

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.

Our three priorities

1. Tackling poverty & inequality and helping people in the greatest need
2. Leading Cambridge's response to the climate change emergency and biodiversity crisis
3. Delivering quality services within financial constraints while transforming the council

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
THEME 1 – TACKLING POVERTY & INEQUALITY AND HELPING PEOPLE IN THE GREATEST NEED					
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, including those facing economic hardship and vulnerability arising from coronavirus and lockdown; and to help alleviate issues that can lead households on low incomes to experience financial pressures.	We will: 1.1.1 Deliver or fund projects and mainstream services that help reduce the impacts of poverty on residents and communities in Cambridge. 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. 1.1.3 Support mutual aid networks and wider projects supporting individuals and households, including thematic citywide partnerships and anti-poverty projects.	<ul style="list-style-type: none"> • Fewer people experiencing material hardship and the detrimental impacts of poverty on physical and mental health. • 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. • financial hardship and poverty during the transition period following UC implementation and arising from Coronavirus, are minimised. 	<ul style="list-style-type: none"> • Basket of indicators in the Anti-Poverty Strategy • Speed of processing housing benefit claims 	Cllr Smith Cllr Todd-Jones Cllr Davey	Suzanne Hemingway Debbie Kaye David Greening Caroline Ryba Andrew Limb
	We will: 1.2.1 Implement the Greater Cambridge Housing Strategy with South Cambridgeshire District Council, setting the vision and key housing	<ul style="list-style-type: none"> • The Housing Strategy is informed by community consultation, adopted by both councils, and then implemented. • We work in partnership to ensure: 	<ul style="list-style-type: none"> • The suite of indicators for housing issues - including new build starts and completions (via annual monitoring report), tenant 	Cllr Todd-Jones	Suzanne Hemingway David Greening

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city, and to reduce homelessness and rough sleeping.	objectives and priorities across the two councils up to 2023.	<ul style="list-style-type: none"> ○ High quality new homes are being built that meet local needs and which people can afford. ○ Existing homes are well-managed and maintained. ○ Homelessness and rough sleeping are successfully reduced. • 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. 	satisfaction, number of rough sleepers - set out elsewhere in this plan.		
	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. Bring forward a Homelessness and Rough Sleeping strategy 2021-26. Prevent homelessness and reduce rough sleeping for as many in Cambridge as possible.	<ul style="list-style-type: none"> • 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. • People are prevented from becoming homeless; Households placed in bed and breakfast accommodation minimised; rough sleeping numbers are reduced, and people supported off the street given routes to find suitable accommodation and to re-establish their lives. 	<ul style="list-style-type: none"> • Number of different individuals found sleeping rough in Cambridge City in a single financial year • Number of rough sleepers found on the bi-monthly and official annual count (November) • Number of homelessness preventions where a homelessness duty is owed • Use of temporary accommodation 		
	1.2.3 Develop permanent, self-contained housing for homeless people with complex needs ('Housing First').	<ul style="list-style-type: none"> • City and County Councils and other organisations agree a strategy for the development of Housing First schemes and trial different types of scheme, increasing the number of bed spaces each year. 			
	1.2.4 Build at least 500 new Council Homes through the Devolution funding, ensuring they comply with or surpass the Council's Sustainable Housing Guide wherever viable; and develop plans to build a further 1000 between 2022 and 2032, consistent with an updated Sustainable Housing Design Guide..	<ul style="list-style-type: none"> • Construction is commenced and local people in need start to be housed in quality new Council Homes that they can afford. • Residents have lower fuel costs, and lower emissions in new build housing than equivalent properties in older stock. 	<ul style="list-style-type: none"> • Number of council housing starts • Number of new homes that comply with or surpass the Cambridge Sustainable Housing Design Guide • Number of residents reporting lower fuel bills as part of 12 month survey in relevant developments 		Fiona Bryant Claire Flowers
	1.2.5 Seek to secure 40% affordable housing in new developments through the planning application process.	<ul style="list-style-type: none"> • Different types of households, with a broad range of incomes, are assisted to afford to live in Cambridge. 	<ul style="list-style-type: none"> • Number of Affordable Housing completions by category (all social housing providers) 	Cllr Thornburrow	Stephen Kelly
	1.2.6 Provide sub-market intermediate housing that also generates a financial return through Cambridge City Housing Company (CCHC); facilitate move-on accommodation for rough-sleepers previously accommodated temporarily by the Council in hotels & B&Bs.	<ul style="list-style-type: none"> • 23 households continue to be housed at sub-market rents. 	<ul style="list-style-type: none"> • Financial return to the Council 	Cllr Davey	Caroline Ryba James Elms Dave Prinsep

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	1.2.7 Review the CCHC to explore potential for business expansion where opportunity allows, including any opportunity for the provision of homes on mixed tenure sites in conjunction with the HRA..				
1.3 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.	We will:			Cllr Todd-Jones	Suzanne Hemingway David Greening Lynn Thomas
	1.3.1 Invest in the quality and energy-efficiency of the Council's housing stock in line with the housing asset management strategy.	<ul style="list-style-type: none"> Quality housing provided for tenants that meets the agreed appropriate standards and is energy efficient. 	<ul style="list-style-type: none"> % customer satisfaction of their homes energy and environmental performance of our housing stock (RdSAP) 		
	1.3.2 Provide a high performing repairs and planned maintenance service for our tenants that gives value for money.	<ul style="list-style-type: none"> Tenants' satisfaction with the repairs and planned maintenance service is maintained and improved. We have achieved the agreed target for average repairs cost. 	<ul style="list-style-type: none"> % customer satisfaction with repairs service 		
	1.3.3 Administer and enforce the mandatory HMO (House in Multiple Occupation) Licensing scheme to improve standards.	<ul style="list-style-type: none"> All HMO landlords provide good standard, energy-efficient private rental accommodation. 			
	1.3.4 Work with tenants to agree priorities and invest in environmental improvements to our estates and communal areas.	<ul style="list-style-type: none"> High quality environments for our Council Housing residents leading to increased resident satisfaction in their neighbourhood. 	<ul style="list-style-type: none"> % resident satisfaction with the neighbourhood 		
	1.3.5 Take action against Council tenants who create harm or disturbance for others.	<ul style="list-style-type: none"> Tenants are able to enjoy a peaceful quality of life; disruptive tenants are managed, and anti-social behaviour is deterred. 		Cllr Todd-Jones Cllr Collis	Suzanne Hemingway
1.4 To support local communities and residents to meet the needs of the most vulnerable, including refugees.	We will:			Cllr Smith	Debbie Kaye
	1.4.1 Work, including with other agencies, community organisations and neighbourhood mutual aid groups, to provide support for communities, including through community centres, outreach and grant funding.	<ul style="list-style-type: none"> Children, young people, older people and families in areas of most need, and all residents with protected characteristics under the Equality Act, are supported to access services. Community centres provide efficient services enabling residents/communities (particularly those with real need) to support themselves and access key services. Communities in areas where there is most need are supported to be more cohesive, healthy and safe. 	<ul style="list-style-type: none"> Universal ChYpPs sessions <ul style="list-style-type: none"> Number of sessions Number of child visits Community Centres <ul style="list-style-type: none"> Visitor numbers % of income target achieved 		
	1.4.2 Review the range of community development provision across Cambridge to ensure it supports individuals and communities with the greatest need.	<ul style="list-style-type: none"> There is a thriving community and voluntary sector which in turn adds value to the quality of Cambridge life 	<ul style="list-style-type: none"> Number of entries to Council leisure facilities by people holding concession memberships 		
	1.4.3 Strengthen community capacity via Community Grants and support for the voluntary sector	<ul style="list-style-type: none"> Resettled people are integrated into the Cambridge community and are supported to acquire skills for quality of life. Customised and individual plans in place for families on arrival which ensures they receive the appropriate support for their needs. The families gain the required skills to live full and integrated lives, and earn a living, including competent English. 	<ul style="list-style-type: none"> Number of refugees attaining English as a Second Language (ESOL) 'elementary' standard 		
	1.4.4 Continue to develop links and co-operative working arrangements with partner organisations and agencies to ensure delivery of the appropriate services for resettled families.				

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THEME 2 – LEADING CAMBRIDGE’S RESPONSE TO THE CLIMATE CHANGE EMERGENCY AND BIODIVERSITY CRISIS					
<p>2.1 To deliver our Climate Change and Biodiversity Strategies, which aim to reduce carbon emissions reduce consumption of resources, increase recycling and reduce waste; to support Council services, residents and businesses to adapt to the impacts of climate change; and to double nature</p>	2.1.1 Produce and apply Sustainable Design and Construction planning guidance to help shape new low energy/carbon private sector development.	<ul style="list-style-type: none"> Greater Cambridge Sustainable Design and Construction (SCaD) Supplementary Planning Document (SPD) produced and adopted, supporting the transition to a lower carbon economy in line with current local plan policy requirements. New developments minimise and mitigate climate change and protect and enhance habitats. Draft flood and water management Supplementary Planning Document implemented. 	<ul style="list-style-type: none"> Number of developments implemented in line with (or exceeding) adopted policy requirements. 		
	2.1.2 Deliver the Cambridge Air Quality Action Plan; and explore the scope for working in partnership on air quality issues with South Cambridgeshire District Council, the County Council and other partners.	<ul style="list-style-type: none"> Improved air quality across the city, particularly in high air pollution zones, with particular focus on reducing vehicle emissions harmful to public health. 	<ul style="list-style-type: none"> Number of air quality monitoring points exceeding Nitrogen Dioxide (NO2) legal limit 		Suzanne Hemingway
	2.1.3 Make our streets and open spaces and communities more resilient to the impacts of climate change.	<ul style="list-style-type: none"> Cambridge’s streets and open spaces can continue to be enjoyed by future generations. 	<ul style="list-style-type: none"> Number of low emission taxis % of insect-friendly wildflower meadows and long grass areas 	Cllr Moore	David Greening
	2.1.4 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"> Cambridge’s biodiversity value is protected and enhanced. 	<ul style="list-style-type: none"> Volume of glyphosate-based herbicide used 	Cllr Thornburrow	Joel Carre
	2.1.5 Invest in energy efficiency and generation projects as set out in our Carbon Management Plan.	<ul style="list-style-type: none"> Emissions reduction target achieved, and reduced energy bills, saving money that can then be spent on essential services. 	<ul style="list-style-type: none"> % of City Council owned and managed parks and open spaces actively designated and / or managed for biodiversity 	Cllr Todd-Jones	Stephen Kelly
	2.1.6 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"> Reduced energy use and emissions from our portfolio. Compliance with Minimum Energy Efficiency Standards (MEES) Regulations by 1st April 2023. 	<ul style="list-style-type: none"> % of designated Local Wildlife Sites in positive conservation management 	Cllr Davey	Andrew Limb
	2.1.7 Reduce the amount of waste generated, by supporting and educating residents to reduce, reuse and recycle more.	<ul style="list-style-type: none"> Recycling targets are achieved, and the amount of waste sent to landfill is reduced. Bin contamination kept to target minimum. 	<ul style="list-style-type: none"> tCO2 from council assets and activities Council’s fuel usage (Kwh) EPC Rating by Total Floor Area (sq m) assessed annually 		Dave Prinsep
	2.1.8 -Take enforcement action, including prosecution where appropriate, against those damaging the environment.	<ul style="list-style-type: none"> Fewer instances of environmental crime; cleaner and safer streets and open spaces. 	<ul style="list-style-type: none"> % black bin waste % Blue bin recycling rate % Bin contamination 		Lynn Thomas
	2.1.9 Work with community organisations to promote sustainable food practices.	<ul style="list-style-type: none"> Communities have greater access to locally sourced food; Cambridge is working towards “silver” award. 	<ul style="list-style-type: none"> Number of Fixed Penalty - Notices (FPN) issued for littering 		Trevor Nicholl

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<p>2.2 To plan for the sustainable growth of Cambridge, support the development of new communities and deliver services to our growing population.</p>	<p>We will:</p> <p>2.2.1 Develop the new joint Greater Cambridge Local Plan in partnership with South Cambridgeshire District Council and the relevant delivery partners and focus on both the needs to be addressed and the capacity for growth</p>	<ul style="list-style-type: none"> • The local plan 2018 is implemented successfully. • Work on the new Greater Cambridge local plan is progressed to timetable, integrating spatial and transport planning to provide for sustainable and inclusive economic growth. Develop the plan to address four key themes: <ul style="list-style-type: none"> ○ Climate Change ○ Biodiversity & Green Spaces ○ Wellbeing & Social Inclusion ○ Great Places 	<ul style="list-style-type: none"> • Number of homes completed and numbers for different types of affordable housing (<i>Annual Monitoring Report</i>) 	<p>Cllr Thornburrow</p> <p>Cllr Smith</p> <p>Cllr Herbert</p> <p>Cllr Todd-Jones</p> <p>Cllr Davey</p>	<p>Stephen Kelly</p> <p>Suzanne Hemingway</p> <p>Fiona Bryant</p> <p>Claire Flowers</p> <p>Debbie Kaye</p> <p>David Greening</p> <p>Andrew Limb</p>
<p>2.3 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.</p>	<p>We will:</p> <p>2.3.1 Through our membership of the Greater Cambridge Partnership and Combined Authority, develop and implement projects that support sustainable economic growth by tackling congestion & improving connectivity.</p> <p>2.3.2 With our partners, seek to influence regional and national agencies to prioritise additional investment in the infrastructure needs of Greater Cambridge.</p>	<ul style="list-style-type: none"> • Improved connectivity, and reduced congestion, supporting the continued sustainable growth of the Greater Cambridge economy by allowing freer movement of people, goods and ideas. • Improved public transport and modal shift from cars to public transport and other non-car transport options. 	<ul style="list-style-type: none"> • % of all journeys undertaken by bicycle, public transport and on foot 	<p>Cllr Herbert</p> <p>Cllr Thornburrow</p>	<p>Chief Executive</p> <p>Stephen Kelly</p> <p>Fiona Bryant</p> <p>Andrew Limb</p>

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THEME 3 - DELIVERING QUALITY SERVICES WITHIN FINANCIAL CONSTRAINTS WHILE TRANSFORMING THE COUNCIL					
<p>3.1 To provide essential services that meet customer needs, prioritising within the resources we have available.</p>	<p>We will:</p> <p>3.1.1 Ensure planning applications are dealt with within target timescales and resources.</p> <p>3.1.2 Collect Council Tax and Business Rates efficiently.</p> <p>3.1.3 Keep our streets and open spaces clean, green and safe, including by:</p> <ul style="list-style-type: none"> • supporting communities to assist us in caring for their streets and open spaces; and • tackling littering, fly-tipping and graffiti. <p>3.1.4 Carry out risk-based food safety standard inspections of food businesses, including in the context of existing the EU.</p> <p>3.1.5 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>3.1.6 Collect recyclables and waste from residents and businesses in the city efficiently.</p>	<ul style="list-style-type: none"> • Residents and businesses experience efficient services, with queries responded to in a timely and professional manner. • The management of our streets and open spaces is supported by an active band of community volunteers. • High quality, environmentally-friendly street and open space environments achieved. • Reduced levels of littering, fly tipping and graffiti. • All food businesses are managed to good food safety standards. • Communities know that we will work with partners to address community safety issues where they arise, and will know how to report issues. • Balanced approach taken to supporting and enforcing so that vulnerable victims are protected and supported. • High level of successful scheduled waste collections; income, savings & efficiencies delivered by the shared waste service. 	<ul style="list-style-type: none"> • % planning applications processed within target timescales • Council Tax and Business Rates collection rates • % of streets achieving Grade A cleanliness standard • Number of open spaces with active friends groups • Number of volunteer hours contributed to maintaining streets and open spaces • Number of Green Flag sites • % of food businesses rated as broadly compliant • Number of prevention initiatives in place • Number of awareness raising events for domestic abuse • Cost per household of waste collection • % successful collections 	<p>All Executive Councillors</p>	<p>Chief Executive</p> <p>Suzanne Hemingway</p> <p>Fiona Bryant</p> <p>Stephen Kelly</p> <p>Heads of Service</p>
<p>3.2 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</p>	<p>We will:</p> <p>3.2.1 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>3.2.2 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>	<ul style="list-style-type: none"> • The Council crematorium increases its turnover and market share annually, with successful budgetary performance and positive customer experience. • We balance managing demand, congestion and air pollution while achieving an income from our car parks. • Provide electric charging that meets customers' needs and facilitates a shift to clean travel in the 	<ul style="list-style-type: none"> • share of total market by volume • % of budget achieved • % of customers paying by card • % of card payments done via the contactless system • Number of electric vehicles in the council's fleet 	<p>Cllr Davey</p> <p>Cllr Thornburrow</p> <p>Cllr Moore</p>	<p>Fiona Bryant</p> <p>James Elms</p> <p>Heads of Service</p>

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	<p>3.2.3 Manage our garage in a way that meets the needs of private vehicle owners an expanded range of commercial fleets.</p> <p>3.2.4 Grow income-generating services including planning services & building control, open space hire, trade waste, and wider service charges to help cover costs.</p>	<p>city; and increased use of zero/ultra-low emission vehicles across the council's fleet.</p> <ul style="list-style-type: none"> Private client base grow year on year, managing four major HGV clients. Increased income and reduced cost of delivery. 	<ul style="list-style-type: none"> Number of major HGV clients 		
<p>3.3 To ensure a varied cultural offer is available to those who live, work and study in, and visit, Cambridge</p>	<p>3.3.1 Provide a diverse and thriving programme of events and activities that offer citizens opportunity to participate in the cultural life of the city through the Cambridge Corn Exchange, Cambridge Folk Festival and City Events.</p>	<ul style="list-style-type: none"> The Corn Exchange and Guildhall programme, Cambridge Folk Festival and City Events are delivered efficiently and effectively and in a Covid-safe manner, achieving positive customer feedback 	<ul style="list-style-type: none"> Net income / cost to the Council Number of attendees & participants 	Cllr Smith	Debbie Kaye
<p>3.4 To deliver a wide range of essential services to those who live, work and study in, and visit, Cambridge.</p> <p>As central Government funding reduces we will continue to focus on delivering, those key front line services.</p>	<p>We will:</p> <p>3.4.1 Publish clear standards for our services and ensure services are delivered to them.</p> <p>3.4.2 Ensure residents and businesses enjoy an efficient service, with queries responded to in a timely and professional manner.</p> <p>3.4.3 Give service users a say on changes through consultation, as appropriate.</p> <p>3.4.4 Deal with complaints effectively when we get things wrong.</p>	<ul style="list-style-type: none"> People who live, work and study in, or visit, Cambridge experience high quality and efficient services. 	<ul style="list-style-type: none"> Resident survey overall satisfaction with the Council % of formal complaints escalated to stage 2 	All Executive Councillors	<p>Chief Executive</p> <p>Suzanne Hemingway</p> <p>Fiona Bryant</p> <p>Heads of Service</p>
<p>3.5 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.</p> <p>To implement our ICT Business Plan and technology road map and our Digital Strategy.</p>	<p>We will:</p> <p>3.5.1 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.</p> <p>3.5.2 Implement a new online housing management information system.</p> <p>3.5.3 Implement the Environmental Health and Streets & Open Spaces service reviews, including adoption of new technologies and ways of working, to improve customer service and operational performance.</p>	<ul style="list-style-type: none"> 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"> Customers will receive alerts on the status of their request and can track and receive confirmation when completed. Transformation projects deliver financial savings to the Council. Customers will be able to log service requests, view, amend and make payments on their rent accounts, receive notifications and alerts. Our Streets and Open Spaces service is able to respond to the impacts of growth and associated service demands without increasing costs. Our customers are able to raise and track streets and open spaces service requests, and reported parks, open space & enviro-crime issues digitally. 	<ul style="list-style-type: none"> % of contacts made online, including via the portal Number of registered portal accounts Proportion of tenant contacts regarding repairs and rent balances made online Operational unit cost to maintain streets and open spaces <p>% of Environmental Health and Streets & Open Spaces</p>	<p>Cllr Herbert</p> <p>Cllr Davey</p> <p>Cllr Thornburrow</p> <p>Cllr Moore</p>	<p>Chief Executive</p> <p>Suzanne Hemingway</p> <p>Fiona Bryant</p> <p>Heads of Service</p>

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	<p>3.5.4 Implement a new online planning system with improved customer self-service functionality.</p> <p>3.5.4 Provide the infrastructure and training, including through the Council Anywhere transformation programme, to enable our staff to take advantage of new digital technologies to work flexibly and efficiently.</p>	<p>Our Environmental Health business customers are able to complete their licensing transactions including licence applications and payments online</p> <ul style="list-style-type: none"> Applicants and interested parties can receive notifications, review and comment on proposals online alongside improved information and advice online. Improved productivity, positive impact on recruitment and retention, better customer experience. 	<p>customer transactions carried out online</p> <ul style="list-style-type: none"> % of responses & submissions received online % staff who feel supported to achieve a work/life balance in staff survey 2019 		
<p>3.6 To invest in our staff and ensure we have a workforce equipped and supported to deliver on our priorities</p>	<p>We will:</p> <p>3.6.1 Invest in our staff and implement our Organisational Development Strategy.</p> <p>3.6.2 Support and create opportunities for apprenticeships in line with our Apprenticeship Strategy.</p> <p>3.6.3 Implement actions arising from Investor in People review 2018 and from our staff survey in 2019.</p> <p>3.6.4 Provide advice and guidance to support staff through the coronavirus crisis and the advent of mass remote working</p>	<ul style="list-style-type: none"> We can recruit and retain the staff we need. We have a diverse workforce. Staff regard the Council as a good employer. Staff are trained and developed to meet changing needs and to develop their careers within the council. We optimise our apprenticeship levy contributions, meet government targets and deliver quality apprenticeships to support workforce and succession planning. Staff engage in wellbeing at work programme to improve their physical and mental health. We continue to be recognised as an Investor in People (IiP) and as Disability Confident. Staff are able to work productively and maintain health, safety and wellbeing whilst working remotely and flexibly. 	<ul style="list-style-type: none"> % of workforce who are apprentices Outcome of Investor in People (IiP) review (2021) Workforce profile (% staff and number of job applicants who declare a disability; %who declare themselves as BAME (Black, Asian and Minority Ethnic) % staff reporting in staff survey as being well supported during coronavirus-enforced remote working 	Cllr Davey	<p>Chief Executive</p> <p>Deborah Simpson</p> <p>Heads of Service</p>
<p>3.7 To transform services through internal service reviews and by developing new ways of working across the council and with partners.</p>	<p>We will:</p> <p>3.7.1 Develop a long-term strategy and plan for transformation which will enhance the services the Council delivers for and with communities while helping to meet the financial challenges the Council faces.</p> <p>3.7.2 Invest in our transformation, project and programme management capabilities and capacity.</p> <p>3.7.3 Implement the Shared Planning Service to optimise the potential of new ways of working, including digital technological transformation, to improve service quality and productivity.</p> <p>3.7.4 Develop the Shared Waste Service business plan including through partnership working with other councils and organisations.</p>	<ul style="list-style-type: none"> Transformation delivered at the scale and pace needed to maintain and enhance services in the face of increasing financial constraints. Projects delivered more efficiently, saving the Council time and money. Further savings and/or benefits in productivity/efficiency identified and then delivered. 		<p>Cllr Herbert</p> <p>Cllr Davey</p> <p>Cllr Thornburrow</p> <p>Cllr Moore</p>	<p>Fiona Bryant</p> <p>Suzanne Hemingway</p> <p>Elissa Rospigliosi</p> <p>Fiona Bryant</p> <p>Stephen Kelly</p> <p>Trevor Nicoll</p>

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	<p>3.7.5 Explore the scope for further collaboration or sharing of other services.</p> <p>3.7.6 Carry out strategic reviews of key services including Car Parking, Human Resources, Community Services and Customer Services and other services</p>	<ul style="list-style-type: none"> 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. Improved quality and efficiency of service 			<p>Fiona Bryant</p> <p>Elissa Rospigliosi</p>
<p>3.8 To review our assets to ensure they are delivering maximum value to the Council and to the wider community.</p>	<p>We will:</p> <p>3.8.1 Generate income, capital receipts and value through extra investment in commercial property following completion of a comprehensive asset review.</p> <p>3.8.2 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.</p> <p>3.8.3 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.</p>	<ul style="list-style-type: none"> Increasing income, capital receipts and portfolio value. Council buildings, land and property used more efficiently, improving service delivery and embedding new ways of working. Procurements generate opportunities to work collaboratively, reduce costs and improve services. We are compliant with the Public Contract Regulations (PCR) and transparency requirements. 	<ul style="list-style-type: none"> Annual income from commercial property portfolio % of contracts which are PCR compliant 	<p>Cllr Davey</p>	<p>Dave Prinsep</p> <p>James Elms</p>
<p>3.9 To continue to develop and work with innovative partnerships to improve the quality of life in the city.</p>	<p>3.9.1 Continue to develop the My Cambridge Cultural Education Partnership.</p> <p>3.9.2 Provide opportunity for young people to participate in local decision making through Agenda Days and Takeover Days.</p> <p>3.9.3 Work with partners (including the police) in the Community Safety Partnership to increase safety in Cambridge.</p> <p>3.9.4 Work with Cambridge BID and Fitzwilliam Museum (Enterprises) Ltd, to establish a destination management organisation for Cambridge city in order to support the recovery and development of a sustainable visitor economy.</p> <p>3.9.5 Work collaboratively with Cambridgeshire County Council, and other partners in the Local Health & Wellbeing Board, to support our communities to be healthy and resilient.</p>	<ul style="list-style-type: none"> More young people are supported to build up confidence and aspiration. Children and young people have a real say and influence council decisions including specific issues such as the refurbishment of play areas. 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. Visitors returning to Cambridge city centre to enjoy and support the retail, cultural and hospitality offer; and having and making a positive net contribution to the local community and economy. More people engage in healthy lifestyle choices and activities. 	<ul style="list-style-type: none"> Number of medium & high risk ASB cases responded to within the service standard Number of people with action plans in place at Street Life Working Group Footfall levels in Cambridge city centre; Average visitor spend in indicator city centre business outlets City centre outdoor market occupancy / income levels Number of people participating in the programme 	<p>Cllr Collis</p> <p>Cllr Smith</p>	<p>Debbie Kaye</p> <p>Joel Carre</p> <p>Suzanne Hemingway</p>