

## CAMBRIDGE CITY COUNCIL CORPORATE PLAN 2019-22

### Vision

*The Council has a clear vision to lead a united city, 'One Cambridge - Fair for All', in which economic dynamism and prosperity are combined with social justice and equality.*

*It's a vision we will share and develop, working with our citizens and partner organisations.*

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
<b>THEME 1 - HELPING PEOPLE IN CAMBRIDGE WHO HAVE THE GREATEST NEED</b>					
<p><b>1.1 To implement our Anti-Poverty Strategy, which aims to improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty; and to help alleviate issues that can lead households on low incomes to experience financial pressures.</b></p>	<p>We will:</p> <p>1.1.1 Deliver or fund projects and mainstream services that help reduce the impacts of poverty on residents and communities in Cambridge.</p> <p>1.1.2 Ensure that adverse impacts of welfare reforms are minimised; working effectively with the DWP and other partner organisations to support residents with the implementation of Universal Credit.</p> <p>1.1.3 Support individuals and households to benefit from greater digital inclusion.</p>	<ul style="list-style-type: none"> <li>• Fewer people experiencing material hardship and the detrimental impacts of poverty on physical and mental health.</li> <li>• Residents are supported through the impact of welfare reforms, including through housing benefit, council tax support and homelessness assistance, debt advice and personal budgeting support.</li> <li>• Customers' financial hardship during the transition period is minimised.</li> <li>• Residents are able to make the most of digital technology to secure better value services; the council is able to provide better quality and more efficient services.</li> </ul>	<ul style="list-style-type: none"> <li>• Basket of indicators in the Anti-Poverty Strategy</li> <li>• Speed of processing housing benefit claims</li> <li>• Numbers of people who meet one or more of the Digital Inclusion Outcomes Framework indicators as a result of the City Council's Digital Inclusion Strategy interventions</li> </ul>	<p>Cllr Smith</p> <p>Cllr Johnson</p> <p>Cllr Robertson</p>	<p>Suzanne Hemingway</p> <p>Debbie Kaye</p> <p>David Greening</p> <p>Alison Cole</p> <p>Andrew Limb</p>
<p><b>1.2 To develop and deliver our Housing Strategy, which aims to provide more affordable housing, a better mix of tenure types in the city, and to reduce homelessness and rough sleeping.</b></p>	<p>We will:</p> <p>1.2.1 Develop and implement a Greater Cambridge Housing Strategy with South Cambridgeshire District Council, setting the vision and key housing objectives and priorities across the two councils up to 2022.</p>	<ul style="list-style-type: none"> <li>• The Housing Strategy is informed by community consultation, adopted by both councils, and then implemented.</li> <li>• We work in partnership to ensure:               <ul style="list-style-type: none"> <li>○ High quality new homes are being built that meet local needs and which people can afford.</li> <li>○ Existing homes are well-managed and maintained.</li> <li>○ Homelessness and rough sleeping are successfully addressed.</li> </ul> </li> <li>• Households move into the new homes that have been delivered; and financial returns are achieved consistent with the aspirations set out in initial proposals for each site.</li> </ul>	<ul style="list-style-type: none"> <li>• The suite of indicators for housing issues - including new build starts and completions (via annual monitoring report), tenant satisfaction, number of rough sleepers - set out elsewhere in this plan.</li> </ul>	<p>Cllr Johnson</p>	<p>Suzanne Hemingway</p> <p>David Greening</p>

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	<p>1.2.2 Provide advice and support to people in housing need in Cambridge, in order to help them find homes that meet their needs, and to avoid becoming homeless. Prevent homelessness and reduce rough sleeping for as many in Cambridge as possible.</p> <p>1.2.3 Develop permanent, self-contained housing for homeless people with complex needs ('Housing First').</p> <p>1.2.4 Build at least 500 new Council Homes through the Devolution funding, ensuring they comply with the Council's Sustainable Housing Guide wherever viable.</p> <p>1.2.5 Seek to secure 40% affordable housing in new developments through the planning application process.</p> <p>1.2.6 Provide sub-market intermediate housing that also generates a financial return through Cambridge City Housing Company (CCHC).</p> <p>1.2.7 Review the CCHC to explore potential for management of mixed tenures.</p>	<ul style="list-style-type: none"> <li>• People are supported to make housing choices that meet their needs, including through access to Council or housing association homes, or temporary accommodation for short periods.</li> <li>• Households placed in bed and breakfast accommodation minimised; rough sleeping numbers are reduced and people supported off the street given routes to housing and to re-establishing their lives.</li> <li>• City and County Councils agree a strategy for the development of Housing First schemes and trial different types of scheme, increasing the number of bed spaces each year.</li> <li>• Construction is commenced and local people in need start to be housed in quality new Council Homes that they can afford.</li> <li>• Residents have lower fuel costs, and lower emissions in new build housing than equivalent properties in older stock.</li> <li>• Different types of households, with a broad range of incomes, are assisted to afford to live in Cambridge.</li> <li>• 23 households continue to be housed at sub-market rents.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of different individuals found sleeping rough in Cambridge City in a single financial year</li> <li>• Number of rough sleepers found on the bi-monthly and official annual count (November)</li> <li>• Number of homelessness preventions where a homelessness duty is owed</li> <li>• Number of council housing starts</li> <li>• Number of new homes that comply with the Cambridge Sustainable Housing Design Guide</li> <li>• Number of residents reporting lower fuel bills as part of 12 month survey in relevant developments</li> <li>• Number of Affordable Housing completions (all social housing providers)</li> <li>• Financial return to the Council</li> </ul>		<p>Fiona Bryant</p> <p>Claire Flowers</p> <p>Stephen Kelly</p> <p>Claire Flowers</p> <p>Dave Prinsep</p>
<p><b>1.3 To support local communities and residents to meet the needs of the most vulnerable, including refugees.</b></p>	<p>We will:</p> <p>1.3.1 Work, including with other agencies, to provide support for communities, including through community centres, outreach and grant funding.</p> <p>1.3.2 Review the range of community development provision across Cambridge to ensure it supports individuals and communities with the greatest need.</p> <p>1.3.3 Strengthen community capacity via Community Grants and support for the voluntary sector</p>	<ul style="list-style-type: none"> <li>• Children, young people, older people and families in areas of most need are supported to access services.</li> <li>• Community centres provide efficient services enabling residents/communities (particularly those with real need) to support themselves and access key services.</li> <li>• Communities in areas where there is most need are supported to be more cohesive, healthy and safe.</li> <li>• There is a thriving community and voluntary sector which in turn adds value to the quality of Cambridge life</li> </ul>	<ul style="list-style-type: none"> <li>• Universal ChYpPs sessions <ul style="list-style-type: none"> <li>○ Number of sessions</li> <li>○ Number of child visits</li> </ul> </li> <li>• Community Centres <ul style="list-style-type: none"> <li>○ Visitor numbers</li> <li>○ % of income target achieved</li> </ul> </li> <li>• Number of entries to Council leisure facilities by people holding concession memberships</li> </ul>	<p>Cllr Smith</p>	<p>Debbie Kaye</p>

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	1.3.4 Continue to develop links and co-operative working arrangements with partner organisations and agencies to ensure delivery of the appropriate services for resettled families.	<ul style="list-style-type: none"> <li>Resettled people are integrated into the Cambridge community and are supported to acquire skills for quality of life.</li> <li>Customised and individual plans in place for families on arrival which ensures they receive the appropriate support for their needs.</li> <li>The families gain the required skills to live full and integrated lives, and earn a living, including competent English.</li> </ul>	<ul style="list-style-type: none"> <li>Number of refugees attaining ESOL 'elementary' standard</li> </ul>		

**THEME 2 - PLANNING FOR GROWTH AND ENSURING OUR NEW COMMUNITIES ARE SUCCESSFUL**

<p><b>2.1 To plan for the sustainable growth of Cambridge, support the development of new communities and deliver services to our growing population.</b></p>	<p>We will:</p> <p>2.1.1 Develop the new joint Greater Cambridge Local Plan in partnership with South Cambridgeshire District Council and the relevant delivery partners.</p> <p>2.1.2 Plan and deliver efficient services to new communities.</p> <p>2.1.3 Work with residents in the new neighbourhoods and adjacent areas to develop sustainable communities.</p> <p>2.1.4 Ensure that the quality of place in all development facilitates health, well-being and quality of living.</p> <p>2.15 Manage elections on revised local ward boundaries that reflect the growth in the city's population and electorate - for all 42 seats in May 2020, and by thirds in subsequent years.</p>	<ul style="list-style-type: none"> <li>The local plan 2018 is implemented successfully.</li> <li>Work on the new Greater Cambridge local plan is carried out, integrating spatial and transport planning to provide for sustainable and inclusive economic growth.</li> <li>New communities are well-planned, well-served, cohesive and well-integrated in the wider city.</li> <li>New communities lead a range of community activities.</li> <li>Community facilities are well-used by new communities.</li> <li>All electors who are entitled to vote can do so.</li> <li>The Council's democratic structures take account of relative population growth in different wards.</li> </ul>	<ul style="list-style-type: none"> <li>Number of homes completed (Annual Monitoring Report)</li> <li>Feedback from Residents' surveys on development of new communities</li> <li>Number of applications for community chest grants for start-up activity</li> <li>Awards for the quality of new developments</li> </ul>	<p>Cllr Blencowe</p> <p>Cllr Smith</p> <p>Cllr Herbert</p>	<p>Stephen Kelly</p> <p>Suzanne Hemingway</p> <p>Fiona Bryant</p> <p>Claire Flowers</p>
	<p><b>2.2 To work with partners to address the infrastructure needs of the city and the Greater Cambridge area, to reduce congestion and pollution; provide more housing; and support sustainable growth and quality of life for all.</b></p>	<p>We will:</p> <p>2.2.1 Through our membership of the Greater Cambridge Partnership and Combined Authority, develop and implement projects that support sustainable economic growth by tackling congestion &amp; improving connectivity.</p> <p>2.2.2 With our partners, seek to influence regional and national agencies to prioritise additional investment in the infrastructure needs of Greater Cambridge.</p> <p>2.2.3 Develop, with partners including through the Cambridge Investment Partnership, new homes of mixed tenure, including council housing and other facilities as required at sites including Mill Road Depot and Cromwell Road, along with financial returns to the Council.</p>	<ul style="list-style-type: none"> <li>Improved connectivity, and reduced congestion, supporting the continued sustainable growth of the Greater Cambridge economy by allowing freer movement of people, goods and ideas.</li> <li>Improved public transport and modal shift from cars to public transport and other non-car transport options.</li> <li>Mixed and balanced developments are built at Mill Road Depot and Cromwell Road.</li> </ul>	<ul style="list-style-type: none"> <li>% of all journeys undertaken by bicycle, public transport and on foot</li> <li>Number of housing schemes started on site</li> <li>Financial return to Council</li> </ul>	<p>Cllr Johnson</p> <p>Cllr Robertson</p>

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	2.2.4 Explore new models for housing to help address the Cambridge Housing market gaps. 2.2.5 Continue to work with partners on infrastructure-unlocking opportunities such as development in the Northern Fringe.	<ul style="list-style-type: none"> <li>New tenure models developed to support diverse housing needs and income earning opportunities.</li> <li>Infrastructure issues addressed at Cambridge Northern Fringe and other sites to enable housing to be delivered, close to places of work.</li> </ul>			

**THEME 3 - PROTECTING OUR ENVIRONMENT AND TACKLING CLIMATE CHANGE**

<p><b>3.1 To deliver our Climate Change Strategy, which aims to reduce carbon emissions reduce consumption of resources, increase recycling and reduce waste; and to support Council services, residents and businesses to adapt to the impacts of climate change</b></p>	3.1.1 Produce Sustainable Design and Construction planning guidance to help shape new low energy/carbon private sector development.	<ul style="list-style-type: none"> <li>Sustainable Design and Construction (SCaD) Supplementary Planning Document (SPD) produced and adopted, supporting the transition to a lower carbon economy.</li> <li>New developments minimise and mitigate climate change and protect and enhance habitats.</li> <li>Draft flood and water management Supplementary Planning Document implemented.</li> </ul>			
	3.1.2 Deliver the Cambridge Air Quality Action Plan; and explore the scope for working in partnership on air quality issues with South Cambridgeshire District Council.	<ul style="list-style-type: none"> <li>Improved air quality across the city, particularly in high air pollution zones, with particular focus on reducing vehicle emissions harmful to public health.</li> </ul>	<ul style="list-style-type: none"> <li>Number of air quality monitoring points exceeding NO2 legal limit</li> <li>Number of low emission taxis</li> </ul>		Suzanne Hemingway
	3.1.3 Make our streets and open spaces and communities more resilient to the impacts of climate change.	<ul style="list-style-type: none"> <li>Cambridge’s streets and open spaces can continue to be enjoyed by future generations.</li> </ul>	<ul style="list-style-type: none"> <li>% of insect-friendly wildflower meadows and long grass areas</li> <li>Volume of glyphosate-based herbicide used</li> </ul>	Cllr Moore	David Greening
	3.1.4 Manage Cambridge’s streets and open spaces for the benefit of both wildlife and people by ensuring that biodiversity protection and enhancement is taken into account in all development decisions and management practices.	<ul style="list-style-type: none"> <li>Cambridge’s biodiversity value is protected and enhanced.</li> </ul>	<ul style="list-style-type: none"> <li>% of City Council owned and managed parks and open spaces actively designated and / or managed for biodiversity</li> </ul>	Cllr Thornburrow	Joel Carre
	3.1.5 Invest in energy efficiency and generation projects as set out in our Carbon Management Plan.	<ul style="list-style-type: none"> <li>Emissions reduction target achieved, and reduced energy bills, saving money that can then be spent on essential services.</li> </ul>	<ul style="list-style-type: none"> <li>% of designated Local Wildlife Sites (City Wildlife Sites &amp; County Wildlife Sites) in positive conservation management</li> </ul>	Cllr Blencowe	Stephen Kelly
	3.1.6 Develop and implement the Commercial Property Energy Efficiency Plan to invest in energy efficiency measures that improve the performance of the portfolio over time.	<ul style="list-style-type: none"> <li>Reduced energy use and emissions from our portfolio.</li> <li>Compliance with Minimum Energy Efficiency Standards (MEES) Regulations by 1st April 2023.</li> </ul>	<ul style="list-style-type: none"> <li>tCO2 from council assets and activities</li> <li>Council’s fuel usage (Kwh)</li> <li>EPC Rating by Total Floor Area (Sq m) assessed annually</li> </ul>	Cllr Johnson	Andrew Limb
	3.1.7 Reduce the amount of waste generated, by supporting and educating residents to reduce, reuse and recycle more.	<ul style="list-style-type: none"> <li>Recycling targets are achieved, and the amount of waste sent to landfill is reduced. Bin contamination kept to target minimum.</li> </ul>	<ul style="list-style-type: none"> <li>% black bin waste</li> <li>% Blue bin recycling rate</li> <li>% Bin contamination</li> </ul>	Cllr Robertson	Dave Prinsep
	3.1.8 Take enforcement action, including prosecution where appropriate, against those damaging the environment.	<ul style="list-style-type: none"> <li>Fewer instances of environmental crime; cleaner and safer streets and open spaces.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Fixed Penalty Notices (FPN) issued for littering</li> </ul>		Lynn Thomas
	3.1.9 Work with community organisations to promote sustainable food practices.	<ul style="list-style-type: none"> <li>Communities have greater access to locally sourced food; Cambridge is working towards “silver” award.</li> </ul>			Trevor Nicholl

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<b>THEME 4 - DELIVERING QUALITY SERVICES WITHIN FINANCIAL CONSTRAINTS</b>					
<p><b>4.1 To provide essential services that meet customer needs within the resources we have available.</b></p>	<p>We will:</p> <p>4.1.1 Ensure planning applications are dealt with within target timescales and resources.</p> <p>4.1.2 Collect Council Tax and Business Rates efficiently.</p> <p>4.1.3 Keep our streets and open spaces clean, green and safe, including by:</p> <ul style="list-style-type: none"> <li>• supporting communities to assist us in caring for their streets and open spaces; and</li> <li>• tackling littering, fly-tipping and graffiti.</li> </ul> <p>4.1.4 Carry out risk based food safety standard inspections of food businesses.</p> <p>4.1.5 Carry out targeted work in areas where community safety issues such as anti-social behaviour related to drug and alcohol abuse, knife crime, begging and domestic abuse have been identified and need to be addressed through support and enforcement.</p> <p>4.1.6 Collect recyclables and waste from residents and businesses in the city efficiently.</p>	<ul style="list-style-type: none"> <li>• Residents and businesses experience efficient services, with queries responded to in a timely and professional manner.</li> <li>• The management of our streets and open spaces is supported by an active band of community volunteers.</li> <li>• High quality, environmentally-friendly street and open space environments achieved.</li> <li>• Reduced levels of littering, fly tipping and graffiti.</li> <li>• All food businesses are managed to good food safety standards.</li> <li>• Communities know that we will work with partners to address community safety issues where they arise, and will know how to report issues.</li> <li>• Balanced approach taken to supporting and enforcing so that vulnerable victims are protected and supported.</li> <li>• High level of successful scheduled waste collections; income, savings &amp; efficiencies delivered by the shared waste service.</li> </ul>	<ul style="list-style-type: none"> <li>• % planning applications processed within target timescales</li> <li>• Council Tax and Business Rates collection rates</li> <li>• % of streets achieving Grade A cleanliness standard</li> <li>• Number of open spaces with active friends groups</li> <li>• Number of volunteer hours contributed to maintaining streets and open spaces</li> <li>• Number of Green Flag sites</li> <li>• % of food businesses rated as broadly compliant</li> <li>• Number of prevention initiatives in place</li> <li>• Number of awareness raising events for domestic abuse</li> <li>• Cost per household of waste collection</li> <li>• % successful collections</li> </ul>	<p>All Executive Councillors</p>	<p>Antoinette Jackson</p> <p>Suzanne Hemingway</p> <p>Fiona Bryant</p> <p>Stephen Kelly</p> <p>Heads of Service</p>
<p><b>4.2 To provide safe, warm and well-maintained homes for our tenants; and to work with private sector landlords of Houses in Multiple Occupation to achieve the same.</b></p>	<p>We will:</p> <p>4.2.1 Invest in the Council’s housing stock in line with the housing asset management strategy.</p> <p>4.2.2 Provide a high performing repairs and planned maintenance service for our tenants that gives value for money.</p> <p>4.2.3 Administer and enforce the mandatory HMO (House in Multiple Occupation) Licensing scheme to improve standards.</p> <p>4.2.4 Work with tenants to agree priorities and invest in environmental improvements to our estates and communal areas.</p>	<ul style="list-style-type: none"> <li>• Quality housing provided for tenants that meets the agreed appropriate standards and is energy efficient.</li> <li>• Tenants’ satisfaction with the repairs and planned maintenance service is maintained and improved.</li> <li>• We have achieved the agreed target for average repairs cost.</li> <li>• All HMO landlords provide good standard, energy-efficient private rental accommodation.</li> <li>• High quality environments for our Council Housing residents leading to increased resident satisfaction in their neighbourhood.</li> </ul>	<ul style="list-style-type: none"> <li>• % customer satisfaction of their homes</li> <li>• energy and environmental performance of our housing stock (RdSAP)</li> <li>• % customer satisfaction with repairs service</li> <li>• % resident satisfaction with the neighbourhood</li> </ul>	<p>Cllr Johnson</p>	<p>Suzanne Hemingway</p> <p>David Greening</p>

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	4.2.5 Take action against Council tenants who create harm or disturbance for others.	<ul style="list-style-type: none"> <li>Tenants are able to enjoy a peaceful quality of life; disruptive tenants are managed and anti-social behaviour is deterred.</li> </ul>			
<b>4.3 To generate income from our services, where we have opportunity to do so, and to run those services in an efficient and modern way to generate a return to help fund other council services</b>	<p>We will:</p> <p>4.3.1 Invest in facilities at the crematorium and cemetery that help us to deliver an efficient bereavement service focused on the needs of the bereaved.</p> <p>4.3.2 Manage the Council's car parks to provide a high level of service, while planning for a future reduction in the need for city centre parking.</p> <p>4.3.3 Manage our garage in a way that meets the needs of private vehicle owners an expanded range of commercial fleets.</p> <p>4.3.4 Grow income-generating services including planning services &amp; building control, open space hire, trade waste, and wider service charges to help cover costs.</p>	<ul style="list-style-type: none"> <li>The Council crematorium increases its turnover and market share annually, with successful budgetary performance and positive customer experience.</li> <li>We balance managing demand, congestion and air pollution while achieving an income from our car parks.</li> <li>Provide electric charging that meets customers' needs and facilitates a shift to clean travel in the city; and increased use of zero/ultra-low emission vehicles across the council's fleet.</li> <li>Private client base grow year on year, managing four major HGV clients and we have established a profitable waste vehicle rental service.</li> <li>Increased income and reduced cost of delivery.</li> </ul>	<ul style="list-style-type: none"> <li>share of total market by volume</li> <li>% of budget achieved</li> <li>% of customers paying by card</li> <li>% of card payments done via the contactless system</li> <li>Number of electric vehicles in the council's fleet</li> <li>Number of major HGV clients</li> </ul>	Cllr Robertson	<p>Fiona Bryant</p> <p>James Elms</p> <p>Heads of Service</p>
<b>4.4 To ensure a varied cultural offer is available to those who live, work and study in, and visit, Cambridge</b>	4.4.1 Manage the return of the cultural service back into the council to ensure cultural events and services continue to be provided efficiently for the benefit of local people.	<ul style="list-style-type: none"> <li>The Corn Exchange and Guildhall programme, Cambridge Folk Festival and City Events are delivered efficiently and effectively, achieving positive customer feedback</li> </ul>		Cllr Smith	Debbie Kaye
<b>4.5 To deliver a wide range of essential services to those who live, work and study in, and visit, Cambridge.</b>  <b>As central Government funding reduces we will continue to focus on delivering, those key front line services.</b>	<p>We will:</p> <p>4.5.1 Publish clear standards for our services and ensure services are delivered to them.</p> <p>4.5.2 Ensure residents and businesses enjoy an efficient service, with queries responded to in a timely and professional manner.</p> <p>4.5.3 Give service users a say on changes through consultation, as appropriate.</p> <p>4.5.4 Deal with complaints effectively when we get things wrong.</p>	<ul style="list-style-type: none"> <li>People who live, work and study in, or visit, Cambridge experience high quality and efficient services.</li> </ul>	<ul style="list-style-type: none"> <li>Residents' Survey overall satisfaction with the Council</li> </ul>	All Executive Councillors	<p>Antoinette Jackson</p> <p>Suzanne Hemingway</p> <p>Fiona Bryant</p> <p>Heads of Service</p>

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<b>THEME 5 - DEVELOPING EFFECTIVE PARTNERSHIPS AND AN INNOVATIVE AND DYNAMIC ORGANISATION</b>					
<p><b>5.1 To transform the quality and efficiency of the services we provide to ensure we are maximising our resources and adapting to the changing needs of our residents and service users.</b></p> <p><b>To implement our ICT Business Plan and technology road map and our Digital Strategy.</b></p>	We will:	<ul style="list-style-type: none"> <li>• More people can access services digitally and customers are responded to quickly, receiving a quality customer experience, leading to a reduction in telephone calls to the contact centre. <ul style="list-style-type: none"> <li>○ Customers will receive alerts on the status of their request and can track and receive confirmation when completed.</li> <li>○ Transformation projects deliver financial savings to the Council.</li> </ul> </li> <li>• Customers will be able to log service requests, view, amend and make payments on their rent accounts, receive notifications and alerts.</li> <li>• Our Streets and Open Spaces service is able to respond to the impacts of growth and associated service demands without increasing costs.</li> <li>• Our customers are able to raise and track streets and open spaces service requests digitally.</li> <li>• Applicants and interested parties can receive notifications, review and comment on proposals online alongside improved information and advice online.</li> <li>• Improved productivity, positive impact on recruitment and retention, better customer experience.</li> </ul>	<ul style="list-style-type: none"> <li>• % of contacts made online, including via the portal</li> <li>• Number of registered portal accounts</li> <li>• Proportion of tenant contacts regarding repairs and rent balances made online</li> <li>• Operational unit cost to maintain streets and open spaces</li> <li>• % of responses &amp; submissions received online</li> <li>• % staff who feel supported to achieve a work/life balance in staff survey 2019</li> </ul>	<p>Cllr Herbert</p> <p>Cllr Robertson</p>	<p>Antoinette Jackson</p> <p>Suzanne Hemingway</p> <p>Fiona Bryant</p> <p>Heads of Service</p>
	5.1.1 Develop and promote an online customer portal for residents. Carry out effective business process reviews to help deliver better online transactional services enabling more residents to self-serve on line.				
	5.1.2 Implement a new online housing management information system.				
	5.1.3 Deliver the Streets and Open Spaces service development strategy, 2017-21, including investing in new technologies and ways of working.				
	5.1.4 Implement a new online planning system with improved customer self-service functionality.				
5.1.5 Provide the infrastructure and training, including through the Council Anywhere programme, to enable our staff to take advantage of new digital technologies to work flexibly and efficiently.					
<p><b>5.2 To invest in our staff and ensure we have a workforce equipped and supported to deliver on our priorities</b></p>	We will:	<ul style="list-style-type: none"> <li>• We can recruit and retain the staff we need.</li> <li>• We have a diverse workforce.</li> <li>• Staff regard the Council as a good employer.</li> <li>• Staff are trained and developed to meet changing needs and to develop their careers within the council.</li> <li>• We optimise our apprenticeship levy contributions, meet government targets and deliver quality apprenticeships to support workforce and succession planning.</li> <li>• Staff engage in wellbeing at work programme to improve their physical and mental health.</li> <li>• We continue to be recognised as an Investor in People (IiP) and as Disability Confident .</li> </ul>	<ul style="list-style-type: none"> <li>• % of workforce who are apprentices</li> <li>• Outcome of Investor in People (IiP) review (2021)</li> <li>• Workforce profile (% staff and number of job applicants who declare a disability; %who declare themselves as BAME - Black, Asian and Minority Ethnic)</li> </ul>	<p>Cllr Robertson</p>	<p>Antoinette Jackson</p> <p>Deborah Simpson</p> <p>Heads of Service</p>
	5.2.1 Invest in our staff and implement our Organisational Development Strategy.				
	5.2.3 Support and create opportunities for apprenticeships in line with our Apprenticeship Strategy.				
	5.2.4 Implement actions arising from Investor in People review 2018 and from staff survey 2019.				
<p><b>5.3 To transform services through internal service reviews and by implementing further shared services.</b></p>	We will:	<ul style="list-style-type: none"> <li>• Improved quality and efficiency of service.</li> <li>• Projects delivered more efficiently, saving the Council time and money.</li> </ul>		<p>Cllr Herbert</p> <p>Cllr Robertson</p>	<p>Fiona Bryant</p> <p>Suzanne Hemingway</p> <p>Fiona Bryant</p>
	5.3.1 Carry out strategic reviews of key services including Car parking, Human Resources, Community Services and Customer Services and other services.				
	5.3.2 Invest in our transformation, project and programme management capabilities and capacity.				

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
	5.3.3 Implement the Shared Planning Service to optimise the potential of new ways of working, including digital technological transformation, to improve service quality and productivity. 5.3.4 Develop the Shared Waste Service business plan including through partnership working with other councils and organisations. 5.3.5 Explore the scope for further collaboration or sharing of other services.	<ul style="list-style-type: none"> <li>Further savings and/or benefits in productivity/efficiency identified and then delivered.</li> <li>Sharing further services, or other collaborations, would aim to provide greater resilience and efficiency and the capacity to deliver services to the City and partner councils.</li> </ul>			Stephen Kelly  Trevor Nicoll  Fiona Bryant
<b>5.4 To review our assets to ensure they are delivering maximum value to the Council and to the wider community.</b>	We will: 5.4.1 Generate income, capital receipts and value through extra investment in commercial property following completion of a comprehensive asset review. 5.4.2 Further develop the long term Council accommodation strategy to achieve more efficient and flexible working arrangements, improve service delivery, reduce fuel costs and carbon emissions and identify further income and redevelopment opportunities. 5.4.3 Procure goods and services for the Council, and its partners as agreed, in a way that is competitive, accessible, standardised, fair and transparent, delivering innovative ways to support the local economy.	<ul style="list-style-type: none"> <li>Increasing income, capital receipts and portfolio value.</li> <li>Council buildings, land and property used more efficiently, improving service delivery and embedding new ways of working.</li> <li>Procurements generate opportunities to work collaboratively, reduce costs and improve services.</li> <li>We are compliant with PCR (Public Contract Regulations) and transparency requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Annual income from commercial property portfolio</li> <li>% of contracts which are PCR compliant</li> </ul>	Cllr Robertson	Dave Prinsep  James Elms
<b>5.5 To continue to develop and work with innovative partnerships to improve the quality of life in the city.</b>	5.5.1 Continue to develop the My Cambridge Cultural Education Partnership. 5.5.2 Provide opportunity for young people to participate in local decision making through Agenda Days and Takeover Days. 5.5.3 Work with partners (including the police) in the Community Safety Partnership to increase safety in Cambridge. 5.5.4 Work with Cambridge BID and Visit Cambridge and Beyond to respond to and manage tourism and visitor related issues facing our city centre. 5.5.5 Work collaboratively with Cambridgeshire County Council, and other partners in the Local Health & Wellbeing Board, to support our communities to be healthy and resilient.	<ul style="list-style-type: none"> <li>More young people are supported to build up confidence and aspiration.</li> <li>Children and young people have a real say and influence council decisions including specific issues such as the refurbishment of play areas.</li> <li>Problems are identified; joint working with the police and others in working groups has a measurable impact in reducing crime; Cambridge continues to be a safe city to live in and visit.</li> <li>Visitors staying longer, exploring Cambridge and using it as a base to visit other attractions outside the city.</li> <li>More people engage in healthy lifestyle choices and activities.</li> </ul>	<ul style="list-style-type: none"> <li>Number of young people completing ACTIVATE programme</li> <li>Number of medium &amp; high risk ASB cases responded to within the service standard</li> <li>Number of people with action plans in place at Street Life Working Group</li> <li>Level of visitor spend in the city;</li> <li>Average duration of visit to the city</li> <li>Number of people participating in the programme</li> </ul>	Cllr Smith	Debbie Kaye  Joel Carre  Suzanne Hemingway