

# 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

Objectives	A. LIVING WELL Support our communities to remain in good health whilst continuing to protect the natural and built environment	B. HOMES FOR OUR FUTURE Secure the delivery of a wide range of housing to meet the needs of existing and future communities	C. CONNECTED COMMUNITIES Work with partners to ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity	D. 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
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, safe 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, including delivery of affordable housing</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 homes</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. Bring forward strategic transport improvements, with particular regard to A14, A428 and A1307 improvement proposals, the M11 corridor and an East-West rail link</li> <li>iii. Continue to sell the South Cambs economic success story, influencing strategic partnerships and 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>
What success will look like	<ul style="list-style-type: none"> <li>i. The district is a healthy place to live for all.</li> <li>ii. Positive outcomes from strategy implementation around health, housing and inclusion (Health and Well-being, Ageing Well, Older People's Housing).</li> <li>iii. New and established communities are thriving and attractive and have the facilities they need. The South Cambridgeshire Crime and Disorder Reduction Partnership works together to deal with local crime and anti-social behaviour issues.</li> <li>iv. Businesses report improved employee health outcomes and associated business benefits</li> <li>v. Together for Families partnership initiatives contribute to positive outcomes for residents with the most complex needs</li> <li>vi. Private rented interventions effectively address substandard housing</li> </ul>	<ul style="list-style-type: none"> <li>i. The desired pace of housing delivery is met or exceeded. New homes completed and occupied on major growth sites</li> <li>ii. Households have a broader choice of housing in South Cambridgeshire. Innovative and viable new housing options identified.</li> <li>iii. A Local Plan is adopted</li> <li>iv. Parishes wishing to adopt Neighbourhood Plans successfully do so</li> <li>v. Residents are helped to avoid homelessness, with associated costs contained</li> <li>vi. 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.</li> </ul>	<ul style="list-style-type: none"> <li>i. City Deal improvements to transport infrastructure successfully implemented, enabling major developments to progress and improving connectivity between existing communities. New apprenticeships created by City Deal skills initiative provide opportunities for young people to enter the labour market. The Cambridge Sub-Region is a super-connected 'Smart City Region' of the future.</li> <li>ii. Strategic transport improvements delivered, reflecting the needs of the district, enabling major developments to progress and improving connectivity between existing communities</li> <li>iii. The Greater Cambridge region continues to thrive economically</li> <li>iv. All residents and businesses have access to Superfast Broadband. Business support programme successfully delivered. Communities are supported to identify and list valued rural amenities as Assets of Community Value. Community transport initiatives increase access to rural communities, reducing isolation</li> </ul>	<ul style="list-style-type: none"> <li>i. Commercial activities deliver service enhancements and income surpluses for the Council. The Council maintains a balanced Medium Term Financial Strategy</li> <li>ii. Landfill waste is minimised as residents take increasing advantage of the recycling opportunities available to them. Increased income from sale of recycled materials contributes to the maintenance of a balanced MTFS.</li> <li>iii. Shared services, the exploration of new commissioning models and business efficiency initiatives generate targeted savings, customer service enhancement and increased resilience</li> <li>iv. Staff are motivated and equipped to maintain and enhance performance levels and deliver corporate objectives.</li> <li>v. Customers have quick and seamless access to the communication channels they need.</li> </ul>
How we will measure this	<ul style="list-style-type: none"> <li>Case studies and feedback</li> <li>Significant changes in public health framework indicators</li> <li>Satisfaction with waste services and local environmental quality</li> </ul>	<ul style="list-style-type: none"> <li>Planning and Development Delivery Agreement performance, customer satisfaction and % of appeals allowed</li> <li>Housing delivery and % of affordable housing agreed on major developments</li> <li>Affordable Homes granted planning permission on eligible sites</li> <li>% HRA Budget Variance</li> <li>Households in temporary accommodation and helped to avoid homelessness</li> <li>Housing Advice caseload</li> <li>% rent and Council Tax collected</li> <li>Housing Benefit claims average determination days and % of Discretionary Housing grant spent</li> <li>Responsive repairs customer satisfaction and days to re-let voids</li> </ul>	<ul style="list-style-type: none"> <li>Planning application and Development Delivery Agreement performance;</li> <li>Housing and strategic transport scheme delivery</li> <li>% of NNDR collected</li> <li>% of non-disputed invoices paid in 30 days</li> <li>City Deal: transport and connectivity scheme completion, affordable homes delivered, apprenticeships created</li> <li>Case studies and feedback</li> <li>Business satisfaction with regulatory services</li> <li>Community transport coverage</li> <li>Local Economic Indicators</li> </ul>	<ul style="list-style-type: none"> <li>Ermine Street return to SCDC</li> <li>% General Fund Budget Variance</li> <li>% of household waste sent for recycling</li> <li>Staff sickness absence, turnover and feedback from surveys</li> <li>Contact Centre first time call resolutions, abandoned calls and average wait duration.</li> <li>E-forms submitting using website self-service facilities</li> <li>% of website survey respondents who rate the page being viewed as good</li> <li>% of complaints responded to within target timescale</li> <li>Benefits realisation from corporate programme delivery</li> <li>% of all bins collected on due date</li> </ul>

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