

2025-26 Corporate Action Plan

Purpose and Context of the Corporate Action Plan

This document serves as a focused action plan, detailing how the priorities outlined in the overarching Corporate Plan for 2025-2030 will be progressed during the 2025-26 financial year. While the Corporate Plan sets the long-term vision and strategic objectives for the next five years, the Action Plan translates these ambitions into specific, deliverable actions for the year ahead. The Action Plan will be refreshed annually to ensure that progress towards the five-year objectives remains tangible, coordinated and aligned with available resources, while allowing flexibility to address emerging needs and opportunities. To fully understand the context and strategic intent of the actions detailed, this document should be read in conjunction with the Corporate Plan.

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Corporate Plan Priority 1: Healthy and Supported Communities (HSC)

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2025-26 Monitoring Arrangements
1) We will help our residents, including older, disabled and vulnerable people, to live safely in their own homes	<p>1a) By supporting clients through the Housing department's visiting support service, including those facing mental health issues</p> <p>1b) By allocating disabled facilities grant and repairs grant and carrying out disabled adaptations to Council properties</p> <p>1c) By preventing homelessness wherever we are able through our Housing Advice and Options Team</p> <p>1d) By complying with landlord safety and compliance checks to council housing</p> <p>1e) By providing support for local mobile warden schemes</p> <p>1f) By listening to our Council tenants to make sure they have a voice and can help to influence policy and improvements for the housing service</p>	<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O1ai) Details of work undertaken to support clients through the Housing team's visiting support service (updates by exception, with end of year summary)</p> <p>SI1bi) Disabled Facilities grant spend and number of grants approved</p> <p>SI1bii) Number of disabled adaptations carried out on Council properties</p> <p>SI1ci) % homeless preventions as proportion of all homeless cases closed</p> <p>O1di) Updates detailing compliance with required landlord safety checks, broken down to categories of compliance areas</p> <p>O1ei) Provide funding, support and advice to mobile warden schemes, moving towards a more sustainable delivery model</p> <p>O1fi) Undertake annual tenant satisfaction survey and tenant engagement activities throughout the year (updates by exception, with end of year summary)</p>
2) We will collaborate with partners and work to tackle crime, anti-social behaviour, and environmental health issues, promoting a safe and healthy community	<p>2a) By working as part of the South Cambridgeshire Community Safety Partnership to identify and take action to combat local crime and anti-social behaviour issues</p> <p>2b) By taking action against fly-tipping</p> <p>2c) By undertaking inspections and monitoring to ensure environmental health compliance (including food hygiene and air quality)</p>	<p>O2ai) Contribute to the Community Safety Partnership to combat local crime and anti-social behaviour issues (updates by exception, with end of year Community Safety Partnership summary)</p> <p>O2aii) Introduce a new Housing / Housing Revenue Account anti-social behaviour policy and work to reduce anti-social behaviour within our Council homes</p> <p>SI2bi) % of fly-tips removed in timescale</p> <p>O2bi) Joint roadside checks with the Police, HMRC and other partners, and investigation of fly tipping incidents through to prosecution stage</p> <p>O2ci) Carry out environmental health and food safety inspections across the district (updates by exception, with end of year summary)</p> <p>O2cii) Monitor and publish reports on air quality, ensure compliance with key air quality policies and communicate the impacts of behaviours on air quality (for example vehicle idling).</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2025-26 Monitoring Arrangements
<p>3) We will support the improved health and wellbeing of residents and work with community groups, the voluntary sector and individuals to help to tackle issues within their communities</p>	<p>3a) By targeting support to improve health and wellbeing outcomes for our residents, including through the delivery of our Health and Wellbeing Strategy</p> <p>3b) By providing continued support for the creation of community-led plans, including support for areas that are most impacted by flooding to update or develop local community response plans</p> <p>3c) By ensuring that new development contributes positively to the health and wellbeing of our communities through building standards and thoughtful design</p>	<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O3ai) Grant awards made to benefit the health and wellbeing of our residents (Service Support grants, Community Chest grants and Let's Get South Cambridgeshire Active grants)</p> <p>O3aii) Hold an event targeted at young people to encourage participation in outdoor activities to improve mental health</p> <p>O3aiii) Provide grants to help improve access to allotments</p> <p>O3bi) Evidence of support provided for community-led plans (updates by exception, with end of year summary of support provided for community-led plans)</p> <p>O3ci) Evidence of progress towards embedding health and wellbeing through building standards and thoughtful design (updates by exception, with end of year summary of progress throughout the year)</p>
<p>4) We will support the most vulnerable people in our communities to ensure they have access to the resources and opportunities needed to lead safe, healthy and fulfilling lives</p>	<p>4a) By targeting support to help residents through the cost-of-living crisis</p> <p>4b) By providing support for refugees and asylum seekers in the district</p>	<p>O4ai) Implement 2025-26 cost-of-living package</p> <p>O4aii) Use of the Low-Income Family Tracker system to locate households on low incomes to try and prevent them from entering financial crisis and to stop people missing out on unclaimed benefits</p> <p>O4aiii) Provide targeted support for households at risk of homelessness through the Income Maximisation Service</p> <p>O4aiv) Undertake a census of housing tenants to identify vulnerable people and target services appropriately</p> <p>O4bi) Plan and deliver innovative schemes to increase the number of homes available to help Homes for Ukraine guests transfer from hosted accommodation to independent living. A varied range of support to include help with rental payments and deposits, furniture scheme packages, a landlord incentive scheme and further wellbeing support</p> <p>O4bii) Support further requests to aid and support refugees within the district where this is required (updates to be provided by exception with end of year summary of support provided)</p> <p>O4ci) Provide periodic updates on the Council's participation in initiatives such as Cambridge Pride and Black History Month.</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2025-26 Monitoring Arrangements
	4c) By actively promoting and celebrating diversity across our district and providing support to marginalised and vulnerable people where appropriate.	<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O4cii) Demonstrate progress towards commitments made under the UNISON Antiracism Charter.</p> <p>O4ciii) Demonstrate progress towards the White Ribbon Action Plan, taking action to prevent male violence against women and girls.</p>

Corporate Plan Priority 2: Sustainable Homes and Vibrant Places (SHVP)

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2025-26 Monitoring Arrangements
5) We will continue to deliver new, high quality council homes and work with partners to increase the availability of housing stock across the district	<p>5a) By delivering to ambitious new build council homes target, in line with the New Build Council Housing Strategy</p> <p>5b) By using SCIP (South Cambs Investment Partnership) to deliver an exemplar site, including enhanced carbon reduction standards.</p> <p>5c) By meeting annual housing delivery targets identified in the Local Plan</p> <p>5d) By taking action to bring empty homes back into use</p> <p>5e) By increasing the number of authorised Gypsy and Traveller pitches available, as identified in the Accommodation Needs Assessment</p>	<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>SI5ai) Number of new Council homes delivered</p> <p>SI5aii) Number of new Council homes in delivery pipeline</p> <p>O5bi) Continue to take next steps to progress SCIP development, to deliver 256 low-carbon homes in Cambourne (of which 102 will be affordable)</p> <p>SI5ci) Annual housing completions in the district (against annual housing delivery targets as set out in the adopted Local Plan and current standard method / government target)</p> <p>SI5cii) % of dwelling completions in Greater Cambridgeshire that are affordable</p> <p>SI5di) Number of homes that have been empty for longer than 6 months brought back into use</p> <p>O5ei) Evidence of progress towards increasing Gypsy and Traveller pitches, including no. of planning permissions approved for new pitches (updates by exception, with end of year summary of progress throughout the year)</p>
6) We will work closely with partners and local communities to ensure that new homes are delivered alongside supporting infrastructure and amenities	<p>6a) By consulting communities on the development of a Joint Local Development Plan for the Greater Cambridge area identifying the quantity and location of new homes across the district</p> <p>6b) By continuing to offer support for the creation of neighbourhood plans, setting out how local development will be managed in designated areas within the plans</p> <p>6c) By running community liaison meetings and forums where significant new developments are planned</p> <p>6d) By working with partners to progress the delivery of the infrastructure and amenities required to support new homes.</p>	<p>O6ai) Consult our communities on our draft Local Plan for Greater Cambridgeshire</p> <p>O6bi) Support local communities with the development and creation of their neighbourhood plans (updates by exception, with end of year summary of support provided during the year)</p> <p>O6ci) Run Community forums where significant new developments are planned, allowing discussions to take place about how developments are moving forward (updates by exception, with end of year summary)</p> <p>O6di) Contribute (with partners) to the completion of the Local Area Energy Plan for Cambridgeshire, setting out a blueprint to meet future energy demand</p> <p>O6dii) Deliver the Northstowe Community Centre (due for delivery Q4 2025/2026)</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2025-26 Monitoring Arrangements
		<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O6diii) Following feasibility plan, work with partners to establish and implement next steps (including procurement plan) for delivery of the Northstowe Town Hub</p> <p>O6div) Work with Homes England to establish and implement next steps for the design and implementation of plans for Northstowe Phase 2 Sports Pavilion</p> <p>O6dv) Facilitate the Cambourne 25 partnership group, bringing together relevant groups and organisations to build community cohesion and address areas for improvement in Cambourne</p> <p>O6dvi) End of year report detailing progress towards the delivery of infrastructure and amenities within our growing new towns</p>
<p>7) We will invest in our housing stock and improve the energy efficiency of housing across the district - ensuring homes meet modern standards</p>	<p>7a) By continuing to develop and implement our plans to improve the energy efficiency of our Council housing stock, ensuring our properties achieve an Energy Performance Certificate rating of 'C' or above by 2028 (in line with government targets)</p> <p>7b) By working with partners, under the 'Action on Energy Cambridgeshire' branding, to support residents to improve the energy efficiency of their homes</p> <p>7c) By encouraging energy efficiency improvements within Private Rental Sector rental properties with an EPC of F or below</p>	<p>SI7ai) % of SCDC owned Council homes with a 'C' EPC rating or above</p> <p>O7ai) Develop a plan to retrofit energy efficiency measures to our council housing stock</p> <p>O7bi) Signpost to and explore government-funded grant delivery opportunities</p> <p>O7bii) Promote self-funded housing retrofit options through the Action on Energy Cambridgeshire partnership and produce a retrofit guide for the CPCA area to support householders to realise retrofit improvements</p> <p>O7ci) Run Minimum Energy Efficiency Standards (MEES) project to identify Private Rental Sector properties with an EPC of F or below and actions required, making contact with landlords (updates by exception, with end of year summary detailing progress during the year)</p>
<p>8) We will work with partners to support healthy and connected communities, with access to green space</p>	<p>8a) By seeking to create diverse and connected neighbourhoods where people can live close to where they work, play and access health providers and education</p> <p>8b) By reviewing approaches to open space and recreation provision, to underpin the delivery of healthy places and sustainable ways of living</p> <p>8c) By working with partners to influence the delivery of significant improvements in transportation to our villages and towns, enabling a reduction in private car use and congestion</p>	<p>O8ai) Evidence of progress towards the creation of diverse and connected neighbourhoods (updates by exception, with end of year summary of progress throughout the year)</p> <p>O8bi) Work with the health community initiative on the development of an open spaces policy for the Joint Local Plan that places wellbeing as a central policy objective</p> <p>O8ci) Support the implementation of the GCP and Cambridgeshire County Council's Transport Strategy and the CPCA Transport and Connectivity Plan</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2025-26 Monitoring Arrangements
	<p>8d) As East-West Rail progresses, ensure that the district benefits from improved accessibility at Cambourne, whilst being the voice of residents in areas that will be affected along the route, ensuring that they are well represented, and securing all reasonable mitigations</p>	<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O8cii) Support the development of the CPCA's new Greater Cambridge Transport Strategy, in order to prioritise the connectivity of South Cambridgeshire settlements and reduce rural isolation.</p> <p>O8ciii) Work with the CPCA to ensure that communities within the district are well served by community transport</p> <p>O8di) Periodic updates on our engagement with the East-West Rail company, including details of our responses to public consultations, and updates on our engagement with affected Parish Councils.</p> <p>O8dii) Work with East West Rail to inform a Local Opportunity Plan for Cambourne to be published alongside the formal consultation.</p>

Corporate Plan Priority 3: Being Green To Our Core (GTOC)

What we will do (Key Objectives)	How we will achieve the objective (2025-26 Actions)	2025-26 Monitoring Arrangements
<p>9) We will work with partners to ensure that proposed development plans safeguard and where possible enhance the local environment and nature</p>	<p>9a) By working with partners to progress solutions to address water scarcity challenges in the district caused by development and climate change</p> <p>9b) By creating and implementing processes and policies that will help us to increase nature through new development</p> <p>9c) By working with partners to develop regional approaches to nature recovery</p>	<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O9ai) Contribute to the Cambridge Water Scarcity Group and other stakeholders to develop short term solutions and longer-term strategies to water supply issues (updates by exception, with end of year Cambridge Water Scarcity Group summary)</p> <p>O9bi) Evidence of progress towards the embedding of Biodiversity Net Gain to help increase nature through new development</p> <p>SI9bi) Number of hectares new Biodiversity Net Gain off-site habitat banks secured and legally agreed under Section 106 (bi-annual or annual)</p> <p>O9ci) Contribute (with partners) to the completion of the Local Nature Recovery Strategy for Cambridgeshire and Peterborough setting out plans for nature and habitat recovery, including within South Cambs</p>
<p>10) By 2030 we will reduce emissions from the Council's estate and operations by 75% from 2018-19 levels</p>	<p>10a) By investing in low emissions vehicles or alternative fuels (e.g. HVO biofuel) as replacements for our existing fleet</p> <p>10b) By increasing the energy performance of buildings owned and operated by the Council (including through on-site renewable energy generation)</p> <p>10c) By improving the energy performance of our Commercial buildings (including through on-site renewable energy generation)</p> <p>10d) By building carbon reduction, climate adaptation and the protection and enhancement of nature into decision making across the Council</p>	<p>SI10ai) % SCDC estates and operations emissions reduction from 2018-19 levels (annual)</p> <p>O10ai) Progress the Waterbeach Renewable Energy Network (WREN) project - to deliver solar PV, battery storage and electric vehicle charging at the Council's Waterbeach depot to support investment in Electric Refuse Collection Vehicles</p> <p>O10bi) Complete assessments of sheltered housing communal rooms. If retained as communal rooms, identify feasible improvements and a costed agree delivery plan for decarbonisation (to take place alongside the refurbishment review)</p> <p>O10ci) Continue to review the environmental performance of our commercial buildings (including the re-roofing of 140 Cambridge Science park in preparation for any future installation of solar panels).</p> <p>O10di) Continue to embed climate and nature considerations throughout the organisation, including through achievement of silver status as a Carbon Literate Organisation</p> <p>O10dii) Continue to take steps with supply chain to reduce emissions associated with contract delivery (including through monitoring and contract management arrangements)</p>

What we will do (Key Objectives)	How we will achieve the objective (2025-26 Actions)	2025-26 Monitoring Arrangements
		<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O10diii) Develop a framework for reporting on our Biodiversity Duty (BD) under new government legislation – all actions undertaken to promote BD in the district.</p> <p>O10div) Continue to investigate options for reducing the carbon impact of our Housing stock renovation processes, including reuse</p>
<p>11) We will support households and businesses to reduce consumption and waste, while promoting reuse and recycling</p>	<p>11a) By identifying and implementing strategies for the overall waste / materials reduction, decreased residual waste and increased recycling</p> <p>11b) By providing support focussed on increasing recycling rates and reducing non-recyclable waste and helping in the transition to a circular economy</p> <p>11c) By introducing weekly food waste collections in line with the Environment Act 2021</p>	<p>O11ai) Implementation of the National Waste Strategy to increase capture of core materials and recycling rates ('simpler recycling' regulations, including food waste collections, set out what should be recycled and how)</p> <p>SI11ai) % household waste sent for reuse, recycling and composting</p> <p>SI11aii) Kgs of residual (black bin) waste per household</p> <p>SI11aiii) Kgs total waste collected per household</p> <p>O11bi) Provide support for schemes that help in the transition to a circular economy (such as repair cafes, reuse, refill, kit hire and food waste redistribution schemes)</p> <p>O11bii) Run communications campaigns focussed on helping South Cambs households and businesses to increase recycling rates and reduce non-recyclable waste</p> <p>O11ci) Meet the government's target for the implementation of weekly food waste collections from all residential properties by end of March 2026</p>
<p>12) We will support others (including parish councils, local communities and businesses) to respond to the climate and ecological emergencies, with the ambition of halving emissions by 2030, putting us on the path to net zero by 2050</p>	<p>12a) By providing support (including funding) for community projects that seek to reduce carbon emissions and increase nature</p>	<p>SI12ai) Tonnes per annum of estimated CO2 emissions reduction through projects receiving Zero Carbon Communities funding</p> <p>SI12aii) Number of people expected to be engaged through projects receiving Zero Carbon Communities funding</p> <p>SI12aiii) Number of trees provided for planting in local communities (including through '6 free trees')</p> <p>O12ai) Deliver a South Cambridgeshire Climate Conference and provide resources to empower communities and individuals to act in response to the climate and ecological emergencies (including climate adaptation)</p> <p>O12aii) Support Parish Councils to report on their actions on their Biodiversity Duty under new government legislation</p>

What we will do (Key Objectives)	How we will achieve the objective (2025-26 Actions)	2025-26 Monitoring Arrangements
	<p>12b) By identifying new opportunities to plant trees, establish wildflower strips and in other ways enhance nature in our communities, in consultation with residents</p> <p>12c) By supporting local businesses to become more environmentally sustainable</p> <p>12d) By clarifying the framework within which we seek to tackle the climate and ecological crises as connected issues</p>	<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O12bi) Continue to identify and deliver opportunities for tree planting and delivery of other biodiversity enhancements on Housing Revenue Account land</p> <p>O12ci) Provide advice, resources and promote funding opportunities to help local businesses to take action to become more environmentally sustainable, including by taking action to reduce emissions</p> <p>O12di) Develop for adoption a comprehensive Climate and Nature Strategy for the Council, setting out our connected approaches to tackling the climate and ecological emergencies.</p>

Corporate Plan Priority 4: Helping Businesses to Thrive in South Cambridgeshire (HBT)

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2025-26 Monitoring Arrangements
13) We will provide support to help businesses to start up and grow within South Cambridgeshire	<p>13a) By providing engagement, support and resources to small and medium enterprises</p> <p>13b) By providing rental space for businesses, including via our commercial premises and the provision of space for start-ups and small businesses at our South Cambs Hall office building</p> <p>13c) By supporting businesses in identifying suitable permanent or interim spaces to meet their immediate growth needs, helping with the retention of small business talent in the district</p>	<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O13ai) Demonstrate proactive support for a diverse range of businesses, highlighting specific real-world impacts achieved through our business engagement and networking initiatives, with a key focus on rural business, pubs and farms</p> <p>SI13ai) % satisfaction with Business Support</p> <p>O13aii) Identify and signpost towards funding for businesses, as well as tendering for funding opportunities to help with start-up and growth</p> <p>O13bi) Updates regarding usage of South Cambs Hall by start-ups and small businesses</p> <p>O13bii) Updates on the occupancy of business space available for rent at SCDC-owned commercial buildings</p> <p>O13ci) Explore and develop opportunities for finding space for small businesses</p> <p>O13cii) Provide support for new and existing markets in the district as a springboard for small businesses to start up and grow (including survival rates for the district's markets)</p> <p>SI13ci) Average time taken to process planning applications for alteration or expansion of business and commercial premises.</p>
14) We will work with partners to promote apprenticeships and skills development for young people and to support the economically inactive back into work	14a) By working with partners to promote skills development opportunities for young people and to support the economically inactive back into work	<p>O14ai) Host and contribute to employer and skills events, including in coordination with local schools and colleges, with the aim to fill skills gaps and help to build technical skills</p> <p>O14aii) Run an event and provide skills support for those who might be considering starting up small businesses (for example sessions for Young Entrepreneurs and others)</p> <p>O14aiii) Work with and support partners to deliver the government's newly announced 'Connect to Work' scheme</p> <p>O14aiv) Provide support for the implementation of the CPCA's Employment and Skills Strategy (updates by exception, with end of year summary detailing progress during the year)</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2025-26 Monitoring Arrangements
	14b) By encouraging local businesses to run apprenticeship schemes	<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O14bi) Developing policies in the new local plan to encourage the take up of apprenticeships and other support schemes, and to secure skills plans for very large developments as part of Section 106 agreements.</p> <p>O14bii) Run communications and in-person events encouraging businesses to promote the uptake of all-age apprenticeships</p>
15) We will work with partners to promote the vibrancy and health of South Cambridgeshire high streets, markets and commercial areas	<p>15a) By promoting South Cambs high streets, commercial areas and businesses including through the Visit South Cambs website</p> <p>15b) By encouraging businesses within new towns and rural locations (including high streets) to enhance pride in place</p>	<p>SI15ai) Number of visitors to the Visit South Cambs website</p> <p>SI15aii) % satisfaction with the Visit South Cambs website</p> <p>O15bi) Identify and obtain approval for a delivery route for the Northstowe Employment Zone and Local Centre, with relevant procurement option to follow</p> <p>O15bii) Develop opportunities for retail and hospitality in Cambourne and other settlements</p> <p>O15biii) Explore availability of funding opportunities to help promote the vibrancy of our high streets, markets and commercial areas</p> <p>SI15bi) Net increase in retail floorspace across the district</p> <p>O15biv) Identify and respond to the needs for premises and business space across the district through the planning process</p>
16) We will work with partner organisations to make South Cambridgeshire an even more attractive place to do business	<p>16a) By seeking to create areas with conditions that drive local investment and attract international business attention</p> <p>16b) By supporting partners in the development of the local visitor economy, across wider Cambridge region (through the Local Visitor Economy Partnership)</p>	<p>O16ai) Engage with the Cambridge Growth Company to shape the Cambridge 2050 project, ensuring it aligns with the continued development of South Cambridgeshire as a thriving and sustainable business environment and is supported by early investment in essential infrastructure (updates by exception, with end of year Cambridge 2050 summary)</p> <p>O16aii) Develop policies within the Joint Local Plan to ensure business space and infrastructure needs are planned for within our new settlements.</p> <p>O16aiii) Support the development of the CPCA's new Greater Cambridge Transport Strategy, in order to prioritise the further promotion of South Cambridgeshire as an attractive business destination.</p> <p>SI16ai) Net increase in employment floorspace across the district</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2025-26 Monitoring Arrangements
		<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O16bi) Support the CPCA in the development and delivery of the Local Visitor Economy Policy</p> <p>O16bii) Support partners in the development and delivery of the Greater Cambridge Destination Management Plan, that will seek to add value to the local visitor economy</p>

Corporate Plan Priority 5: Financially Secure and Fit for the Future (FSFF)

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2025-26 Monitoring Arrangements
		Made up of Strategic Indicators (SI) and Outputs (O)
17) We will ensure our services are delivered smoothly, focussing on ease of access for our customers, making it easier to engage with decision-making, and making best use of technology to provide 24/7 services	<p>17a) By identifying and implementing opportunities for improved efficiency and service delivery</p> <p>17b) By making it easier for customers to find information and access services online</p> <p>17c) Ensure the Council plays a full role in the development of local government reorganisation proposals across Cambridgeshire and Peterborough.</p>	<p>SI17ai) Savings achieved through Transformation programme</p> <p>SI17aii) % satisfaction with SCDC services</p> <p>SI17aiii) % satisfaction with SCDC online services</p> <p>O17ai) Undertake a series of focussed process reviews targeting high-volume and/or high-cost processes or those with the potential to deliver a significant increase in income. These will help drive efficiencies and further improved customer experience.</p> <p>O17aii) Deliver an AI-driven voice assistant to provide 24/7 support for customer enquiries, increasing accessibility, streamlining service delivery and improving the customer journey</p> <p>O17aiii) Quarterly monitoring of operational Key Performance Indicators that provide an indication of efficiency, quality and timeliness of service delivery</p> <p>O17aiv) Explore ways to strengthen ties with Parish and Town Councils, making it easier for them to work in partnership with the Council</p> <p>O17bi) Design and implement new websites for Shared Waste and Greater Cambridge Shared Planning</p> <p>O17bii) Promote and roll out the housing portal to Council tenants</p> <p>O17bii) Provide an integrated portal for businesses to access SCDC online services</p> <p>O17ci) Periodic updates on the Council's engagement surrounding local government reorganisation</p>
18) We will be an employer of choice, attracting and retaining the best talent and investing in the development of our staff and Councillors	18a) Offer a wide range of development initiatives to ensure we're growing our own talent and providing development opportunities for staff	<p>O18ai) Promote apprenticeships, internal training, coaching, mentoring and careers networks as part of the learning and development of our staff (evidenced by periodic updates to Employment and Staffing Committee)</p> <p>O18aii) Promote staff wellbeing and satisfaction (evidenced by periodic updates to Employment and Staffing Committee)</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2025-26 Monitoring Arrangements
	18b) Promote SCDC as an employer of choice and work to improve visibility of career options to under-represented groups, including care leavers and through the armed forces covenant	<p>Made up of Strategic Indicators (SI) and Outputs (O)</p> <p>O18bi) Analysis and publication of four-day week consultation exercise results and use of this information to make an evidence-based decision about future working arrangements</p> <p>O18bii) Promote SCDC as an attractive local employment option through attendance at careers fairs and delivery of work experience programmes for young people</p> <p>O18biii) Promote the Council as an employer of choice to under-represented groups (including through membership of schemes such as the Armed Forces Covenant and as a Disability Confident Employer)</p>
19) We will continue to explore ways of increasing income to help support services	<p>19a) By generating income including through our investment partnerships, Council-owned companies and services where appropriate</p> <p>19b) By generating rental income from our office spaces</p>	<p>SI19ai) Income generated through Greater Cambridge Commercial Waste Service</p> <p>SI19aii) Income generated through the Planning Performance Agreement process</p> <p>O19ai) Periodic updates detailing income generated and financial benefits achieved through our investment partnerships and Council-owned companies, such as Shire Homes Lettings and Ermine Street Housing</p> <p>O19ai) Explore further ways of increasing income to help support services, where appropriate</p> <p>SI19bi) Income generated from rental of commercial premises</p>
20) We will make best use of Council resources, including through the identification of fraud and error	<p>20a) By making use of data and intelligence to identify, investigate and take action against fraud and error</p> <p>20b) By undertaking reviews to ensure that fraud and error is prevented through effective process design</p> <p>20c) By ensuring our procurement processes remain up to date and in line with all relevant legislation</p>	<p>O20ai) Participate in data matching exercises to identify and recover instances of Council Tax fraud and error</p> <p>O20aii) Investigate and prosecute cases of fraud and error where appropriate</p> <p>O20bi) Fraud Risk Assessments are undertaken for high-risk processes and actions identified to reduce risk of fraud and error occurring.</p> <p>O20ci) Roll out of procurement act 2023 training to staff and members</p>

List of Strategic Indicators

Our Strategic Indicators are those that are directly linked to the delivery of actions and objectives set out in the Corporate Action Plan above.

Healthy and Supported Communities

- SI1bi) % Disabled Facilities Grant spend (and number of grants approved)
- SI1bii) Number of disabled adaptations carried out on Council properties
- SI1ci) % homeless preventions as proportion of all homeless cases closed
- SI2bi) % of fly-tips removed in timescale

Sustainable Homes and Vibrant Places

- SI5ai) Number of new Council homes delivered
- SI5aii) Number of new Council homes in pipeline
- SI5ci) Annual housing completions in the district (against annual housing delivery targets as set out in the adopted Local Plan and current standard method / government target)
- SI5cii) % of dwelling completions in Greater Cambridgeshire that are affordable
- SI5di) Number of homes that have been empty for longer than 6 months brought back into use
- SI7ai) % of SCDC owned Council homes with a 'C' EPC rating or above

Being Green to our Core

- SI9bi) Number of hectares new Biodiversity Net Gain off-site habitat banks secured and legally agreed under Section 106 (bi-annual or annual)
- SI10ai) % SCDC estates and operations emissions reduction from 2018-19 levels (annual)
- SI11ai) % household waste sent for reuse, recycling and composting
- SI11aii) Kgs of residual (black bin) waste per household
- SI11aiii) Kgs total waste collected per household
- SI12ai) Tonnes per annum of estimated CO2 emissions reduction through projects receiving Zero Carbon Communities funding
- SI12aii) Number of people expected to be engaged through projects receiving Zero Carbon Communities funding
- SI12aiii) Number of trees provided for planting in local communities (including through '6 free trees')

Helping Businesses to Thrive in South Cambridgeshire

- SI13ai) % satisfaction with Business Support
- SI13ci) Average time taken to process planning applications for alternation or expansion of business and commercial premises
- SI15ai) Number of visitors to the Visit South Cambs website
- SI15aii) % satisfaction with the Visit South Cambs website
- SI15bi) Net increase in retail floorspace across the district
- SI16ai) Net increase in employment floorspace across the district

Financially Secure and Fit for the Future

- SI17ai) Savings achieved through Transformation programme
- SI17aii) % satisfaction with SCDC services
- SI17aiii) % satisfaction with SCDC online services
- SI19ai) Income generated through Greater Cambridge Commercial Waste Service
- SI19aii) Income generated through the Planning Performance Agreement process
- SI19bi) Income generated from rental of commercial premises

In addition to the list of Strategic Indicators above, we also report quarterly on our suite of Operational Key Performance Indicators (KPIs). The purpose of our Operational KPIs is to provide an indication of efficiency, quality and timeliness of service delivery. These indicators are currently under review following Member workshops in Q3 of 2024-25. Additional work will be undertaken prior to presentation of proposals for the reporting of our KPIs for the 2025-26 financial year onwards.