Recruit PT project support officer to assist in sub regional service set up</p> <p>Attracting 5 Eastern Regional LAs to take up the hub service in 2018/19</p>

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	<p>Helping communities to form local groups, such as Community Land Trusts, to deliver affordable housing for local people. Funding of £50,329 secured from the DLCCG Community-led development grant. CLT East appointed to help deliver community-led development with a focus on affordable housing in the District and within Cambridge City. An Officer from CLT East to work from South Cambs offices one day per week wef 27/7/17 to support the work of the affordable housing development team.</p> <p>Investigating options for modular construction: approval for a 'proof of concept' project with modular contractor Cubicco granted April 2017.</p> <p>Sites under HRA ownership being assessed for suitability.</p>	<p>2017 business case assumes £0 partner fee 2017</p> <p>Take up by 5 LA's in 2018/19</p> <p>Identify at least one community-led group and support them through the process of establishment and identification/ progress of an affordable housing scheme by July 2018</p> <p>A long term strategic approach to our HRA land assets will allow for some new build modular construction redevelopment at lower cost bringing much needed single person accommodation back into SCDC.</p> <p>A pilot will allow learning and may develop strong commercial relationships, give good PR for SCDC and give benefits to the self/custom build function where modular construction has a cross over.</p>	<p>Expected Delivery Date: April 19</p> <p>Establish grant process and administration of fund</p> <p>Promotion of community-led development through parish forums, magazines, website, etc.</p> <p>Identification of potential communities to work with.</p> <p>Complete a feasibility study to explore the potential for system build and other modular homes to be able to maximise provision of homes, reduce construction costs and provide homes that are affordable; and test this through the commissioning of a pilot scheme.</p> <p>Pre App to be submitted Oct/Nov 17.</p> <p>Expected Delivery Date: Dec 18.</p>
(iii) Continue to progress the Local Plan to adoption	<p>Local Plan hearings continued and completed with last hearing on 18 July.</p> <p>Work requested by Inspectors on Local Green Space and Monitoring indicators agreed by Planning Portfolio Holder on 26</p>	<p>Finding of a "sound" plan by inspector, through which the Council will be able to demonstrate a Five-Year Housing Land Supply, will ultimately constitute success against</p>	<p>Inspectors have advised that consultation on Proposed Modifications to make the Plan sound likely to take place in Autumn 2017.</p> <p>Once they have considered</p>

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	July.	this measure.	representations received they will hold any further hearings necessary and then publish their final Report. If no further hearings necessary, anticipate Inspectors' report around end of 2017 and adoption in Spring 2018.
(iv) Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities	<p>Ongoing support for 13 parish councils with neighbourhood areas designated as requested, and to others at the beginning of the neighbourhood planning process.</p> <p>A Member Task and Finish Group has prepared a 'Standard Offer' setting out how the Council will fulfil its statutory duty to advice and assist parish councils preparing neighbourhood plans – to be considered by Cabinet on 14 September.</p> <p>Guidance is in preparation to provide a tool for Parish Councils preparing plans.</p>	Parishes wishing to adopt Neighbourhood Plans successfully do so, supported positively by SCDC.	Implement recommendations agreed by Cabinet. Planning Portfolio Holder to approve neighbourhood planning guidance: Autumn 2017.
(v) Find solutions for people facing homelessness	<p>Producing new Homeless Strategy for 2018:</p> <ul style="list-style-type: none"> - CIH Review completed April 2017 which will inform strategy. - Joint themes identified with Cambridge City via shared meeting on 19.7.2017 <p>Preparing for introduction of Homeless Reduction Act (expected April 2018, but</p>	<p>Excellent prevention figures achieved during Q1: 57, compared to 39 (previous quarter) and target of 30. Zero B&B expenditure in April and May 2017.</p> <p>Completed Homelessness Strategy which meets statutory obligations including the identification of specific pathways as set out in the new</p>	<p>District review of homelessness to take place following CIH review, which will go on to inform Homelessness Strategy.</p> <p>Finalise Project Plan for Homeless Reduction Act.</p> <p>Set up PSL scheme rent account and arrange September Board Meeting.</p>

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	<p>date not yet confirmed):</p> <ul style="list-style-type: none"> - Staff have all received initial training in the Act. - Joint planning/information sharing meeting held with the City on 19/7/2017. - Team day to start working through plan/timetable for new service requirements – scheduled for 26/7/2017. <p>Implement Shire Homes PSL scheme: discussions with Landlords underway.</p>	<p>Homeless Reduction Act.</p> <p>Service fully compliant in anticipation of Homeless Reduction Act for 1st April 2018.</p> <p>Successful placement of first tenants in the PSL scheme homes.</p>	<p>First property to be let September 2017. Project complete and scheme fully operational by April 2018.</p>
(vi) Secure a viable future programme for our Council houses	<p>Delivery of additional affordable homes through the Housing Development Agency (PC3). SCDC development pipeline 2017/18 is:</p> <ul style="list-style-type: none"> -on site with 14 homes , 10 of which are affordable in Gamlingay -on site with 8 affordable homes in Great Abington -on site with 13 affordable homes in Balsham -on site with 23 affordable homes in Waterbeach -imminently on site with 3 affordable homes in Longstanton 	<p>Completion of 15 rented homes in Foxton.</p>	<p>Keep securing exception site and S106 opportunities Subject to Planning and funding</p> <p>Utilise self build plot sale receipts to support a secure new build programme for next 3-5 years</p> <p>Avoid returning Right to Buy (RTB) receipts to Treasury by always finding development opportunities to match fund RTB monies to.</p>

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(vii) Lead the Combined Authority's Housing Investment Programme	<p>Notable outcomes include progress against the Mayor's 100-day plan commitments in a number of areas:</p> <ul style="list-style-type: none"> Housing Infrastructure Fund (HIF) – announce the first wave of affordable housing schemes agreed at CA Board 26 July 2017 Lead a Building for Cambridgeshire and Peterborough Summit for housing developers, builders and housing providers 24 July 2017 Development of Housing Strategy to accelerate the development of 100,000 homes agreed at CA Board 26 July Promote Community Land Trusts through the Housing Summit 24 July 2017 Commence consultation on a Mayoral Housing Fund that enables SME builders to develop and grow through the Housing Summit 24 July Commission a Feasibility Study on Modern Methods of Construction July 2017. 	<p>Sites in Papworth, Melbourn and Willingham are among 11 locations across Cambridgeshire and Peterborough receiving funds as part of the first wave of housing schemes. Construction work is expected to start before the end of March 2018.</p>	<p>Housing Infrastructure Fund (HIF) – contracting the first wave of affordable housing schemes</p> <p>HIF – detailed proposals for HIF investment objectives, rules, procedures and levels of delegation to the CA Board Sept 2017</p> <p>HIF – complete partnership agreement between CPCA and SCDC</p> <p>Modern Methods of Construction Feasibility Study Report, Sept 2017</p> <p>Housing Strategy – commence development to be completed Feb 2018</p> <p>DCLG Housing Infrastructure Fund – complete EOIs for submission end Sept 2017</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			
i. Support the delivery of City Deal (GCP) and Combined Authority transport, housing, technology and skills programmes	<p>Officers in Planning and New Communities continue to support the City Deal (GCP) Team to deliver the transport infrastructure investment programme. Recent milestones have included:</p> <ul style="list-style-type: none"> - Executive Board agreement of design layout to inform detailed design and business case for Milton Road. - Chisholm Trail first phase (River Cam to Coldham's Lane) granted planning permission. - Cambourne to Cambridge Busway review of park and ride site options and alternative online option considered by Executive Board in July. <p>Housing: See B(vii) above</p> <p>Developing a skills and apprenticeship brokerage scheme for role out across GCP area.</p> <p>SCDC Member task and finish group set up to look at how we support and develop rural</p>	<p>Planned schemes delivered on time and budget.</p> <p>Begin to have tangible positive impacts on congestion and mode of transport.</p> <p>CPCA delivers strategic housing and transport infrastructure.</p> <p>Local residents and businesses can access the skills and employment they need to share in local economic prosperity. Target of 420 new apprenticeships to be delivered by</p>	<p>GCP:</p> <ul style="list-style-type: none"> - Commission strategic options appraisal study into rapid, mass transport options. - Approve public consultation on Cambourne to Cambridge options <p>CPCA aiming for NSSP phase 1 to be completed by spring 2018, with phase 2 by end of 2018.</p> <p>Work on Greater Cambridge Local Plan to start in 2019, consistent with GCP agreement.</p> <p>Skills workstream set up going to the GCP board in Sept.</p>

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	<p>businesses, including access to skills.</p> <p>Combined Authority (CPCA) Board agreed to commission Local Transport Plan, approaches developing a Housing Strategy and Non-Statutory Spatial Plan (NSSP), and the features and principles of the Cambridgeshire and Peterborough Investment Strategy.</p> <p>SCDC Chief Exec appointed lead Chief Exec for the Combined Authority Spatial Strategy.</p> <p>GCP skills workstream and Combined Authority are working together on a joined up skills offering.</p>	the GCP by 2019	
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>Update on A14 and A428 schemes in Autumn 2017 residents' magazine.</p> <p>SCDC has indicated a preference for a new road close to the existing A428. Councillors have also asked for the design of the new road to have as little impact as possible on nearby housing, and for it to increase opportunities to walkers, cyclists and horse riders.</p> <p>We are working with the Mayor on further strategic transport site improvement opportunities.</p>	<p>The A14 improvement scheme is underway and will be complete in March 2021, reducing journey times by up to 20 minutes.</p> <p>SCDC assisted with publicity for the A14 Community Fund, which has allocated over £50k towards local activities focussed on bringing communities together, for example Histon and Impington Parish Council received £1,752 to complete and maintain its orchard, providing tools and an information sign.</p>	<p>A decision on the preferred route for the A428 is due in late-September. This will then be refined with more detail before further public consultation in the autumn.</p> <p>A1307 consultation on preferred options, to commence in September 2017.</p>

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		The new Cambridge North station at Chesterton opened on 22 May 2017. There were over 42,000 passenger journeys in the first month.	
iii. Take a stronger leadership role in shaping economic growth for the area, through the development of shared economic strategies with partners Related PI(s).	<p>Working with the LEP to produce an updated Strategic Economic Plan for Cambridgeshire and Peterborough, from which the economic growth strategy for Greater Cambridge will emerge. The LEP is reviewing this project in light of progress to date.</p> <p>Continued involvement with Local Enterprise Partnership to deliver Enterprise Zones in Cambourne, Northstowe & Waterbeach. Meeting held with Enterprise zones to identify structure and process for business rate relief</p>	<p>Economic Strategy for Greater Cambridge, drawing on work undertaken by the LEP and the CA Economic Commission</p> <p>Identifiable inward investment to SCDC area by business</p>	<p>Plans to refresh economic strategy to be updated and presented to new Chief Exec.</p> <p>New econ development officer in post. Work plan to be developed.</p> <p>Member task and finish group – developing rural business to commence September 2017.</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>Community Rail Partnership - supporting a number of parishes to enhance the rail community by working with the local community and stakeholders to deliver improvements in rail stations, services, travel and integration</p> <p>Rural Travel Hubs – researched concept and agreed location of at least two pilot sites in South Cambs; feasibility study underway. Consultation running until September with interested parishes and stakeholders</p> <p>Community based street sweeping pilots for</p>	<p>Better maintained stations, improved access to users.</p> <p>Reduce isolation by improving access to services; support delivery of City Deal transport priorities.</p> <p>Reduce congestion</p> <p>Self sustaining community based street sweeping initiatives to supplement SCDC service according</p>	<p>Creation of a community interest company and employment of a Community Rail Partnership Officer.</p> <p>Rural transport hub consultation event with parishes (September 2017). Report to Greater Cambridge Partnership Board and Assembly in January 2018 to approve progression of at least two trial sites</p> <p>Scope out possibility of dementia training for taxi trade to better assist vulnerable people who rely on the</p>

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	<p>parishes – business case being prepared.</p> <p>Adopted a discretionary business rate relief policy which will benefit around 300 rate payers.</p>	to local need.	<p>service.</p> <p>Options report on street sweeping pilot to Portfolio Holder, September 2017</p>
AN INNOVATIVE AND DYNAMIC ORGANISATION			
Objective (D) Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost			
i. Develop strategies for the Council to take advantage of commercial and investment opportunities as they arise	<p>Developing a commercialisation strategy which sets out criteria to assess a range of options for investment and income generation: research phase underway.</p> <p>Ermine Street Housing (ESH) continues to acquire a property portfolio in line with the Business Plan projections. Currently 140 MOD leased properties and 160 acquired properties.</p> <p>Equity Share scheme to invest in Council properties to sell on the open market.</p> <p>Renewable Energy Generation investment options: Initial list of renewable energy technologies, approaches, case studies, resources and contacts compiled to aid renewables research.</p>	<p>The Council's strategic approach to commercial investment makes it best-placed to seek and take advantage of opportunities.</p> <p>ESH projected interest payment to SCDC during 17/18 of £1.4 million</p> <p>Equity share projected net income for 2017 is £190,500</p> <p>To identify and research green energy investment opportunities to enable EMT to make an informed decision about where available finance can best be invested to ensure sufficient financial return.</p> <p>To set up an SCDC renewables fund (including application process, eligibility criteria etc.), which Parish Councils and local community and</p>	<p>Strategy research paper to be considered by EMT.</p> <p>Continued delivery of ESH business plan.</p> <p>Equity share project continuing as business as usual. Project Team to consider if this approach can be used with other properties</p> <p>Delivery of Community Energy Fund report, with recommendations to EMT before end of Oct 17</p>

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		voluntary groups can apply to for loans or grants for investment in renewable energy or energy efficiency.	
ii. Complete full integration of the Single Shared Household and Commercial Waste Services	<p>Evaluating and further developing the new domestic rounds across the Shared Waste Service area</p> <p>Confirming future purchase, management, maintenance and ownership of the combined fleet for the Service</p> <p>Reviewing the commercial waste service including commercial approach and structure</p>	<p>Greater harmonisation of service and alignment of policies</p> <p>Confirmation of savings achieved and future investment approach</p> <p>99.5% of bins collected on due date and 50% of household waste diverted from landfill (sent for reuse, recycling and composting)</p> <p>For Q1 figures were 98.71% bins collected (impacted by changes in bin days), and 52.3% household waste diverted (provisional data).</p>	<p>Complete review of blue bin service and report to Portfolio Holder in September 2017.</p> <p>Ownership and investment for fleet is agreed in MoU for the service.</p> <p>Commercial waste review scoped in 2017.</p>
iii. Consolidate existing shared services and develop plans for shared Finance, Planning and Housing services	<p>Business Case for Shared Planning Service approved by SCDC and City Councils, July 2017. Staff consultation underway.</p> <p>Future plans to be reviewed.</p> <p>All 3C Heads of Services now in post.</p> <p>Updated business cases and performance indicators being developed by new Heads of Service for 3C ICT (end of Q3) and 3C Building Control (end of Q3).</p> <p>In process of recruiting for Head of Internal</p>	<p>Greater Cambridge Planning Service to be recognised as one of the UK's best planning services, demonstrated by quality of outcomes, meeting its targets and cost</p> <p>3C Q1 reports to be considered and signed-off by 3C Leaders</p>	<p>Staff consultation ahead of proposed TUPE transfer on 1 February 2018</p> <p>Phase 1 implementation (senior management structure January 2018)</p> <p>3C updated business cases and performance indicators being developed by new Heads of Service for 3C ICT (end of Q2) and 3C Building Control (end of Q3)</p> <p>Now entering user acceptance testing stage of Financial Management System implementation, with go-live</p>

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	Audit post.		scheduled for 4 th Dec
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>SCDC Apprenticeship Strategy approved by Portfolio Holder.</p> <p>Member Task and Finish Group working to prepare for all-out elections in 2018: Terms of Reference drafted</p> <p>Employee Health and Wellbeing Strategy adopted. Recent events included financial wellbeing support, nutrition and weight management programme.</p>	<p>Three apprentices will begin work in September 2017.</p> <p>The Council and its Members are fully equipped to adapt to all-out elections in 2018 and associated reduction in Councillors and four-year electoral cycle.</p> <p>Improved staff morale (to be measured through Staff Survey).</p> <p>Reduced sickness absence. 17/18 Q1 remained above target (2.57 days/employee compared to 1.75 target).</p> <p>Improved retention and attraction of staff (turnover for Q1 17/18 was 2.93%, within the target of 3.25%)</p> <p>Reduced accident risk from improved training and risk management.</p>	<p>Identification and recruitment of remaining eight apprenticeships to commence employment during 1 April 2018.</p> <p>Task and finish group to agree and carry out work programme, including timetable to report to Portfolio Holder.</p> <p>Revisit the Health & Wellbeing Survey to benchmark improvement and satisfaction with project outcomes so far</p> <p>Continue to build relationships through existing Health Champions in particular at Waterbeach</p> <p>Develop and improve Health & Well Being pages on Insite when relaunched.</p>
v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them	<p>Drafted a Digital Strategy</p> <p>Digital by Default project:</p> <ul style="list-style-type: none"> - New revs and bens system has gone live; work proceeding on revs and bens phase of online customer portal - Improved the look and feel of the 'find 	<p>5,845 e-forms were submitted between 1 April – 30 June 2017, the highest quarterly figure since this indicator was introduced in Apr 2016.</p> <p>92.2% of calls to the customer contact service were handled in June 2017. The average call waiting</p>	<p>Finalise and adopt Digital Strategy.</p> <p>Digital by Default:</p> <ul style="list-style-type: none"> - Revs and Bens to manage their own eforms with their new system - Implement first phase (revs and

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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>your bin collection dates' web page, including an 'add to my calendar' function too.</p> <ul style="list-style-type: none"> - Implemented the new and improved what goes in which bin page - Changed the look and feel of the A-Z and search facility to improve it. <p>Customer Contact Service has recruited to combined post-handling / customer advisor roles to produce additional flexible capacity to deal with peak demand periods.</p>	<p>time was 72 seconds for the same period.</p>	<p>bens) of online customer portal</p> <ul style="list-style-type: none"> - Update website content - Implement payment solution with IEG4 - Launch new Intranet <p>Continued increase in the use of digital means of contact, reducing the number of simple calls to the Contact Centre</p>