

# 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 2016-2021

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Objectives	<b>LIVING WELL</b> <b>Support our communities to remain in good health</b>	<b>HOMES FOR OUR FUTURE</b> <b>Secure the delivery of a wide range of housing to meet the needs of existing and future communities</b>	<b>CONNECTED COMMUNITIES</b> <b>Ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity</b>	<b>AN INNOVATIVE AND DYNAMIC ORGANISATION</b> <b>Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost</b>
What we will do to achieve these objectives	<ul style="list-style-type: none"> <li>i. Proactive intervention to improve mental health and emotional wellbeing for all</li> <li>ii. Support our residents to stay in good health as they grow older, with access to the services they need</li> <li>iii. Ensure our new and established communities provide thriving, healthy and attractive places to live</li> <li>iv. Support local businesses to improve the health of their employees</li> <li>v. Work with other councils, the NHS and public sector partners, to make sure families with the most complex needs are supported to improve their own health, prospects and prosperity</li> <li>vi. Improve existing private rented housing standards to ensure everyone can be safe and healthy at home</li> </ul>	<ul style="list-style-type: none"> <li>i. Influence developers to increase the pace of housing and infrastructure construction</li> <li>ii. Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes</li> <li>iii. Continue to progress the Local Plan to adoption</li> <li>iv. Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities</li> <li>v. Find solutions for people facing homelessness</li> <li>vi. Secure a viable future programme for our Council houses</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>ii. Work with partners to bring forward strategic transport improvements, with particular regard to A14 and A428 improvement proposals, the M11 corridor and an East-West rail link</li> <li>iii. Continue to sell the South Cambs economic success story, leading strategic partnerships and influencing investment partners in Government and Business, both nationally and internationally</li> <li>iv. Support our villages to strengthen their communities and social networks, reducing isolation by improving access, delivering effective community-led services and targeted support for the rural economy</li> </ul>	<ul style="list-style-type: none"> <li>i. Take forward commercial activities such as Ermine Street Housing (our ethical lettings company)</li> <li>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</li> <li>iii. Place greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs</li> <li>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</li> <li>v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them</li> </ul>

<b>What success will look like</b>	<b>Living Well</b>	<b>Homes for our Future</b>	<b>Connected Communities</b>	<b>An Innovative and Dynamic Organisation</b>
	<ul style="list-style-type: none"> <li>- The district is a healthy place to live for all</li> <li>- New and established communities are thriving and attractive and have the facilities they need</li> <li>- Businesses report improved employee health outcomes and associated business benefits</li> <li>- Together for Families partnership initiatives contribute to positive outcomes for residents with the most complex needs</li> </ul>	<ul style="list-style-type: none"> <li>- Households have a broader choice of housing in South Cambridgeshire</li> <li>- Parishes adopt Neighbourhood Plans</li> <li>- Businesses are able to recruit and retain employees who can afford to live in the travel to work area.</li> <li>- Residents are helped to avoid homelessness</li> <li>- The Council has a viable long-term business plan for its homes</li> <li>- A Local Plan is adopted</li> <li>- The desired pace of housing delivery is met or exceeded</li> </ul>	<ul style="list-style-type: none"> <li>- City Deal generates local funding to secure improvements to transport infrastructure, creating wider transport choices, leading to reduced congestion, better quality of life and enhanced economic growth.</li> <li>- New apprenticeships created by City Deal skills initiative</li> <li>- Major global organisations continue to be attracted to, and thrive within, the district</li> <li>- Rural businesses not only survive but prosper</li> <li>- Community transport provides vital links to services and amenities for isolated residents in rural communities</li> <li>- All residents and businesses have access to Superfast Broadband</li> <li>- The Cambridge Sub-Region is a super-connected 'Smart City Region' of the future.</li> <li>- Parish councils and local communities feel engaged with, and report increased satisfaction with, SCDC's local approach.</li> </ul>	<ul style="list-style-type: none"> <li>- Commercial activities deliver service enhancements and income surpluses for the Council</li> <li>- Landfill waste is minimised as residents take increasing advantage of the recycling opportunities available to them.</li> <li>- Shared services, the exploration of new commissioning models and business efficiency initiatives generate targeted savings, customer service enhancement and increased resilience</li> <li>- The Council maintains a balanced Medium Term Financial Strategy</li> <li>- Staff are motivated and equipped to maintain and enhance performance levels and deliver corporate objectives.</li> </ul>
<b>Measurables</b>	<b>Indicative subject areas are provided here. Specific key performance indicators and other outcome measures will be developed by Management Team (EMT) in consultation with Portfolio Holders, and presented to Scrutiny and Overview Committee and Cabinet for consideration in April 2016.</b>			
	Public health indicators Families helped by partnership initiatives Social Value generated from family support interventions Satisfaction with aspects of local environmental quality	Households in temporary accommodation No. of households helped to prevent homelessness Council Tax and Housing Rent collection rates / Benefits claims processing Affordable homes delivered Local Plan housing delivery targets and development control performance/customer satisfaction Tenant satisfaction and re-let times	Average journey and commute times Public transport usage Number of apprenticeships created Number of employee jobs and other labour market health indicators Business start-up and survival rates Invoice payment speed NNDR collection rates and receipts	Ermine Street Housing performance General Fund, Capital and HRA budget variance Shared service KPI performance and customer satisfaction % of household waste diverted from landfill / missed bins Staff sickness, turnover and satisfaction Customer feedback and complaints handling Customer Contact Service Performance

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

<p><b>Cabinet Portfolio Holders:</b></p> <ul style="list-style-type: none"> <li>Leader of the Council</li> <li>Deputy Leader &amp; Finance and Staffing Portfolio Holder</li> <li>Corporate and Customer Services Portfolio Holder</li> <li>Economic Development Portfolio Holder</li> <li>Environmental Services Portfolio Holder</li> <li>Greater Cambridge City Deal Portfolio Holder</li> <li>Housing Portfolio Holder</li> <li>Planning Portfolio Holder</li> <li>Strategic Planning and Transportation Portfolio Holder</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Ray Manning</li> <li>Councillor Simon Edwards</li> <li>Councillor Peter Topping</li> <li>Councillor Nick Wright</li> <li>Councillor Mick Martin</li> <li>Councillor Francis Burkitt</li> <li>Councillor Mark Howell</li> <li>Councillor Robert Turner</li> <li>Councillor Tim Wotherspoon</li> </ul>	<p><b>Executive Management Team:</b></p> <ul style="list-style-type: none"> <li>Jean Hunter</li> <li>Alex Colyer</li> <li>Mike Hill</li> <li>Stephen Hills</li> <li>Jo Mills</li> <li>Susan Gardner Craig</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive</li> <li>Executive Director (Corporate Services)</li> <li>Health and Environmental Services Director</li> <li>Housing Director</li> <li>Planning and New Communities Director</li> <li>Head of Human Resources</li> </ul>
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