

APPENDIX B – CORPORATE PLAN 2016-2021 – IDENTIFICATION OF OUTCOME AND PERFORMANCE MEASURES

Action to achieve this objective	Outcomes – What success will look like	How we will measure this (KPIs in bold)
LIVING WELL - Support our communities to remain in good health whilst continuing to protect the natural and built environment.		
<p>i. Proactive intervention to improve mental health and emotional wellbeing for all</p>	<p>The district is a healthy place to live for all</p> <p>Businesses report improved employee health outcomes and associated business benefits</p> <p>Sports activities deliver service enhancements, including increase in variety of sports offered</p>	<p>Case studies from strategy implementation (Children and Young People, Health and Well-being, Ageing Well)</p> <p>Youth Council delivers and evaluates work programmes</p> <p>Participation rates and customer satisfaction: sports programmes, Active for Life, Parklife</p> <p>Income surplus from sports activities</p> <p>Feedback from businesses</p>
<p>ii. Support our residents to stay in good health as they grow older, with access to the services they need</p>	<p>The district is a healthy place to live for all</p> <p>Positive outcomes from strategy implementation around health, housing and inclusion (Health and Well-being, Ageing Well, Older People’s Housing)</p> <p>Cambridgeshire Celebrates Age brochure contains a greater quantity and variety of locations, activities and events.</p> <p>Sports activities deliver service enhancements, including increase in variety of sports offered</p>	<p>Case studies from strategy implementation (Health and Well-being, Ageing Well, Older People’s Housing)</p> <p>Participation rates and customer satisfaction: sports programmes, Active and Healthy for Life, Parklife</p> <p>Reduced falls in elderly triggering access to health and social care services</p> <p>Income surplus from sports activities</p>
<p>iii. Ensure our new and established communities</p>	<p>New and established communities are thriving and</p>	<p>Case studies from strategy</p>

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<p>provide thriving, healthy, safe and attractive places to live</p>	<p>attractive and have the facilities they need</p> <p>The South Cambridgeshire Crime and Disorder Reduction Partnership works together to deal with local crime and anti-social behaviour issues.</p>	<p>implementation (Health and Well-being, Ageing Well) and of new community design and infrastructure</p> <p>CDRP interventions</p> <p>Contextual district-wide crime indicators</p> <p>% of major non-compliances resolved</p> <p>Satisfaction with waste services and local environmental quality</p> <p>Missed bins per 1,000</p> <p>% household waste diverted from landfill</p>
<p>iv. Support local businesses to improve the health of their employees</p>	<p>The district is a healthy place to live for all</p> <p>Businesses report improved employee health outcomes and associated business benefits</p>	<p>Case studies / feedback /evaluation on the impact of our interventions / enabling</p> <p>Increased business participation in netball league</p>
<p>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</p>	<p>Together for Families partnership initiatives contribute to positive outcomes for residents with the most complex needs</p>	<p>Number of families helped by the programme.</p> <p>Scheme review and evaluation identifies interventions that work well and opportunities to identify and</p>

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		measure social value added.
vi. Improve existing private rented housing standards to ensure everyone can be safe and healthy at home	The district is a safe and healthy place to live for all Private rented interventions effectively address substandard housing	Case studies of effective interventions
HOMES FOR OUR FUTURE - 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 delivery of affordable housing	The desired pace of housing and infrastructure delivery is met or exceeded New homes completed and occupied on major growth sites	<p>Planning application determination</p> <p>Satisfaction with Planning and New Communities</p> <p>% of appeals allowed</p> <p>New KPI – % of Development Delivery agreements progressing in accordance with set timescales</p> <p>New / replacement KPIs around Affordable Homes delivery</p> <p>Housing delivery (from Local Plan Annual Monitoring Report)</p> <p>% of affordable housing agreed on major developments</p>
ii. Increase the range of housing and tenure options for residents, including Right to Build and Starter Homes	Households have a broader choice of housing in South Cambridgeshire Housing feasibility and development initiatives identify viable and innovative housing options: review of	Evaluation of options, and identification of preferred options, from business development projects. Increased housing supply, innovative

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	<p>tenure models and stock holding options, Right to Build Vanguard, Housing Development Agency, Modular Housing Review</p> <p>Local Employee survey provides a better understanding of the needs of the District in terms of housing provision for the workforce required to sustain a vibrant local economy</p>	<p>sustainable design and potential capital receipts from the sale of HRA land.</p> <p>% HRA Variance</p> <p>Key performance indicators: as (v) below.</p>
<p>iii. Continue to progress the Local Plan to adoption</p>	<p>A Local Plan is adopted</p>	<p>Adoption milestone (2017)</p>
<p>iv. Help Parishes and villages wishing to shape their own futures by developing Neighbourhood Plans that address community priorities</p>	<p>Parishes wishing to adopt Neighbourhood Plans successfully do so</p>	<p>Number of Neighbourhood areas designated</p> <p>Neighbourhood Plans progressed and agreed; case studies around added value</p>
<p>v. Find solutions for people facing homelessness</p>	<p>Residents are helped to avoid homelessness, with associated costs contained</p>	<p>Homelessness KPs</p> <p>Number of Housing Advice cases worked on</p> <p>% rent collected</p> <p>% Council Tax collected</p> <p>Housing Benefit claim average determination days</p> <p>% of Discretionary Housing grant</p>

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		spent
vi. Secure a viable future programme for our Council houses	The Council has a viable long-term business plan for its homes, providing the supply and choice of affordable homes to meet future demand, and the support to help residents maintain tenancies.	KPIs identified in (v) above plus: % HRA Budget Variance Satisfaction with responsive repairs General Needs housing re-let days
CONNECTED COMMUNITIES - Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity		
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>City Deal improvements to transport infrastructure successfully implemented, enabling major developments to progress and improving connectivity between existing communities</p> <p>New apprenticeships created by City Deal skills initiative provide opportunities for young people to enter the labour market</p> <p>The Cambridge Sub-Region is a super-connected ‘Smart City Region’ of the future.</p>	<p>City Deal transport and connectivity scheme delivery and achievement of project milestones</p> <p>City Deal Affordable Housing target through Housing Delivery Agency)</p> <p>City Deal new apprenticeships</p> <p>Planning application and Development Delivery Agreement performance</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	Strategic transport improvements delivered, reflecting the needs of the district, and enabling major developments to progress and improving connectivity between existing communities	<p>Strategic transport scheme delivery and achievement of project milestones</p> <p>Housing delivery (from Local Plan Annual Monitoring Report)</p> <p>Planning Application and</p>

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		<p>Development Delivery Agreement Performance</p> <p>Contextual indicators around air quality and congestion</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>The Greater Cambridge region continues to thrive economically</p>	<p>Case studies of local economic success e.g. major firms relocating to, or expanding within, SCDC</p> <p>Employee jobs and other labour market health indicators</p> <p>Business start-up and survival rates</p> <p>% of NNDR collected</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>All residents and businesses have access to Superfast Broadband</p> <p>Business support programme successfully delivered</p> <p>Communities are supported to identify and list valued rural amenities as Assets of Community Value</p> <p>Actions within Localism Action Plan successfully completed</p> <p>Community transport initiatives increase access to rural communities, reducing isolation</p>	<p>Business satisfaction with regulatory services</p> <p>% of non-disputed invoices paid in 30 days</p> <p>Superfast Broadband coverage</p> <p>Attendance and feedback on business support initiatives</p> <p>Parish Councils and local communities feel engaged with, and report increased satisfaction with, SCDC's local approach.</p>

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		<p>Case studies of effective parish council engagement and use of ACV legislation / no. of ACVs listed</p> <p>Case studies of enabling effective local working</p> <p>Community transport take-up</p>
<p>AN INNOVATIVE AND DYNAMIC ORGANISATION - Adopt a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost</p>		
<p>i. Take forward commercial activities such as Ermine Street Housing (our ethical lettings company)</p>	<p>Commercial activities deliver business benefits around profit, service quality and customer satisfaction.</p> <p>The Council maintains a balanced Medium Term Financial Strategy</p>	<p>Benefits realisation from commercialisation programme initiatives</p> <p>Ermine Street return to SCDC</p> <p>% General Fund Budget Variance</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>Landfill waste and associated costs are minimised as residents take increasing advantage of the recycling opportunities available to them.</p> <p>Increased income from sale of recycled materials contributes to the maintenance of a balanced MTFS.</p>	<p>% of household waste diverted from landfill</p> <p>Missed bins per 1,000</p> <p>% General Fund budget variance</p> <p>Satisfaction with waste services and local environmental quality</p>
<p>iii. Place greater emphasis on sharing services and information to improve resilience and customer service whilst reducing costs</p>	<p>Shared services, the exploration of new commissioning models and business efficiency initiatives generate targeted savings, customer service</p>	<p>% General Fund budget variance</p> <p>Business benefits delivered by</p>

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	enhancement and increased resilience	specific shared service initiatives Benefits realisation from shared service and business efficiency programme and project delivery.
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	Staff are motivated and equipped to maintain and enhance performance levels and deliver corporate objectives.	Staff sickness absence Staff turnover Staff survey results
v. Embed a 'digital by default' approach to customer access whilst ensuring quality traditional contact channels remain for those requiring them	Customers have quick and seamless access to the communication channels they need.	Contact Centre first time call resolutions, abandoned calls and average wait duration. E-forms submitting using website self-service facilities % of website survey respondents who rate the page being viewed as good % of complaints responded to within target timescale