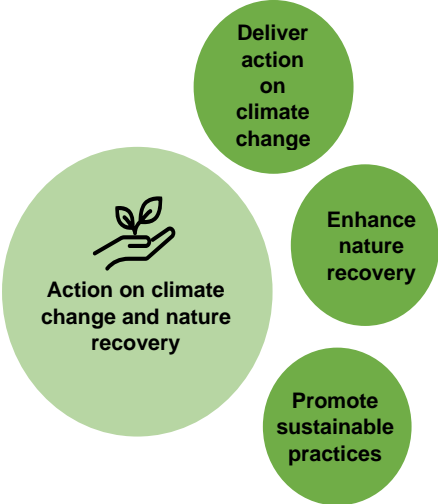


**South Oxfordshire**

**Action on climate change and nature recovery**



**Where we want to be:** South Oxfordshire will be a leader in climate action and nature recovery. By 2029, the council will have made significant progress towards achieving its ambitious target of becoming net zero in its operations by 2030. The district itself will also be on track to becoming net zero by 2045. Our natural habitats will be interconnected and thriving, helping to provide safe havens for wildlife and enhancing the district’s biodiversity. We will work to support our residents and communities to adapt and foster resilience to extreme weather events and be well prepared for the impacts of a changing climate.

**How we will do it:**

Direct action









Working in partnership



Exerting influence



Strategic priority: Action on climate change and nature recovery					
Strategic Objectives: Deliver action on climate change, enhance nature recovery, promote sustainable practices					
Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Timeframe for reporting
Expand and scale-up decarbonisation activity	Council-owned homes decarbonisation programme Nature and Climate Action Plan (NCAP) delivery		<ul style="list-style-type: none"><li>Percentage of council-owned homes with an EPC rating of C or above</li><li>Number of council-owned homes with renewable energy systems</li></ul>	100% by Q4 2026/27 / RAG & trajectory  9 homes by Q1 2027/28 & RAG	Annual  Annual
	South Oxfordshire Net Zero programme Nature and Climate Action Plan (NCAP) delivery Proactively engage with and support businesses to decarbonise their own operations and influence others in the community)		<ul style="list-style-type: none"><li>Progress towards net zero carbon district by 2045 (South Oxfordshire)</li></ul>	RAG, trajectory & narrative	Annual
	Remove fossil fuels from council-operated leisure centres as part of our decarbonisation plans		<ul style="list-style-type: none"><li>Number of council-operated leisure facilities that have undergone decarbonisation</li></ul>	5 by 2027/28 (retrospective)	Quarterly
Reduce operational greenhouse gas emissions	South Oxfordshire Net Zero programme Nature and Climate Action Plan (NCAP) delivery		<ul style="list-style-type: none"><li>Reduction in gross operational greenhouse gas (GHG) emissions</li><li>Number and percentage of council fleet vehicles that are zero emission</li></ul>	X% / RAG & (downward) trajectory (2030 target)  X number & X% (increase)	Annual  Annual
Support communities to alleviate and adapt to extreme weather events	Nature and Climate Action Plan (NCAP) delivery Watlington Flood Alleviation Scheme Wheatley West Flood Alleviation Scheme Nuneham Courtenay Flood Alleviation Scheme Technical Services delivery		<ul style="list-style-type: none"><li>Narrative and number of flood and drainage alleviation schemes facilitated and/or implemented</li><li>Summary of other activities to reduce risk of flooding</li><li>Narrative and number of locations where expert advice and support provided on flood alleviation</li></ul>	3 & narrative  N/A (narrative only)  X number, location & narrative (retrospective)	Annual  Annual  Annual
	Emergency response work programme		<ul style="list-style-type: none"><li>Advise communities on emergency response plans</li></ul>	X number of emergency response plans & narrative (retrospective)	Annual
	Nature and Climate Action Plan (NCAP) delivery Following publication of Oxfordshire Climate Adaptation Route Map and Action Plan, develop district level adaptation actions for the council		<ul style="list-style-type: none"><li>Develop district level action plan and incorporate actions into annual review of Nature and Climate Action Plan</li></ul>	Yes/No (by Q4 2025/26) & narrative	Annual




	and integrate into annual review of the Nature and Climate Action Plan				
<b>Enhance biodiversity</b>	Fulfilment of statutory Biodiversity Net Gain obligations		<ul style="list-style-type: none"> <li>Biodiversity Net Gain reporting (including mean BNG from permitted major and minor developments)</li> </ul>	10% uplift in Area Units & narrative	Annual
	Nature and Climate Action Plan (NCAP) delivery Promote the development of Habitat Banks in appropriate locations in South Oxfordshire as a key mechanism to drive nature recovery (NCAP)		<ul style="list-style-type: none"> <li>Number of habitat banks approved through Section 106 agreements</li> <li>Number of biodiversity units secured through council agreed habitat banks located in South Oxfordshire</li> </ul>	1 per year & narrative  50 Area Habitat Units per year	Annual  Annual
	Nature and Climate Action Plan (NCAP) delivery Seek opportunities to increase support for and the profile of the Local Wildlife Sites Project as a key mechanism to help deliver Nature Recovery		<ul style="list-style-type: none"> <li>Number of local wildlife sites surveyed</li> <li>Number of local wildlife sites where management advice is provided (NCAP)</li> </ul>	7 5 & narrative	Annual  Annual
	Nature and Climate Action Plan (NCAP) delivery Undertake biodiversity audit of corporate land and develop proposals to put nature recovery at the heart of our grounds maintenance operations		<ul style="list-style-type: none"> <li>Percentage of council owned land managed for nature recovery</li> </ul>	X% (retrospective) & trajectory (increase)	Annual
<b>Collaborate to achieve our climate and ecological goals</b>	Progress towards adoption of an Oxfordshire Local Nature Recovery Strategy and identifying actions for the council to deliver following adoption of the Strategy		<ul style="list-style-type: none"> <li>Oxfordshire Local Nature Recovery Strategy adopted</li> </ul>	RAG & trajectory (October 2025)	Annual
	Waste Resources and Street Cleansing Strategy and Action Plan		<ul style="list-style-type: none"> <li>Amount of residual waste per household (kgs per household)</li> <li>Percentage of household waste sent for reuse, recycling or composting</li> </ul>	X kgs per household (decrease)- target of 330kgs per household for 2026/27 X% (increase) – ongoing target of 62%	Annual  Annual





Action on Participation, Accessibility, and Accountability



**Where we want to be:** By fostering a culture of openness and engagement, South Oxfordshire will proactively ensure that all residents, regardless of background and situation, have equitable and inclusive access to services and opportunities. We embrace our differences, celebrate diversity, promote social equity and uphold the highest standards of governance and transparency. The council will be deeply integrated into the community, enhancing resilient communities, actively supporting and empowering residents, embracing grassroots ideas and recognising that local communities know their area best.

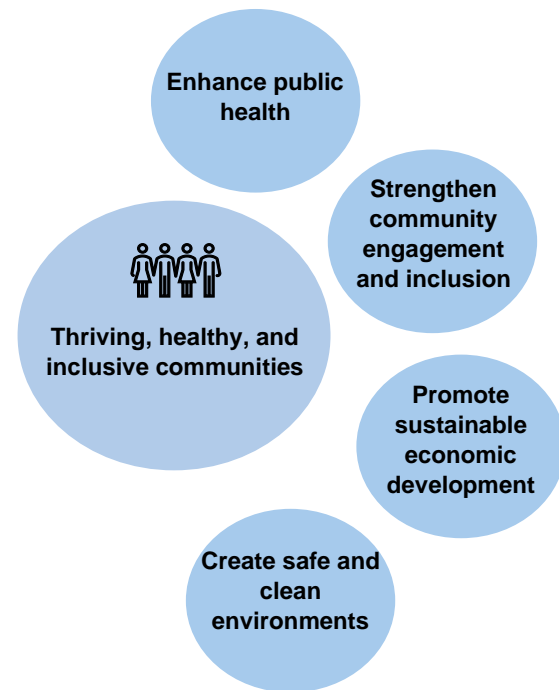


Strategic priority: Participation, accessibility, and accountability					
Strategic objectives: Promote transparent governance, strengthen community participation in local democracy, deliver equitable access to services					
Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Timeframe for reporting
Keep residents and communities informed of our work	Communications and Engagement Service delivery		<ul style="list-style-type: none"><li>Improve accessibility of websites run by the council</li><li>External newsletter sign-up and open rate (Comms and other teams)</li></ul>	Compliance with WCAG 2.2 AA Standard	Annual
				Upward trend in Site Improve Accessibility Score (this includes targeting Site Improve's Industry Benchmark of 87.7% by the end of 2026/27 and targeting Site Improve's Site Target of 89.5% by the end of 2028/29)	Quarterly
				X number of subscribers for residents' newsletters (increase) – target of 25% increase in subscribers for 2025/26, followed by an increase of 10% from the existing baseline in subsequent years	Quarterly
Ensure transparency and accountability in council processes	Democratic Services meeting administration		<ul style="list-style-type: none"><li>All digitally enabled council meetings are livestreamed</li><li>Publication of all formal democratic papers within five clear working days</li></ul>	100%	Monthly
				100%	Monthly
	Fulfilment of statutory Information Governance obligations		<ul style="list-style-type: none"><li>Response rate to Freedom of Information (FOI) requests</li><li>Response rate to Environmental Information Regulations (EIR) requests</li></ul>	100% within statutory timeframe 100% within statutory timeframe	Annual for both (data collected monthly, but advised annual reporting will give fuller/more accurate picture)

Enable and increase active participation in decision-making	Delivery of council consultations		<ul style="list-style-type: none"> <li>Number of 'you said, we did' articles published on the council's 'Join the Conversation' platform</li> <li>Number of consultation reports included in decision-making reports (e.g. Cabinet reports, Individual Cabinet Member Decisions) – demonstrating feedback is included when decisions are made</li> <li>Responses to council consultations - diversity/representation data and any narrative around engaging specific marginalised groups</li> </ul>	X number (retrospective) X number (retrospective)  N/A (narrative only)	Quarterly Quarterly  Annual
	Deliver Communications and Engagement Strategy		<ul style="list-style-type: none"> <li>Embrace the opportunities that social and digital media channels/platforms bring – publicising the 'you said, we did' articles on the council's 'Join the Conversation' platform, publicising when decisions are made based on public feedback, and promoting participation in committee meetings ahead of time</li> </ul>	X number of social posts (target of 5 social posts per quarter on 'you said, we did')  100% public accessibility to committee meetings	Quarterly  Quarterly
Ensure all residents have equitable and inclusive access to council services	Completion of Equalities Impact Screenings/Assessments		<ul style="list-style-type: none"> <li>Equality Impact Screening/Assessment (EqIA) undertaken for all new formal decision-making processes<sup>1</sup>; public-facing policies, strategies, and consultations; and projects delivering community benefit</li> </ul>	100% & narrative	Quarterly
	Enable the Culture Forum		<ul style="list-style-type: none"> <li>Enable delivery of the Culture Forum</li> </ul>	N/A (narrative only) – target of 3 Culture Forums per year	Annual

<sup>1</sup> Formal decision-making processes for the purposes of this measure are defined as the following reports: S106, Delegated Authority, Individual Cabinet Member Decision, Cabinet, SMT

## Action on Thriving, Healthy, and Inclusive Communities



**Where we want to be:** We envision a district where all communities thrive, with equitable access to resources and a shared sense of prosperity. We want to be a hub of wellbeing and activity, with robust support systems for residents and a flourishing and diverse arts and culture scene. Our regeneration projects will revitalise key areas, providing new, safe and healthy homes, jobs, and sustainable infrastructure that enhance quality of life for all. We want our communities to be adaptive and resilient so they can respond to and recover from unforeseen and challenging events.

### How we will do it:

Direct action



Working in partnership



















Exerting influence



Strategic priority: Thriving, healthy, and inclusive communities					
Strategic objectives: Enhance public health, strengthen community engagement and inclusion, promote sustainable economic development, create safe and clean environments					
Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Timeframe for reporting
Work in partnership to enhance health and wellbeing in our communities	Fulfilment of statutory safeguarding duty		<ul style="list-style-type: none"> <li>Total number of safeguarding referrals</li> <li>Number of safeguarding referrals which met the threshold for action</li> </ul>	X number & narrative (retrospective) X number/X% & narrative (retrospective)	Quarterly Quarterly
	Anti-social behaviour service delivery		<ul style="list-style-type: none"> <li>Number and type of anti-social behaviour (ASB) incidents reported to Community Safety Partnership members</li> <li>Number of anti-social behaviour (ASB) Community Trigger applications made</li> <li>Percentage of anti-social behaviour (ASB) Community Trigger applications which met threshold</li> </ul>	X number & narrative (retrospective)  X number & narrative (retrospective) X% & narrative (retrospective)	Quarterly  Quarterly Quarterly
	Domestic Abuse Sanctuary Scheme		<ul style="list-style-type: none"> <li>Number of referrals to South and Vale Domestic Abuse Sanctuary Scheme</li> </ul>	X number & narrative (retrospective)	Quarterly
	You Move Move Together		<ul style="list-style-type: none"> <li>Number of people (You Move) and families (Move Together) participating in the council's physical activities programmes/events</li> <li>Outcomes of the council's physical activities programmes/events (You Move &amp; Move Together)</li> </ul>	X number (increase)  N/A (narrative only)	Quarterly  Quarterly
	Performing Arts Grant Scheme		<ul style="list-style-type: none"> <li>Percentage of performing arts grants awarded and paid</li> <li>Percentage of projects funded by performing arts grants completed (fully spent) within one year of award</li> </ul>	100%  95%	Annual  Annual



			<ul style="list-style-type: none"> <li>Total external investment leveraged as a percentage of performing arts grant awards</li> <li>Total number of participants directly involved in projects funded by performing arts grant awards</li> <li>Total number of audience members directly benefitting from performing arts grant awards</li> </ul>	£X and X% (retrospective)  X number of actual participants compared to number of participants projected in grant bids (retrospective) X number of actual audience members compared to number of audience members projected in grant bids (retrospective)	Annual  Annual  Annual
	Community Lottery Scheme		<ul style="list-style-type: none"> <li>Number of Community lottery tickets sold, and annual estimated income generated</li> <li>Annual narrative on community lottery causes and awards</li> </ul>	X number & £X (retrospective)  N/A (narrative only)	Annual  Annual
	Work in partnership with the creative sector to develop and adopt a Culture, Heritage and Creative Industries Strategy for South and Vale		<ul style="list-style-type: none"> <li>Culture, Heritage and Creative Industries Strategy adopted</li> </ul>	Yes/No (Summer 2026)	Annual
	S106 public art funding		<ul style="list-style-type: none"> <li>Drawdown of S106 monies to fund public art both directly and in partnership with external organisations</li> </ul>	£X S106 monies drawn down and X number of projects funded (retrospective)	Annual
	Health Inequalities Action Plan – Healthy Didcot (Didcot Garden Town)		<ul style="list-style-type: none"> <li>Health Inequalities Action Plan reporting – Healthy Didcot (Didcot Garden Town) – South and Vale joint reporting</li> </ul>	N/A – narrative only (retrospective)	Six-monthly
	Health Inequalities Action Plan – Berinsfield Health and Wellbeing (Berinsfield Garden Village)		<ul style="list-style-type: none"> <li>Health Inequalities Action Plan reporting – Berinsfield Health and Wellbeing (Berinsfield Garden Village)</li> </ul>	N/A – narrative only (retrospective)	Six-monthly
	Work in partnership with strategic health partners		<ul style="list-style-type: none"> <li>Attendance at strategic health meetings</li> </ul>	X number & narrative (retrospective)	Annual
	Leisure projects as detailed within the Capital Investment Programme		<ul style="list-style-type: none"> <li>Number of leisure centre improvement projects underway</li> <li>Number of leisure centre improvement projects completed</li> </ul>	6 X number & narrative (retrospective) as projects complete	Annual Annual
Promote equalities within our communities	Equalities Road Show		<ul style="list-style-type: none"> <li>Public participation in equalities road show events –               <ul style="list-style-type: none"> <li>Number of events held</li> <li>Number of attendees</li> <li>Feedback following the event</li> <li>Narrative feedback</li> </ul> </li> </ul>	1 or more events, then report retrospectively on:  X number X number X number (smiley-face balls) N/A (narrative only)	Annual
Support residents via the Community Hub	Community Hub provision		<ul style="list-style-type: none"> <li>Number of residents accessing community hub services</li> </ul>	X number of emails and phone calls into the service (retrospective), plus a breakdown of the total into categories (ARAP, Cost of Living, Food, Ukraine, Other)	Monthly
Promote a thriving and sustainable local economy	Business support and engagement		<ul style="list-style-type: none"> <li>Business engagement activities (joint for South and Vale):               <ul style="list-style-type: none"> <li>Number of South and Vale Business Support Newsletter subscribers</li> <li>South and Vale Business Support Newsletter open rate</li> <li>Number of visitors to ScienceVale.com</li> <li>Number of visitors to SouthernOxfordshire.com</li> <li>Number of Visit Southern Oxfordshire Newsletter subscribers</li> </ul> </li> <li>Delivery of direct business support:</li> </ul>	X number (increase)  33% (generally accepted industry standard for public sector newsletter open rate)  100 visits per month 1000 visits per month 500 subscribers in year (total)	Quarterly  Quarterly  Quarterly Quarterly Quarterly

			<ul style="list-style-type: none"> <li>○ Planning enquiry supported</li> <li>○ Businesses supported to improve sustainability</li> <li>○ Businesses supported to engage in inclusive economy initiatives</li> <li>○ Businesses supported to access finance</li> <li>○ Businesses supported to engage with wider council services</li> <li>○ Businesses signposted to external support</li> <li>○ Organisations engaging with Visitor Economy Support</li> </ul>	10 businesses per year 15 businesses per year  15 businesses per year  20 businesses per year  10 businesses per year  15 businesses per year  25 organisations per year	Quarterly Quarterly  Quarterly  Quarterly  Quarterly
	UK Shared Prosperity Fund 2025-26 delivery Rural England Prosperity Fund 2025-26 Delivery		<ul style="list-style-type: none"> <li>• Delivering the UK Shared Prosperity Fund and Rural England Prosperity Fund 2025-26</li> </ul>	100% of funds committed ahead of the year-end deadline (31 March 2026) – reporting will confirm the amount of funding committed (£), RAG/trajectory and narrative update  Funding allocation: UKSPF - £327,146 REPF - £219,934	Annual
Take action to improve the safety and cleanliness of the local environment	CCTV Hub Project		<ul style="list-style-type: none"> <li>• Completion of CCTV Hub project</li> </ul>	RAG & trajectory	Annual
	Great Haseley Trading Estate Vehicle Depot Project		<ul style="list-style-type: none"> <li>• Great Haseley Trading Estate Vehicle Depot Project progress (joint South and Vale project)</li> </ul>	RAG, trajectory & narrative update – target completion Summer 2026	Quarterly
	Implementation of the council's Joint Air Quality Action Plan 2023-2028		<ul style="list-style-type: none"> <li>• Number of Air Quality Management Areas (AQMAs) in the district</li> </ul>	X number (decrease) – target of 1 for 2026/27	Annual
	Waste Resources and Street Cleansing Strategy Action Plan		<ul style="list-style-type: none"> <li>• Envirocrime data: <ul style="list-style-type: none"> <li>○ Number of fly tips</li> <li>○ Percentage of fly tips with formal investigation</li> <li>○ Number of abandoned vehicles</li> <li>○ Percentage of abandoned vehicles with formal investigation</li> </ul> </li> </ul>	X number (decrease) – ongoing target of 190  X% (increase) – ongoing target of 95%  X number (decrease) – ongoing target of 170 X% (increase) – ongoing target of 95%	Quarterly  Quarterly  Quarterly Quarterly
	Food hygiene inspections		<ul style="list-style-type: none"> <li>• Food hygiene inspections – <ul style="list-style-type: none"> <li>○ Percentage of food businesses with a hygiene rating of 3 or above</li> <li>○ Percentage of annual food hygiene inspections completed</li> </ul> </li> </ul>	X% (increase) – ongoing target of 97%  X% (increase) – ongoing target of 98%	Quarterly  Quarterly
	Nature and Climate Action Plan (NCAP) delivery South Chilterns Catchment Partnership Thame Catchment Partnership Wallingford Bathing Water Status The Mill Brook River Project		<ul style="list-style-type: none"> <li>• Number of projects to promote and enhance water quality including driving improvements in the ecological health of our rivers</li> </ul>	4 & narrative	Annual

## Action on Homes and Infrastructure That Meet Local Needs



**Where we want to be:** South Oxfordshire will take a balanced approach to development. We will deliver genuinely affordable homes and essential infrastructure that will help to support sustainable lifestyles. Our planning policies will ensure that new developments seamlessly integrate with existing communities, promote the highest environmental standards and appropriate adaptations to mitigate the impact of climate change, and provide or enhance essential infrastructure. In addition, we will have solved many of the challenges facing residents in relation to essential services by addressing the existing infrastructure deficits in our communities.

### How we will do it:

Direct action



Working in partnership













Exerting influence



Strategic priority: Homes and infrastructure that meet local needs					
Strategic objectives: Promote infrastructure integration, deliver effective planning and high-quality development, deliver affordable and sustainable housing					
Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Timeframe for reporting
Increase delivery and acquisition of affordable housing	Develop and implement a Housing Delivery Strategy Action Plan		<ul style="list-style-type: none"> <li>Housing Delivery Strategy Action Plan on track for completion</li> <li>Number of accommodation units directly provided by the council as a housing landlord</li> <li>Number of new and affordable housing units delivered by Registered Providers (RPs) across the district</li> <li>Report on the work of Community Land Trusts in operation in the district and the work being done to support them</li> </ul>	RAG  X number (increase) – target of 80 (including LAHF3) for 2026/27 & narrative X number (increase) – target of 205 for 2025/26  N/A (narrative only)	Annual  Quarterly  Quarterly  Quarterly
	116-118 Broadway demolition and planning 116-118 Broadway design and build		<ul style="list-style-type: none"> <li>Broadway redevelopment project to deliver affordable flats and ground floor community space.</li> </ul>	N/A (narrative only) & trajectory	Annual
	Garden Towns/Villages Delivery Plan implementation		<ul style="list-style-type: none"> <li>Number and trajectory of total homes delivered – Didcot Garden Town (South and Vale joint reporting)</li> <li>Number and trajectory of total homes delivered – Berinsfield Garden Village</li> </ul>	15,500 by 2031  1,700 by 2035	Annual  Annual
Prevent and tackle homelessness	Homelessness and Rough Sleeping Strategy delivery		<ul style="list-style-type: none"> <li>Homelessness prevention rate/ percentage of potential homelessness cases successfully prevented</li> <li>Housing register numbers – households in housing need</li> <li>Number of rough sleepers</li> <li>Percentage of nominations to social housing within two days</li> </ul>	X% (aiming for 80%)  X number (retrospective)  X number (retrospective) X% (aiming for 80%) - joint South and Vale target	Quarterly  Quarterly  Quarterly Quarterly
	Refugee Accommodation Programme		<ul style="list-style-type: none"> <li>Number of Ukraine and Afghan refugee families homed since March 2022</li> </ul>	X number (retrospective)	Quarterly



	Housing Purchases Programme Housing Allocations Policy delivery		<ul style="list-style-type: none"> <li>Number of households in Emergency Temporary Accommodation</li> <li>Average length of stay in Emergency (hotel/B&amp;Bs) Temporary Accommodation</li> </ul>	X number (decrease) – ongoing target of 8  X days (aiming for 42 days)	Quarterly  Quarterly
Deliver integrated infrastructure that meets local need	Planning Developer Contributions Administration		<ul style="list-style-type: none"> <li>Amount of S106 housing funding received</li> <li>Amount of CIL funding received for use by the district council and approved for spend, and details of council projects delivered</li> <li>Amount of CIL paid to town and parish councils</li> </ul>	£X & narrative (retrospective) £X & narrative (retrospective)  £X & narrative (retrospective)	Six-monthly Annual  Bi-annual
	Nature and Climate Action Plan (NCAP) delivery Local Electric Vehicle Infrastructure (LEVI) programme		<ul style="list-style-type: none"> <li>Number of EV public chargers installed on council owned land and their locations</li> <li>Usage percentages for EV chargers operated on behalf of the council</li> </ul>	X number (increase)  X% (increase)	Annual  Annual
	Berinsfield Garden Village Regeneration Strategy		<ul style="list-style-type: none"> <li>Berinsfield Garden Village Regeneration Strategy completed</li> </ul>	RAG & trajectory (target completion for strategy document is Q2 2026/27)	Quarterly
	Garden Towns/Villages Delivery Plan implementation		<ul style="list-style-type: none"> <li>Infrastructure projects proposed, planned, underway, or delivered – Didcot Garden Town (South and Vale joint reporting)</li> <li>Infrastructure projects proposed, planned, underway, or delivered – Berinsfield Garden Village</li> </ul>	N/A (narrative only)  N/A (narrative only)	Annual  Annual
Increase and enhance green infrastructure	Great Western Park (Didcot) land transfers of public open and urban spaces		<ul style="list-style-type: none"> <li>Great Western Park (Didcot) land transfers of public open and urban spaces</li> </ul>	X% of land transfers completed (retrospective) & trajectory	Six-monthly
	Nature recovery on council-owned land		<ul style="list-style-type: none"> <li>Managing meadows on council land</li> </ul>	Trend of the number of meadows (increase) Square meterage (increase)	Annual Annual
Increase public and community engagement in planning	Planning Service Plan Delivery		<ul style="list-style-type: none"> <li>Increase email alert sign-ups - planning applications</li> </ul>	152 (10% above the last three-year average of sign-ups)	Annual
	Neighbourhood Planning		<ul style="list-style-type: none"> <li>Number of successful Neighbourhood Plan proposals made (adopted).</li> <li>Narrative provided on how Neighbourhood Plans have contributed to enhancing the councils' strategic objectives, reporting on the success that has been achieved e.g. protecting green spaces</li> </ul>	X number made (retrospective) Increase in % of total number of parishes covered by Neighbourhood Plans  N/A (narrative only)	Annual  Annual
Ensure effective planning policies	Joint Local Plan Development		<ul style="list-style-type: none"> <li>Joint Local Plan examined and adopted</li> </ul>	Yes/No (by March 2026) / RAG & trajectory	Annual

Action on Financial Stability and Innovative Transformation



**Where we want to be:** While continuing to advocate for local government to be placed on a sustainable financial footing, we aim to be a model of responsible financial management and innovation. We want our council to operate with robust financial health, driven by responsible investments and efficient service delivery. We will transform our services to ensure that our services are modern, accessible, and user-friendly, supported by cutting-edge technology and a culture of continuous improvement. We will maximise funding opportunities, acknowledging the impact our financial decisions have on the services we deliver for local residents and communities, to enhance our community programmes and maintain high standards of financial responsibility.

How we will do it:

Direct action












Working in partnership



Exerting influence



Strategic priority: Financial stability and innovative transformation					
Strategic objectives: Ensure financial stability, innovate and improve service delivery, exercise responsible and ethical investment					
Outcomes	What we will do	How we will do it	How we will measure progress	How we will report it	Timeframe for reporting
Maximise external funding opportunities to support our services and deliver great outcomes	External funding bid development and delivery		<ul style="list-style-type: none"><li>Value of external funding secured (cumulative total)</li><li>Success rate for external funding bids</li><li>Benefits of successful funding bids</li></ul>	£X (retrospective) – increase  75% N/A (narrative only)	Six-monthly  Six-monthly Six-monthly
Deliver robust financial reporting and forecasting	Budget setting and budget monitoring		<ul style="list-style-type: none"><li>Overall forecast/outturn against budget (current year)</li></ul>	£X/RAG, trajectory & narrative (retrospective)	Quarterly
Exercise strong stewardship of all council assets	Treasury Management activity		<ul style="list-style-type: none"><li>Compliance with Treasury Management Code of Practice</li></ul>	Narrative with some figures (retrospective)	Annual
	Asset Management		<ul style="list-style-type: none"><li>Develop Asset Management Plan</li></ul>	Yes/No & narrative	Annual
Deliver strategic and operational change projects to drive transformation	Local Government Reorganisation		<ul style="list-style-type: none"><li>Two unitary authority proposal delivered on time</li></ul>	Yes/No (November 2025) & narrative	Annual
Ensure all residents receive great customer service	Corporate Complaints Policy and Procedure Delivery		<ul style="list-style-type: none"><li>Number of upheld/not upheld complaints (stage 1/stage 2/referred to LGSCO)</li></ul>	X number (retrospective) & narrative	Monthly
	Customer Service Centre Service Level Agreement		<ul style="list-style-type: none"><li>Adhere to Customer service centre (CSC) service level agreements (figures provided for the CSC only, not applicable to contractor responses)</li><li>Response times on CRM</li></ul>	80% calls answered in 20 seconds & narrative  100% response time within 10 working days & narrative	Monthly  Monthly
	Customer Services Digital Offer		<ul style="list-style-type: none"><li>Sign-ups to customer services 'My Account' (where residents can self-serve etc)</li></ul>	X number (increase) & narrative	Monthly
	Council Tax and Benefits Digital Offer		<ul style="list-style-type: none"><li>Sign-ups to Council Tax and Benefits online portal</li></ul>	X number (increase)	Monthly

