

# Our Long Term Vision

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



## Corporate Plan 2015 - 2020

| We aim to                                   | ENGAGEMENT<br>Engage with residents, parishes and businesses to ensure we deliver first class services and value for money           |  |  |   | PARTNERSHIPS<br>Work with partners to create opportunities for employment, enterprise, education and world-leading innovation   |  |   |  | WELLBEING<br>Ensure that South Cambridgeshire continues to offer an outstanding quality of life for our residents  |  |   |  |
|---|--|--|--|---|---|--|---|--|--|--|---|--|
| Objectives                                  | (1) Develop the property company pilot scheme into full business plans to deliver a mix of high quality housing and generate income. | (2) Improve efficiency and value for money within a viable financial strategy.   | (3) Make the district an even more attractive place to do business.  | (4) Work with tenants, parish councils and community groups to sustain successful, vibrant villages.  | (5) Build new council homes to provide affordable accommodation to meet the needs of local communities.   | (6) Ensure best use of Council assets and benefit from opportunities to achieve efficiencies from partnership working.   | (7) Move to a commercial approach to service delivery.  | (8) Work with RECAP waste partners to reduce costs, carbon impact and waste sent to landfill.  | (9) Work with GPs and partners to link health services and to improve the health of our communities.   | (10) Ensure the impacts of welfare reform are managed smoothly and effectively.  | (11) Establish successful and sustainable New Communities with housing and employment at Northstowe and the major growth sites, served by an improved A14 and A428.   | (12) Increase the range and supply of temporary accommodation to help minimise the use of bed & breakfast accommodation for homeless households. |
| What we will do to achieve these objectives | Complete and evaluate pilot scheme.<br>Use lessons learnt to inform business plans for consultation and agreement.                   | Implement recommendations and new ways of working arising from:<br>-Completed Business Improvement and Efficiency Programme (BIEP) projects<br>-Digital by Default business change project<br>-Customer contact service improvement plan<br>-Development Control Improvement programme<br>Deliver Organisational and Member Development strategies<br>Publish a financial strategy for 2016-2021 | Complete implementation of SCDC 'Working with Business' Plan across the Council.<br>Implement a joint "Business Support Hub" with Cambridgeshire County Council and partners.<br>Continue targeted support for businesses in the rural economy.<br>Develop action plan for the Northstowe Economic Strategy.<br>Work with strategic partners to ensure effective collaboration on funding bids, allocations, and projects. | Continue to engage and empower local communities through the:<br>- Sustainable Parish Energy Partnership (SPEP) and community energy initiatives<br>- Community Assets Register<br>- implementation of the SCDC Localism Plan, including locality "patch-based" working<br>Continue to work with tenants to improve estate inspections and promote the Tenants' Community Chest projects. | Develop refreshed Housing Strategy.<br>Deliver actions from the New Build Strategy 2015-16 and prepare updated Strategy for adoption in 2016.<br>Provide and refurbish Gypsy and Traveller sites. | Deliver City Deal in accordance with implementation programme.<br>Implement, monitor and review shared ICT, Building Control and Legal Services.<br>Review existing and explore new opportunities for shared services.<br>Agree accommodation strategy for South Cambs Hall. | Deliver Commercialisation Programme.<br>Review current commercial activities and skills.<br>Invest in further developing commercial skills.<br>Implement the SCDC Trade Waste Business Plan and Strategy. | Lead the implementation of a single, shared waste service with Cambridge City Council.<br>Work with partners to ensure 65% or more of the waste we collect in your bins is diverted from landfill. | Continue to deliver Community Transport initiatives.<br>Work with GPs and the Local Health Partnership to begin implementation of the SCDC Health and Wellbeing Plan.<br>Begin implementation of the SCDC Ageing Well and Children, Young People & Families plans.<br>Investigate options for a tenure neutral service supporting older and vulnerable people within the district. | Continuously monitor the impact of the government's welfare reform programme.<br>Implement Universal Credit and plan for the possible requirement to amend the Local Council Tax Support Scheme (LCTSS) for 2016/17. | Work with development partners to ensure delivery of major developments and A14, A428 and other transport improvements:<br>-Northstowe Phase 1<br>-Northstowe Phase 2<br>-Northstowe Delivery Vehicle proposal<br>-A14 and A428 upgrades<br>-'Wing' (Cambridge East) application<br>-Cambourne, Darwin Green and other major sites: delivery of new homes and jobs<br>Continue to progress the Local Plan to adoption | Implement actions in Homelessness Strategy.  |
| What success will look like                 | Delivery of high quality housing and investment.   | Programmes and projects deliver savings and service improvements.<br>Council agrees balanced MTFS in February 2015.<br>Increased staff engagement and satisfaction.  | Demonstrable examples and statistical evidence of business start-up and survival, local employment rates and business satisfaction with regulation and support workshops etc.<br>Businesses report increased satisfaction with Council services.   | SPEP and community energy initiatives deliver tangible outcomes for local communities.<br>Parish councils and local communities feel engaged with and report increased satisfaction with SCDC's localism approach.  | Successful scheme completion.<br>Refreshed Strategy adopted.  | Financial savings and income generation from shared services and office space.<br>City Deal generates local funding to secure improvements to transport infrastructure.  | Commercialisation initiatives generate targeted income levels.  | Agreed operational and financial efficiencies are delivered.<br>Landfilled waste is minimised.<br>Customer satisfaction is maintained.   | Projects improve health and social inclusion amongst vulnerable groups.  | A viable fit-for-purpose LCTSS scheme for 2016/17.<br>Sustained performance on key indicators around Council Tax, NNDR and rent collection.  | First Northstowe residents<br>Community facilities and Primary School completed (Northstowe)<br>A14, A428 and other transport schemes progressed<br>Local Plan adopted  | SCDC has an increased range of temporary accommodation which eliminates the need for B&B use.  |
| Portfolio Holder(s)                         | Mark Howell (Housing)  | Simon Edwards (Finance and Staffing)<br>Peter Topping (Corporate and Customer Services)  | Nick Wright (Economic Development)<br>Mick Martin (Environmental Services)   | Ray Manning (Leader of the Council)<br>Mark Howell (Housing)<br>Mick Martin (Liaison with Parishes)   | Mark Howell (Housing)   | Ray Manning (Leader of Council)<br>Peter Topping (Corporate and Customer Services)   | Simon Edwards (Finance and Staffing)<br>Peter Topping (Corporate and Customer Services)   | Mick Martin (Environmental Services)   | Mick Martin (Environmental Services)<br>Nick Wright (Children and Young People)<br>Tim Wotherspoon (Strategic Planning and Transportation)   | Simon Edwards (Finance and Staffing)   | Tim Wotherspoon (Strategic Planning and Transportation)<br>Nick Wright (Economic Development)   | Mark Howell (Housing)  |
| Lead Director                               | Stephen Hills Affordable Homes   | Alex Colyer Corporate Services   | Jo Mills Planning and New Communities  | Mike Hill Health and Environmental Services   | Stephen Hills Affordable Homes  | Alex Colyer Corporate Services   | Alex Colyer Corporate Services  | Mike Hill Health and Environmental Services  | Mike Hill Health and Environmental Services  | Alex Colyer Corporate Services   | Jo Mills Planning and New Communities   | Stephen Hills Affordable homes   |
| KPI   | General Fund budget variance / Contact Centre performance / Business satisfaction with regulation / Planning performance             |  |  |   | Affordable homes delivered/Satisfaction with waste services and environmental quality/% of household waste diverted from landfill   |  |   |  | Housing rent collected/Benefits processing days/Households in temporary accommodation/ Number of families helped to prevent homelessness   |  |   |  |