

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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>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>Preparing an up to date Local Plan that identifies sites and policies to deliver the number and range of homes to meet the identified needs of the area in a sustainable way, including provision of affordable housing.</p> <p>Creating a framework for the future development of Waterbeach New Town and Bourn Airfield:</p> <ul style="list-style-type: none"> <li>- Technical workshops for both sites held in September.</li> <li>- Initial Waterbeach Community stakeholder workshop held.</li> </ul> <p>Continuing to develop strategic sites:</p> <ul style="list-style-type: none"> <li>- Detailed planning permission now in place for 622 homes at Northstowe.</li> <li>- Design Coding work commenced on Wing and Cambourne West. Design Code for phase 2 of Northstowe approved by Planning Committee.</li> <li>- North West University Site: Primary school opened, Energy Centre and sports fields completed; health and police centre under construction,</li> </ul>	<p>Seeing the Local Plan examination through its final stages and adoption of the Local Plan in spring 2018</p> <p>The first 26 occupations have taken place at Northstowe and the first primary school (Pathfinder School) is open.</p>	<p>Consultation on proposed modifications to the Local Plan to be identified by the Inspector, and on receipt of her final Report, for Council to adopt the Plan.</p> <p>Precise Timelines for Supplementary Planning Documents (SPD) for Waterbeach and Bourn Airfield linked to Inspector's report into Local Plan.</p> <p>Strategic sites:</p> <ul style="list-style-type: none"> <li>- Trumpington Meadows local centre planned for completion mid 2018.</li> <li>- Planning application expected to be submitted on Darwin Green 2&amp;3 by Easter 2018 (approximately 1,000 homes).</li> <li>- Northstowe Phase 2 first housing scheme applications expected to be received early 2018.</li> <li>- North West Cambridge phase 2 applications expected early 2018.</li> </ul>

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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>food store nearing completion.</p> <ul style="list-style-type: none"> <li>- Cambourne West Planning Performance Agreement finalised.</li> </ul>		<p>We estimate that 804 additional housing units will be completed by 31 March 2018.</p>
<p>(ii) Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes</p>	<p>Using HRA land assets to assist self build applicants and use capital receipt to help fund new build development programme</p> <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. Around 100 self build plots identified (subject to planning) on council land for onward sale. First two Self-Build plots have planning permission and are being marketed and sold. A further 10 plots at pre app stage with planning</p> <p>In conjunction with technical advisers at CLT East we are offering expert guidance and technical support for potential community-led housing groups to bring forward affordable housing.</p> <p>Community-Led Housing Grant launched September 2017: Groups with an interest in developing their own affordable housing for the community can apply for up to £4,500 in grant funding to cover all their start-up costs.</p> <p>Investigating options for modular construction: approval for a 'proof of concept' project with modular contractor</p>	<p>Create a viable planning policy position on self build for individual, communal and developer led self build applications. Running a regular number of sub regional self /custom build events</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 proof of modular concept pilot will allow learning and may develop</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> <p>Expected Delivery Date: April 19</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>Potential for temporary planning and pilot structure by Q2 2018 (subject to planning permission)</p>

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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>Cubicco granted April 2017.</p> <p>Sites under HRA ownership being assessed for suitability.</p>	<p>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>Pre App to be submitted Oct/Nov 17.</p> <p>Expected Delivery Date: Dec 2018</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 July.</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 this measure.</p>	<p>Proposed Modifications consultation anticipated Autumn ‘17, and adoption Feb 2018 – all subject to timescale for Inspector issuing initial feedback.</p>
(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>Cabinet agreed to consult parishes on draft Neighbourhood Planning Guidance arising from the work of a task and finish group of Members, and agreed a standard support offer to parishes, or groups of parishes.</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so, supported positively by SCDC.</p> <p>Neighbourhood Planning guidance agreed and published.</p>	<p>Adopt Neighbourhood Planning Guidance following consultation with parishes (ends 30 October).</p> <p>Annual monitoring of the effectiveness of Council’s standard offer and guidance (once adopted), and progress in delivery of neighbourhood plans and any refinements as necessary.</p>
(v) Find solutions for people facing homelessness	<p>Producing new Homeless Strategy for 2018:</p> <ul style="list-style-type: none"> <li>- CIH Review completed April 2017 which will inform strategy.</li> <li>- Joint themes identified with Cambridge City via shared meeting on 19.7.2017</li> </ul> <p>Preparing for introduction of Homeless</p>	<p>Excellent prevention figures achieved during first half of 2017/18, with an accumulative figure of 105, compared to a combined target of 60 over the first two quarters.</p> <p>Completed Homelessness Strategy which meets statutory obligations</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>PSL scheme now up and running and first property taken on. Focus is on</p>

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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>Reduction Act in April 2018:</p> <ul style="list-style-type: none"> <li>- Staff have all received initial training in the Act.</li> <li>- Joint planning/information sharing meeting held with the City on 19/7/2017.</li> <li>- Team day to start working through plan/timetable for new service requirements took place on 26/7/2017.</li> </ul>	<p>including the identification of specific pathways as set out in the new 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>increasing portfolio of properties and negotiations with landlords.</p>
(vi) Secure a viable future programme for our Council houses	<p>Delivery of additional affordable homes. SCDC development pipeline 2017/18 is:</p> <ul style="list-style-type: none"> <li>-on site with 14 homes , 10 of which are affordable in Gamlingay</li> <li>-on site with 8 affordable homes in Great Abington</li> <li>-on site with 13 affordable homes in Balsham</li> <li>-on site with 23 affordable homes in Waterbeach</li> <li>-imminently on site with 3 affordable homes in Longstanton</li> <li>- Imminently on site with nine affordable homes in Waterbeach</li> </ul>	<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> <p>Estimated build programme per annum likely to be around 35-45 new homes at a budget cost of circa £5.5-6.5m per annum.</p>
(vii) Lead the Combined Authority's (CA) Housing Investment Programme	<ul style="list-style-type: none"> <li>• Recruiting programme team including Housing lead.</li> </ul>	<p>Sites in Papworth, Melbourn and Willingham are among 11 locations across Cambridgeshire and</p>	<p>HIF – HIF £100m Delivery Framework including investment objectives, levels of delegation etc to the CA Board Dec</p>

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

Action - related PIs also listed where relevant	What we are doing to achieve this objective	Outcomes – What success looks like	What is still left to do
	<ul style="list-style-type: none"> <li>• Draft framework being prepared</li> <li>• Leader and Housing Director addressed EELGA Conference in September 2017.</li> <li>• DCLG Housing Infrastructure Fund – £200 million application to develop large brownfield site close to Cambridge North station, submitted. If selected to move on to the next stage, businesses case to follow in Spring 2018.</li> <li>• Cambourne High Street Marginal Viability Scheme bid to DCLG Housing Infrastructure Fund end Sept 2017</li> </ul>	<p>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>2017 alongside Partnership Agreement</p> <p>HIF – complete partnership agreement between CA and SCDC for CA Board Dec 2017</p> <p>HIF – alongside CA Interim Director of Housing (i) engaging with Housing Associations, landowners, member LAs to further develop HIF programme (ii) developing Interim Prospectus</p> <p>Modern Methods of Construction Feasibility Study Report to CA Board Nov 2017</p> <p>Housing Strategy to be completed Feb 2018. SCDC supporting affordability analysis; travel to work analysis</p> <p>DCLG Housing Infrastructure Fund announcements expected November 2017.</p> <p>CA Interim Director of Housing developing strategic initiatives e.g. CLTs</p>
<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>			
i. Support the delivery of City Deal (GCP) and Combined Authority	Officers in Planning and New Communities continue to support the City Deal (GCP) Team to deliver the transport infrastructure	Planned schemes delivered on time and budget.	GCP: - Commission strategic options

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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>transport, housing, technology and skills programmes</p>	<p>investment programme. Recent milestones have included:</p> <ul style="list-style-type: none"> <li>- Cambourne to Cambridge Better Bus Journey scheme: Park and Ride options and route alignments agreed for further public consultation.</li> <li>- Agreement to increase the number of spaces at the Trumpington Park and Ride site, subject to planning permissions.</li> </ul> <p>Housing: See B(vii) above</p> <p>Developing a skills and apprenticeship brokerage scheme for role out across GCP area: .</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>CPCA £200 million bid to Housing Infrastructure Fund – see B(vii) above.</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 the GCP by 2019.</p> <p>A non statutory spatial plan and other strategies that reflect the objectives of this Council and provide an appropriate context for the next joint Greater Cambridge Local Plan, to start in 2019.</p>	<p>appraisal study into rapid, mass transport options.</p> <ul style="list-style-type: none"> <li>- Next stage of public consultation on Cambourne to Cambridge transport options begins 6 November.</li> </ul> <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: implement proposals agreed by Executive Board in September.</p>
<p>ii. Bring forward strategic transport improvements,</p>	<p>Update on A428 preferred route prepared for Winter 2017 residents' magazine.</p>	<p>The A14 improvement scheme is underway and will be complete in</p>	<p>A decision on the preferred route for the A428 is due in Autumn 2017. This will</p>

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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>with particular regard to A14, A428 and A1307 improvement proposals, the M11 corridor and an East-West rail link</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>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>Engagement and influencing the A428 Black Cat to Caxton Gibbet scheme to ensure the best option for South Cambridgeshire is delivered in a timely way.</p> <p>The new Cambridge North station at Chesterton opened on 22 May 2017. There were over 42,000 passenger journeys in the first month.</p>	<p>then be refined with more detail before further public consultation In the autumn.</p> <p>A1307 consultation on Bus Priority options, to commence in early 2018 (delayed following the receipt of traffic modelling updates)..</p>
<p>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>	<p>Working with the Combined Authority and LEP on economic evidence and the Economic Commission established for Cambridgeshire and Peterborough, which will help inform an economic growth strategy for Greater Cambridge .</p> <p>Continued involvement with Local Enterprise Partnership to deliver Enterprise Zones in</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>Vindis Skoda has occupied vacant</p>	<p>Agree timetable and scope for review of economic strategy.</p> <p>Member task and finish group – developing rural business to report in November 2017.</p> <p>Continue to promote Enterprise Zones attracting businesses with the prospect</p>

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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>Cambourne, Northstowe &amp; Waterbeach. A total of 14 new business premises, totalling over 30,000 sq m, are under construction and in the development / planning pipeline across the county, including nine potential industrial units at Waterbeach.</p> <p>Member task and finish group on rural business has held themed meetings seeking business and community feedback on planning, housing and business support, and attended a breakfast meeting in Melbourn</p> <p>Planning permission granted for Babraham Institute expansion to create 450 new jobs and contribute £200k towards local cycling links.</p>	<p>premises at Cambridge Research Park, Waterbeach.</p>	<p>of business rate exemptions and a simplified planning process.</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>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 event held in September around Next Steps for Rural Travel Hubs – over 50 attendees.</p> <p>Community based street sweeping pilots for parishes under development with Melbourn</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</p>	<p>Creation of a community interest company and employment of a Community Rail Partnership Officer.</p> <p>Rural Travel Hub feasibility report to Greater Cambridge Partnership Board and Assembly in Jan/Feb</p> <p>Scope out possibility of dementia training for taxi trade to better assist vulnerable people who rely on the service.</p> <p>Feasibility report on street sweeping pilot to Portfolio Holder, Nov/Dec 2017</p>

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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>Parish Council.</p> <p>Adopted a discretionary business rate relief policy which will benefit around 300 rate payers.</p>	<p>supplement SCDC service according to local need.</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. Develop strategies for the Council to take advantage of commercial and investment opportunities as they arise</p>	<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 (Quarter One figure).</p> <p>Equity Share scheme investing in Council properties to sell on the open market.</p> <p>Renewable Energy Generation investment options: Management team (EMT) agreed in principle establishment of Community Energy Fund for small grants to local organisations.</p>	<p>A clear strategic approach to the commissioning and delivery of commercial projects ensuring that it is 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>£180k savings negotiated on cyclical maintenance contracts.</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,</p>	<p>Development of a Commercial Strategy for the Council: draft paper to be considered by EMT in November 2017.</p> <p>Put in place corporate process to identify, commission, develop and review commercial opportunities</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>Community Energy Fund full Business Case to Cabinet, November 2017.</p> <p>Identifying and researching green energy investment opportunities – report to EMT Jan/Feb 2018.</p>

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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
		eligibility criteria etc.), which Parish Councils and local community and 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>Projects:</p> <p>(a) Recycling policy review (paper in/out). On track: Cabinet agreed change to a co-mingled service for the collection of all SCDC kerbside recycling material</p> <p>(b) Review of SCDC Street Cleansing - This project has been delayed due to a focus on the refuse side of the service. Work has started to collect data on litter bins, sweeping and litter picking routes to ensure it is mapped prior to undertaking the review.</p> <p>(c) Memorandum of Understanding re-draft and agreement - This has grown in scope and is now awaiting final clarification of financial questions and resource commitments. Legal are working on a draft of the document.</p> <p>(d) Fleet licence and operation changes – On track</p>	<p>% Bins collected on schedule (target 99.5%) We have confirmed data for:</p> <p>Q1 - 98.71% (missed target)</p> <p>Q2 - 99.55% (exceeded target)</p> <p>Of 2,004,009 planned collections we did not collect 8,928, (25,855 in Q1)</p> <p>% of household waste sent for reuse, recycling and composting (target 50%) We have provisional data for</p> <p>Q1 - 52.3% (exceeded target)</p> <p>Q2 – 53.86% (exceeded target)</p> <p>(Blue bin 20.66% and Green bin 33.20%)</p>	<p>Implement revised recycling service at the earliest practical opportunity within the current financial year.</p> <p>Ownership and investment for fleet is agreed in MoU for the service.</p> <p>Commercial waste review scoped in 2017.</p> <p>A large percentage of the current fleet is ageing which is currently having the issue of increased number of break downs. A number of new vehicles will become available in Q3/Q4.</p>
iii. Consolidate existing shared services and develop plans for shared Finance, Planning and Housing services	Business Case for Shared Planning Service approved by SCDC and City Councils, July 2017. Staff consultation completed 26 September.	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	<p>Planning Shared Service:</p> <p>- Next steps subject to consultation outcomes report and recommendations</p>

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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>3C Digital and ICT Strategy drafted and submitted to each council for consideration.</p> <p>New on-line Service Desk and meeting room booking systems launched.</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>Shared Head of Internal Audit appointed.</p>	<p>cost</p> <p>3C Building Control achieved one winner and one highly commended entry at the Building Excellence Awards for East Anglia.</p>	<p>(October 2017)</p> <p>- Agreement on replacement ICT solution (Dec '17)</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>Continuing user acceptance testing stage of Financial Management System implementation, with go-live scheduled for 4<sup>th</sup> Dec</p> <p>Finalise and adopt Digital and ICT Strategy.</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>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>Two apprentices commenced work in July 2017. Nicole Stimson from the Communications Team has been shortlisted for the Business Apprenticeship of the Year award in the Hunts Post Business Awards.</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</p>	<p>Identification and recruitment of remaining eight apprenticeships to commence employment by 1 April 2018.</p> <p>Procurement of Apprenticeship providers.</p> <p>Develop management apprenticeship programme.</p> <p>Task and finish group to agree and carry out work programme, including timetable to report to Cabinet.</p>

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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>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><i>(Q2 sickness and turnover figures awaited)</i></p> <p>Reduced accident risk from improved training and risk management.</p>	<p>Monthly management reports on absence and cost – cases being monitored and actions taken by managers.</p> <p>Revisit the Health &amp; 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 &amp; Well Being pages on Insite when relaunched.</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>Drafted a Digital Strategy</p> <p>Digital by Default initiatives::</p> <ul style="list-style-type: none"> <li>- New revs and bens system has gone live; work proceeding on revs and bens phase of online customer portal</li> <li>- Improved the look and feel of the 'find your bin collection dates' web page, including an 'add to my calendar' function too.</li> <li>- Implemented the new and improved what goes in which bin page</li> <li>- Changed the look and feel of the A-Z</li> </ul>	<p>10,277 completed e-forms were submitted between 1 April – 30 September 2017, compared to 8,868 during the comparative period in 2016-2017.</p> <p>87.7% of calls to the customer contact service were handled in September 2017. The average call waiting time was 126 seconds for the same period.</p>	<p>Finalise and adopt Digital Strategy with 3C ICT.</p> <p>Digital by Default:</p> <ul style="list-style-type: none"> <li>- Revs and Bens to implement new systems and workflows and manage the implementation of their own eforms to enable customers to self-serve.</li> <li>- Implement first phase (revs and bens) of online customer portal</li> <li>- Update website content</li> </ul>

**CORPORATE PLAN 2017-2022 – SECOND QUARTERLY PROGRESS REPORT (APPENDIX A2)**

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>and search facility to improve it.</p> <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>		<ul style="list-style-type: none"> <li>- Implement payment solution with IEG4</li> <li>- Launch new Intranet</li> </ul> <p>Continue to promote and increase in the use of digital means of contact, including online booking, payment and reporting, reducing the need for customers to use the Contact Centre</p>