

2026-27 Corporate Action Plan

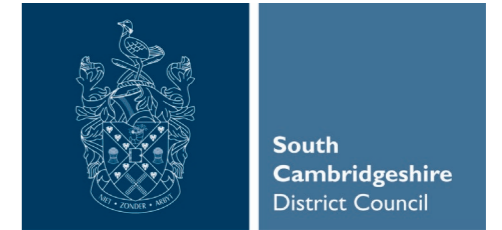
Purpose and Context of the Corporate Action Plan

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 2026-27 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 is 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)	2026-27 Monitoring Arrangements
<p>1) We will help our residents, including older, disabled and vulnerable people, to live safely in their own homes</p>	<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 complying with landlord safety and compliance checks to council housing.</p> <p>1d) By providing support for local mobile warden schemes</p> <p>1e) 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>1f) By ensuring effective support and safeguarding measures are in place, including for victims of domestic abuse, working with partners and maintaining best practice standards</p> <p>1g) By implementing plans linked to new duties and enforcement duties and responsibilities under the Renters’ Rights Act.</p>	<p>Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</p> <p>O1ai) Updates relating to support provided to clients through the Housing team’s visiting support service</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>O1ci) Compliance with required landlord safety checks, including reference to the different categories of compliance</p> <p>O1di) Updates relating to funding, support and provision of advice to mobile warden schemes, with the aim of moving towards a more sustainable delivery model</p> <p>O1ei) Undertake annual tenant satisfaction survey and tenant engagement activities throughout the year</p> <p>O1fi) Updates on action to ensure safeguarding measures remain robust and aligned with best practice, including steps towards Domestic Abuse Housing Alliance reaccreditation</p> <p>O1gi) Updates on the development and implementation of plans linked to new duties and enforcement responsibilities under the Renters’ Rights Act, helping ensure residents can live safely in their homes.</p>
<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>	<p>2a) By identifying and taking action to combat local crime and anti-social behaviour issues, including through our role as part of the South Cambridgeshire Community Safety Partnership</p> <p>2b) By taking enforcement action against people who fly-tip</p>	<p>O2ai) Contribute to the Community Safety Partnership to combat local crime and anti-social behaviour issues, providing updates by exception, with end of year Community Safety Partnership summary</p> <p>O2aai) Updates on measures being used to address anti-social behaviour at identified hotspots, including Public Space Protection Orders where appropriate (to include a review of the success of the PSPO at Milton Park and Ride)</p> <p>O2aiv) Remove fly-tips on public land within target timescale (reported through the Operational KPI report)</p> <p>SI2bi) % of fly-tips removed in timescale</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2026-27 Monitoring Arrangements
	<p>2c) By undertaking inspections and monitoring to ensure environmental health compliance (including food hygiene and air quality)</p>	<p>Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</p> <p>O2bi) Updates on investigation and enforcement action relating to fly-tipping across the district, including details of joint roadside checks with the Police, HM Revenues and Customs and other partners</p> <p>O2ci) Updates on the Council’s activities to protect public health through management of food safety and licensing regimes.</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>
<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 development of community-led projects, 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>O3ai) Grant awards made to benefit the health and wellbeing of our residents (Service Support grants and Community Chest grants)</p> <p>O3aii) Support parishes to improve access to allotments through the Council’s Allotment Improvement Grant scheme (grant award made in Dec 2025)</p> <p>O3bi) Evidence of support for community-led projects, and the resolution of local challenges, through the work of the Town and Parish Councils Liaison Officer</p> <p>O3bii) Engage with parishes who previously identified as more prone to local flooding following significant rainfall events</p> <p>O3ci) The development and publication of specific Health and Wellbeing related planning policies for the emerging Joint Local Plan for submission in December 2026</p> <p>O3cii) Updates relating to embedding health and wellbeing through building standards and thoughtful design, including through the promotion and requirement of Health Impact Assessments for specific types of development (updates by exception, with end of year summary)</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>O4ai) Implement the 2026-27 cost-of-living package, including community hubs and emergency food provision</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, including promotional events</p> <p>O4aiii) Updates on the analysis and use of tenant census data to identify tenants flagged as vulnerable for targeted interventions</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2026-27 Monitoring Arrangements
	<p>4b) By preventing homelessness wherever we are able through our Housing Advice and Options Team and Income Maximisation service</p> <p>4c) By providing support for refugees and asylum seekers in the district</p> <p>4d) By actively promoting and celebrating diversity across our district and providing support to marginalised and vulnerable people where appropriate.</p>	<p>Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</p> <p>SI4bi) % of duties owed where homelessness was prevented or relieved</p> <p>O4bi) Provide targeted support for households at risk of homelessness through the Income Maximisation Service</p> <p>O4bii) Refresh the Council's Homelessness Action Plan in line with the Government Homelessness Strategy to ensure outputs reflect the national Outcomes Framework</p> <p>O4ci) Updates on the continued provision of support for Homes for Ukraine guests, including help with rental payments and deposits, furniture scheme packages, a landlord incentive scheme and further wellbeing support</p> <p>O4cii) Respond to further government requests to aid refugees within the district where this is required</p> <p>O4di) Updates on the Council's participation in initiatives that promote equality of opportunity for protected characteristic groups</p> <p>O4dii) Demonstrate progress towards commitments made under the UNISON Antiracism Charter</p> <p>O4diii) Demonstrate progress on 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)	2026-27 Monitoring Arrangements
<p>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>	<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 making better use and increasing numbers of authorised Gypsy and Traveller pitches where needed (as identified in the Accommodation Needs Assessment).</p>	<p>Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</p> <p>SI5ai) Number of new Council homes delivered</p> <p>SI5aii) Number of new Council homes in contract but not yet delivered</p> <p>O5bi) Updates detailing progress of the 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</p> <p>SI5cii) % of home 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) Updates relating to the identification of opportunities, through the Joint Local Plan, to enhance the quality of and to optimise existing pitch provision on existing Gypsy and Traveller sites.</p> <p>O5eii) Updates relating to the management of Gypsy and Traveller pitches, including efforts to increase the number of pitches, and enforcement action to ensure that authorised pitches are occupied only by Gypsies and Travellers</p>
<p>6) We will work closely with partners and local communities to ensure that new homes are delivered alongside supporting infrastructure and amenities</p>	<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 running community liaison meetings and forums where significant new developments are planned</p> <p>6c) By working with partners to progress the delivery of the infrastructure and amenities required to support new homes</p>	<p>O6ai) Complete the current (Regulation 18) stage of the Local Plan and prepare the final version for formal publication and independent examination</p> <p>O6bi) Updates on the programme of community liaison meetings and forums, including key issues raised and feedback on the usefulness of these sessions.</p> <p>O6ci) 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>O6cii) Delivery and handover of the Northstowe Community (Unity) Centre</p> <p>O6ciii) Submit planning for the Northstowe Town Hub (Q1) and commence delivery stage (Q4)</p> <p>O6civ) Commence Design and Planning stages for Northstowe Phase 2 Sports Pavilion</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2026-27 Monitoring Arrangements
	<p>6d) By consulting on the introduction of a Community Infrastructure Levy to underpin delivery of strategic transport infrastructure in the district</p> <p>6e) By seeking to influence Cambridge Growth Company plans for the future of the area</p>	<p>Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</p> <p>O6cv) Updates relating to the Cambourne 25 partnership group, bringing together relevant groups and organisations to build community cohesion and address areas for improvement in Cambourne</p> <p>O6cvi) End of year report detailing progress towards the delivery of infrastructure and amenities within our growing new towns</p> <p>O6di) Updates relating to the introduction of the Greater Cambridge Community Infrastructure Levy to help fund the infrastructure needed to support growth</p> <p>O6ei) Updates on engagement with the Cambridge Growth Company to shape plans for local growth</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 efficiency of our Council housing stock, including work to ensure 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</p>	<p>SI7ai) % of SCDC owned Council homes with a 'C' EPC rating or above</p> <p>O7ai) Updates relating to the upgrade of properties below Energy Performance Certificate Band C, supported by Wave 3 Social Housing Decarbonisation Fund, with the aim to complete 200 upgrades to C level or above each year</p> <p>O7aii) Fit water flow reduction measures across 4,200 council properties identified with water meters</p> <p>O7bi) Updates on the delivery of the 'Warm Homes: Local Grant' scheme (which provides energy efficiency upgrades for low-income households to cut emissions and reduce bills) - delivered in partnership as part of the Action on Energy programme</p> <p>O7bii) Updates on the promotion of self-funded housing retrofit options through the Action on Energy Cambridgeshire partnership, including through the CPCA retrofit guide, produced by SCDC to support householders to realise retrofit improvements</p> <p>O7ci) Updates on the development and implementation of plans linked to new duties and enforcement responsibilities under the Renters' Rights Act, helping to influence efficiency improvement within Private Rental sector properties.</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2026-27 Monitoring Arrangements
<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 connected neighbourhoods with strong active travel links, 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>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 Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</p> <p>O8ai) Evidence of progress towards the creation of connected neighbourhoods where active travel is encouraged (updates by exception, with end of year summary of progress throughout the year)</p> <p>O8bi) Updates on work with the health community initiative on the promotion of open spaces and recreation provision through Planning policies and processes</p> <p>O8ci) Support the implementation of the Greater Cambridge Partnership (GCP) and Cambridgeshire County Council's Transport Strategy and the Cambridgeshire and Peterborough Combined Authority (CPCA) Transport and Connectivity Plan</p> <p>O8cii) Support the development of the CPCA's new Greater Cambridge Transport Strategy, in order to enhance the connectivity of South Cambridgeshire settlements and reduce rural isolation</p> <p>O8ciii) Updates on the promotion of existing community transport schemes and exploration of opportunities for further provision, including through partnership work with the CPCA</p> <p>O8di) Updates on our engagement with the East-West Rail company and affected Parish Councils</p> <p>O8dii) Updates on the establishment and operation of an expert team to respond on technical matters on behalf of SCDC to the anticipated East-West Rail Development Consent Order (DCO) process</p>

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



What we will do (Key Objectives)	How we will achieve the objective (2026-27 Actions)	2026-27 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 Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</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 (BNG) to help increase nature through new development, including the number of planning permissions issued with on-site BNG conditions and details relating to off-site BNG provision</p> <p>O9ci) Contribute (with partners) to the delivery of the Local Nature Recovery Strategy for Cambridgeshire and Peterborough setting out plans for nature and habitat recovery, including within South Cambridgeshire</p> <p>O9cii) Updates on partnership work to support the delivery of the Greater Cambridge Chalk Streams project, identifying opportunities to work with landowners on the protection and enhancement of chalk streams</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>SI10ai) % SDCDC estates and operations emissions reduction from 2018-19 levels (annual)</p> <p>O10ai) Further increase the number of electric and HVO (Hydrotreated Vegetable Oil) vehicles in the Council's fleet to facilitate the continued reduction in emissions from our fleet.</p> <p>O10aii) Progress the Waterbeach Renewable Energy Network (WREN) project through to completion (delivering solar, 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, including identification of decarbonisation improvements and a costed delivery plan (to take place alongside the refurbishment review)</p> <p>O10bii) Complete the installation of LED lighting at South Cambridgeshire Hall (including within the Council Chamber)</p>

What we will do (Key Objectives)	How we will achieve the objective (2026-27 Actions)	2026-27 Monitoring Arrangements
	<p>10d) By building carbon reduction, climate adaptation and the protection and enhancement of nature into decision making across the Council</p>	<p>Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</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 by working towards silver status as a Carbon Literate Organisation</p> <p>O10dii) Updates on steps taken to reduce emissions associated with contract delivery and supply chain (including through monitoring, contract management arrangements and training)</p> <p>O10diii) Updates on action to reduce the carbon impact of our Housing stock renovation processes, including through reuse and recycling of materials where appropriate</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>SI11ai) % household waste sent for reuse, recycling and composting (rolling 12 months)</p> <p>SI11aii) Kg total waste collected per household (rolling 12 months)</p> <p>SI11aiii) Kg of residual waste (black bin) per household (rolling 12 months)</p> <p>SI11aiv) Kg of dry recycling per household (rolling 12 months)</p> <p>SI11av) Kg of organic waste per household (rolling 12 months)</p> <p>O11bi) Provide support for schemes that help in the transition to a circular economy (such as repair cafes, clothes swaps, reuse, refill, kit hire and food waste redistribution schemes)</p> <p>O11bii) Run communications campaigns (including school visits, social media and other communication types) focussed on new food waste arrangements, helping households and businesses to recycling more, reduce non-recyclable waste and to encourage households to compost</p> <p>O11ci) Completion of Food waste collection rollout for households and commercial businesses, with updates provided on the success of the new collection arrangements.</p>

What we will do (Key Objectives)	How we will achieve the objective (2026-27 Actions)	2026-27 Monitoring Arrangements
<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>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>Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</p> <p>SI12ai) Number of trees provided for planting in local communities (including through '6 free trees')</p> <p>O12ai) Deliver and continue to grow the annual South Cambridgeshire Climate Conference and provide resources to empower communities to act in response to the climate and ecological emergencies (including climate adaptation)</p> <p>O12aai) Engage parish councils on biodiversity initiatives (including reduced mowing, wildflower planting and the Parish Pollinator Pledge)</p> <p>O12aiii) Updates relating to the award of Zero Carbon Communities grant funding, including in relation to carbon reduction, community engagement, nature and climate change adaptation projects.</p> <p>O12bi) Continue to identify and deliver opportunities for tree planting and delivery of other biodiversity enhancements on SCDC-owned land, including 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>

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

What we will do (Key Objectives / Outcomes)	How we will achieve the objective (Actions)	2026-27 Monitoring Arrangements Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)
<p>13) We will provide support to help businesses to start up and grow within South Cambridgeshire</p>	<p>13a) By providing engagement, support and resources to small and medium sized enterprises (SMEs)</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>13d) By encouraging local and regional businesses to access Council procurement opportunities.</p> <p>13e) By providing focused planning support aimed at supporting SMEs with the planning and development process</p>	<p>SI13ai) Satisfaction with Business Support</p> <p>O13ai) Report on the levels of engagement, training and networking initiatives delivered by the Council for SMEs and start-up businesses, with a focus on enabling diversification where appropriate</p> <p>O13aii) Updates on signposting of businesses towards funding sources, as well as tendering for funding opportunities to help with start-up and growth</p> <p>O13bi) Usage of South Cambs Hall by start-ups and small businesses (South Cambs Connect)</p> <p>O13bii) Occupancy of business space available for rent at Council-owned commercial buildings</p> <p>SI13ci) Average time taken to process planning applications for alteration or expansion of business and commercial premises.</p> <p>O13ci) Provide support for new and existing markets in the district as a springboard for small businesses to start up and grow</p> <p>O13di) Updates on use of new procurement flexibilities allowing local authorities to reserve lower-value contracts for local or UK businesses, with the aim of providing opportunities for businesses in the region.</p> <p>O13dii) Updates on promotional activities to help businesses, including local SMEs, to understand how to apply for Council contracts</p> <p>SI13ei) Number of visits to Greater Cambridge Shared Planning (GCSP) website business pages</p> <p>O13ei) Updates on the provision of dedicated small businesses and planning sessions</p>

What we will do (Key Objectives / Outcomes)	How we will achieve the objective (Actions)	2026-27 Monitoring Arrangements Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)
<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</p>	<p>14a) By working with partners to promote skills development opportunities for young people and to support the economically inactive back into work</p> <p>14b) By encouraging local businesses to run apprenticeship schemes</p>	<p>O14ai) Contribute to employer and skills events, including in coordination with local schools and colleges, with the aim to fill skills gaps</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 the Cambridgeshire and Peterborough Combined Authority (CPCA) to implement their Employment and Skills Strategy (updates by exception, with end of year summary detailing progress during the year)</p> <p>O14bi) Updates relating to use of the planning process to promote apprenticeships 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>
<p>15) We will work with partners to promote the vibrancy and health of South Cambridgeshire high streets, markets and commercial areas</p>	<p>15a) By promoting South Cambs high streets, commercial areas and businesses including through the Visit South Cambs website</p> <p>15b) By enabling 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>O15ai) Updates relating to the promotion of businesses, high streets and commercial areas through the Visit South Cambs website</p> <p>SI15bi) Net change in retail floorspace across the district</p> <p>O15bi) Agree proposals for the delivery route for the Northstowe Employment Zone and Local Centre, with relevant procurement option to follow</p> <p>O15biv) Identify and respond to the needs for premises and business space across the district through the business support team and planning process, including in new towns and other settlements</p>
<p>16) We will work with partner organisations to make South Cambridgeshire an even more attractive place to do business</p>	<p>16a) By seeking to create areas that promote local and international inward investment</p>	<p>SI16ai) Net change in employment floorspace across the district</p> <p>O16ai) Engage with the Cambridge Growth Company to shape their plans for local growth, ensuring alignment with the continued development of South Cambridgeshire as a thriving and sustainable business environment (updates by exception, with end of year Cambridge 2050 summary)</p>

What we will do (Key Objectives / Outcomes)	How we will achieve the objective (Actions)	2026-27 Monitoring Arrangements
	<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>Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</p> <p>O16aⁱⁱ) Updates on the promotion of business space and infrastructure needs, through planning policies and processes, within our new settlements.</p> <p>O16aⁱⁱⁱ) Support the development of the Action and Investment Plan within CPCA's Local Growth Plan, plus CPCA's Greater Cambridge Transport Strategy, to further promote South Cambridgeshire as an attractive business destination</p> <p>O16bⁱ) Updates detailing support for the CPCA's Local Visitor Economy Partnership for Cambridgeshire and Peterborough</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)	2026-27 Monitoring Arrangements
<p>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>	<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, access services online and engage with us (including through consultations)</p> <p>17c) Work with partners across Cambridgeshire and Peterborough to prepare for a smooth transition through Local Government Reorganisation</p>	<p>Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</p> <p>SI17ai) Satisfaction with SCDC services</p> <p>O17ai) Review how we use artificial intelligence to improve services and efficiency, taking ethical, environmental and corporate implications into account</p> <p>O17aii) Updates on the delivery of artificial intelligence projects that seek to improve efficiency and customer access to digital services</p> <p>O17aiv) Updates on work to increase the availability of internal data and analysis to inform decision-making and improve efficiency and service delivery</p> <p>SI17bi) Satisfaction with SCDC online services</p> <p>O17bi) Updates on continued improvements of the Council's websites and e-forms to ensure these follow best practice and provide visitors to the information they need</p> <p>O17bii) Promote and roll out the "M&Me" Repairs App for Council tenants, designed to streamline how tenants can book, track and manage repairs to their homes</p> <p>O17biii) Investigate the creation of a single log-in for all Council customer portals, using the government's "one log-in" concept to ensure ease of access to Council services</p> <p>O17biv) Updates on work to increase the availability of Council-held datasets and analysis through our websites, responsibly and subject to data protection</p> <p>O17bv) Updates on the use of our consultation and engagement platform to make sure residents and stakeholders can input into Council policies and proposals</p> <p>O17ci) Regular reviews of and updates relating to the programme plan for Local Government Reorganisation</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2026-27 Monitoring Arrangements
<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</p>	<p>18a) By offering a wide range of development initiatives to ensure we're growing our own talent and providing development opportunities for staff</p> <p>18b) By promoting 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> <p>18c) By promoting staff wellbeing and satisfaction</p>	<p>Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</p> <p>O18ai) Promote apprenticeships, internal training, coaching, mentoring and careers networks as part of the learning and development of our staff</p> <p>O18bii) Promote SCDC as an attractive local employment option through attendance at careers fairs and delivery of work experience and internship 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> <p>O18ci) Updates to Employment and Staffing Committee regarding staff wellbeing and satisfaction, including with reference to supporting staff through Local Government Reorganisation processes</p>
<p>19) We will continue to explore ways of increasing income to help support services</p>	<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>O19ai) Updates relating to the continued growth of the Commercial Waste Service, including diversified services (for example food waste collections) and enhancements to build competitive advantage</p> <p>O19aii) Updates on the recovery of discretionary service costs through the refinement and continued use of pre-application advice and Planning Performance Agreement process</p> <p>O19aiii) Regular reporting to Cabinet of 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>O19aiv) Updates on the use of existing in-house expertise to support public sector partners in delivery and reduce service costs (for example, ecology advice)</p> <p>O19av) Updates relating to the exploration of further ways of increasing income to help support services, where appropriate</p> <p>SI19bi) Income generated from rental of commercial premises</p>

What we will do (Key Objectives)	How we will achieve the objective (Actions)	2026-27 Monitoring Arrangements
<p>20) We will make best use of Council resources, including through the identification of fraud and error</p>	<p>20a) By making use of data and intelligence to identify, investigate and act against fraud and error</p> <p>20b) By undertaking reviews to ensure that fraud and error is prevented through effective process design</p>	<p>Made up of Outputs (O) and Strategic Indicators (SI) (SIs are shown in blue text)</p> <p>O20ai) Participate in data matching exercises to identify and recover instances of Council Tax fraud and error and explore opportunities for the provision of real time fraud and error data</p> <p>O20aii) Updates relating to the investigation and prosecution of cases of fraud and error where appropriate</p> <p>O20bi) Updates relating to the completion of Fraud Risk Assessments relating to high-risk processes and actions, to reduce risk of fraud and error occurring</p>

List of Strategic Indicators

Our Strategic Indicators are those that are directly linked to the delivery of actions and objectives 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
- SI2bi) % of fly-tips removed in timescale
- SI4bi) % of duties owed where homelessness was prevented or relieved

Sustainable Homes and Vibrant Places

- SI5ai) Number of new Council homes delivered
- SI5aai) Number of new Council homes in contract but not yet delivered
- SI5ci) Annual housing completions in the district
- SI5cii) % of dwelling completions in Greater Cambridge that are affordable
- SI5di) Number of homes that have been empty for longer than 6 months brought back into use
- SI7ai) % of local authority-owned Council homes rated Energy Performance Certificate (EPC) 'C' and above

Being Green to our Core

- SI10ai) % SCDC estates and operations emissions reduction from 2018-19 levels (annual)
- SI11ai) % household waste sent for reuse, recycling and composting (rolling 12 months)*
- SI11aii) Kg total waste collected per household (rolling 12 months)
- SI11aiii) Kg of residual waste (black bin) per household (rolling 12 months)
- SI11aiv) Kg of dry recycling per household (rolling 12 months)
- SI11av) Kg of organic waste per household (rolling 12 months)
- SI12ai) 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 alteration or expansion of business and commercial premises
- SI13ei) Number of visits to Greater Cambridge Shared Planning website business pages
- SI15ai) Number of visitors to the Visit South Cambs website
- SI15aii) % satisfaction with the Visit South Cambs website**
- SI15bi) Net change in retail floorspace across the district
- SI16ai) Net change in employment floorspace across the district

Financially Secure and Fit for the Future

- SI17ai) Satisfaction with SCDC services**
- SI17aii) Satisfaction with SCDC online services**
- SI19ai) Income generated through Greater Cambridge Commercial Waste Service
- SI19bi) Income generated from rental of commercial premises

*Indicators shown with an asterisk are categorised both as Strategic Indicators (those that are directly linked to the delivery of actions and objectives in the Corporate Action Plan) and Operational KPIs (those that provide an indication of efficiency, quality and timeliness of service delivery). Where an indicator falls into both categories, monitoring will take place through the OKPI section of the quarterly performance report, to avoid duplication.

**Feedback processes are currently being developed, and such the format of these SIs may be subject to change.