

# Business Plan 2019-24

## What we're about

Putting the heart into South Cambridgeshire by:

- Building homes that are affordable to live in
- Helping business to grow
- Being green to our core
- Putting our customers at the centre of everything we do

## Our Priority Areas

**Growing local businesses and economies** – We will support businesses of all sizes, including rural enterprise and farming, to help create new jobs and opportunities near to where people live.

**Housing that is affordable for everyone to live in** – We will build vibrant communities in locations where people have good access to facilities and transport links, so they can genuinely afford to lead a happy and healthy life.

**Being green to our core** – We will create a cleaner, greener and zero-carbon future for our communities.

**A modern and caring Council** – We will provide our customers with high-quality services, strive to reduce costs, build on what we are good at to generate our own income and make decisions in a transparent, open and inclusive way.

## Growing local businesses and economies

Focus	Action	Measure
We will make it easy to do business in South Cambridgeshire	Create a new plan to support the South Cambridgeshire economy and local businesses	<ul style="list-style-type: none"> <li>• Create and agree the plan by November 2019</li> </ul>
	Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit	<ul style="list-style-type: none"> <li>• Delivery of actions in our business support plan</li> <li>• Number of new start-ups and small business growth by 2024</li> <li>• Promote Brexit business support events</li> </ul>
	Create a business team with a single point of contact for business enquiries	<ul style="list-style-type: none"> <li>• Establishment of a Business Team by the end of March 2020</li> </ul>
	Change the way our services are delivered so they are easier for businesses to easily get what they need	<ul style="list-style-type: none"> <li>• Carry out review and change our business processes by the end of 2020</li> </ul>
	Increase the number of businesses we have regular contact with to find out more about their needs and provide them with support	<ul style="list-style-type: none"> <li>• Development of a business engagement plan by the end of 2019</li> <li>• Create a programme of business events each year</li> </ul>
	Work with parish councils and village-based businesses to support local economies	<ul style="list-style-type: none"> <li>• Hold an event by the end of March 2020 to gather information on how we can best support local economies</li> </ul>
	Establish a specialist single point of contact to support businesses through the planning process	<ul style="list-style-type: none"> <li>• A dedicated Planning point of contact in place for businesses by end of 2019</li> </ul>
	Identify gaps in the land and premises available for businesses across the district so these can be addressed in our next Local Plan to inform the local plan review	<ul style="list-style-type: none"> <li>• Complete study into employment land by November 2019</li> <li>• Increased number of affordable,</li> </ul>



Focus	Action	Measure
		secure, small workspaces in villages once Local Plan is agreed
	Work with parish councils to help start-ups and home-based businesses to find workspace in villages they can use to talk and share ideas with other business people	<ul style="list-style-type: none"> <li>Number of drop-in and hot desk spaces secured in villages</li> </ul>
	Help local small businesses to secure Council contracts by making sure the procurement process is simple and they know what opportunities are available	<ul style="list-style-type: none"> <li>Number of local small businesses securing Council contracts</li> </ul>
We will help our village businesses thrive	Work with partners to make sure that businesses have excellent broadband and mobile phone access and speed across the district	<ul style="list-style-type: none"> <li>Improve broadband coverage and reduce mobile phone blackspots</li> </ul>
	Work with parish councils and partners to promote local supply chains	<ul style="list-style-type: none"> <li>Develop a toolkit for parish councils wishing to promote local business, including the use of a website or app</li> </ul>
	Identify trends in rural crime and work through the Crime and Disorder Reduction Partnership to support rural businesses	<ul style="list-style-type: none"> <li>Reduction in rural crime</li> </ul>
	Promote a new village-based website/app to parishes to encourage local people to use their shops and food outlets so that high streets are retained and expanded	<ul style="list-style-type: none"> <li>Take-up of new solution in communities by 2024</li> </ul>
We will help our businesses be green	Provide information and advice to help businesses to understand the benefits of generating their own energy, improving their energy efficiency, increasing water and waste recycling	<ul style="list-style-type: none"> <li>Number of businesses improving their carbon footprint</li> </ul>
	Help businesses invest in renewable technologies through providing a brokerage service	<ul style="list-style-type: none"> <li>Investigate and set up a brokerage service by the end of 2020</li> </ul>
We will promote the area for visitors and investment	Develop a new programme of activities with partners to promote foreign direct investment into the local area to create new jobs	<ul style="list-style-type: none"> <li>Programme in place by the end of March 2021</li> <li>Number of companies relocating into</li> </ul>

Focus	Action	Measure
	Promote South Cambridgeshire to visitors through Visit Cambridge and Beyond	<p>South Cambridgeshire.</p> <ul style="list-style-type: none"> <li>Increased tourism and increased take up of visitor accommodation</li> <li>Increased length of stay in the district</li> <li>Improved visitor information on our website</li> </ul>
We will improve environmentally friendly transport links	Improve walking, cycling and public transport links between existing villages and employment sites	<ul style="list-style-type: none"> <li>Successful delivery of new or improved travel routes</li> </ul>
	Make sure homes and jobs are close together or can be accessed by good walking, cycling and public transport links	<ul style="list-style-type: none"> <li>Local Plan policies support delivery of transport links</li> <li>Successful delivery of new or improved travel routes</li> </ul>
We will help people living here have the skills and housing they need to work locally	Work with partners to identify the skills needed by local employers in specific small areas of the district	<ul style="list-style-type: none"> <li>Report on skills needs throughout South Cambridgeshire by end of March 2021</li> <li>Consider outcome of skills report and develop an action plan</li> </ul>
	Review in consultation with major employers, planning and housing policies for Key Workers, Essential Workers and those who move to the area to take up a new job	<ul style="list-style-type: none"> <li>Number of houses directly associated with employment</li> </ul>



## Housing that is affordable for everyone to live in

Focus	Action	Measure
We will deliver a range of well-designed high-quality new homes across the district to meet need and provide real choice	Increase the number of Council homes built each year to support people on lower incomes. These will include high energy standards and renewable energy where possible	<ul style="list-style-type: none"> <li>• Increase the average number of Council homes built from 35 to 70 per year</li> </ul>
	Identify the need for housing for Essential Local Workers and promote models of delivery with businesses and developers	<ul style="list-style-type: none"> <li>• Number of homes granted planning permission for Essential Workers each year</li> </ul>
	Work with developers at agreed large developments, and those where building has stalled, to ensure the number of homes needed in the area are delivered	<ul style="list-style-type: none"> <li>• Delivery rate of new homes above projections each year (1,830 homes in December 2017 housing trajectory. This will be reviewed in March 2019)</li> </ul>
	Work with housing partners to bid for Combined Authority funding to help get developments off the ground or increase the number of homes built	<ul style="list-style-type: none"> <li>• Quarterly update on potential schemes</li> <li>• Review of submission of deliverable sites and schemes to the Combined Authority by 2022</li> <li>• Number of affordable homes funded via Combined Authority by 2022</li> </ul>
	Support self-builders to build high quality homes	<ul style="list-style-type: none"> <li>• Make available 12 Council owned plots in 2019, and a further 14 in 2020</li> </ul>
	Clearly set out the opportunities and challenges for housing in the Greater Cambridge area and ways to address them to deliver high quality and energy efficient homes for everyone	<ul style="list-style-type: none"> <li>• Complete and publish the Greater Cambridge Housing Strategy by June 2019</li> </ul>



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We will create thriving communities where people can live, work and play	Deliver walking, cycling and public transport improvements that provide alternatives to the private car by working with local communities and partners	<ul style="list-style-type: none"> <li>• Influence Greater Cambridge Partnership and Combined Authority to deliver solutions that meet the needs of South Cambridgeshire residents</li> <li>• Transport improvements delivered through the Greater Cambridge partnership and Combined Authority</li> <li>• Produce a business case to explore a new community transport scheme to serve the northern villages in South Cambridgeshire by September 2021</li> </ul>
	Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	<ul style="list-style-type: none"> <li>• Complete construction of sports pavilion by end of March 2021/22</li> <li>• Complete construction of community centre by the end of March 2022/23</li> <li>• Civic Hub designed, and construction contract awarded by December 2022</li> </ul>
	Set out where and how new homes and communities will be built across the Greater Cambridge area by preparing: <ul style="list-style-type: none"> <li>• A new Joint Local Plan for Greater Cambridge with Cambridge City Council</li> <li>• An Area Action Plan for North East Cambridge with Cambridge City Council</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out Local Plan issues and options consultation in the autumn of 2019</li> <li>• Carry out North East Cambridge preferred option consultation in Autumn 2019</li> </ul>
	Give local people and communities more	<ul style="list-style-type: none"> <li>• Hold at least 24 events a year</li> </ul>



Focus	Action	Measure
	chances to help shape our future places through: <ul style="list-style-type: none"> <li>• Running engagement events</li> <li>• Reviewing Supplementary Planning Documents and Village Design Statements with community input</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt eight Village Design Statements by March 2020</li> </ul>
	Support communities of all sizes to create and adopt Neighbourhood Plans to help shape the future development in their villages	<ul style="list-style-type: none"> <li>• Number of areas supported to develop a neighbourhood plan each year</li> <li>• Number of neighbourhood plans adopted each year</li> </ul>
	Support the delivery of homes on the edge of villages, where planning permission would not ordinarily be given for market housing (known as rural exception sites)	<ul style="list-style-type: none"> <li>• Work with at least ten parishes a year to bring forward affordable housing</li> <li>• Number of new affordable homes on rural exception sites given planning permission each year</li> <li>• Number of new affordable homes built on rural exception sites each year</li> </ul>
	Encouraging more people to participate in active and healthy lifestyles	<ul style="list-style-type: none"> <li>• Deliver our free family fun day, Parklife, in 2019 to help people try out new activities</li> <li>• Increase the number of sporting activities we deliver, or deliver in partnership, for all ages and abilities each year</li> <li>• Draft a Health and Wellbeing Strategy by December 2019</li> </ul>
We will raise the standards of new homes and communities to meet our green agenda pledge	Produce Sustainable Design and Construction planning guidance to help shape new low energy/carbon development which strengthens links with	<ul style="list-style-type: none"> <li>• Consult on and agree a Sustainable Design and Construction Supplementary Planning Document by March 2020</li> </ul>





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	existing communities	<ul style="list-style-type: none"> <li>• Require developers to consider and plan for an energy secure, zero-carbon future</li> <li>• Produce a Biodiversity Supplementary Planning document within the Local Plan process</li> <li>• Strengthen communities by integrating new and existing communities through good design and by promoting cycling and pedestrian links</li> </ul>
	Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	<ul style="list-style-type: none"> <li>• Carry out an audit of energy efficiency of existing housing stock relative to zero carbon target by March 2020</li> <li>• Establish the investment needed and work programme for insulation measures over the next five years to close the gap on the zero-carbon target by March 2024</li> <li>• Number of Council houses improved, and the energy saving achieved</li> <li>• Feedback on the benefit of warmer and cheaper to run homes from tenants</li> </ul>
We will prevent homelessness and provide support for vulnerable people	Create new plan to prevent as many people as possible finding themselves homeless in South Cambridgeshire	<ul style="list-style-type: none"> <li>• Complete and publish the Homeless Review and Strategy by July 2019</li> </ul>
	Increase the number of homes we have available for people who are at risk of becoming homeless and cannot afford to pay private sector rent	<ul style="list-style-type: none"> <li>• Increase the stock of homes with Shire Homes Lettings by 10 a year</li> </ul>
	Provide dedicated support to people in receipt of Universal Credit, including our	<ul style="list-style-type: none"> <li>• Monitor referrals to Citizens Advice Bureau for financial advice</li> </ul>



Focus	Action	Measure
	own tenants, to ensure they can continue to manage finances and pay their rent	<ul style="list-style-type: none"> <li>• Monitor impact of Universal Credit on homeless prevention caseloads by September 2019</li> <li>• Review Council tenants rent arrears on an ongoing basis to provide help as early as possible</li> </ul>
	Implement a new initiative with partners in Peterborough and Cambridgeshire to prevent homelessness at an early stage	<ul style="list-style-type: none"> <li>• Work with partners to implement early homelessness prevention Trailblazer action plan by 31 March 2020</li> <li>• Number of homelessness preventions</li> </ul>
	Work with national, regional and local partners to support the needs of refugees and asylum seekers	<ul style="list-style-type: none"> <li>• Options explored with partners by March 2020</li> </ul>



## Being green to our core

Focus	Action	Measure
We will become a Zero Carbon Council	In recognition of the global climate and health emergency, develop an action plan to deliver a zero-carbon future for South Cambridgeshire	<ul style="list-style-type: none"> <li>• Gather evidence to establish a carbon baseline by December 2019</li> <li>• Establish the resources and budget needed to address the zero-carbon pledge for the end of March 2021 budget</li> <li>• Run a zero-carbon conference to develop scenarios and learn from best practice to drive decarbonisation by 2050</li> <li>• Commit to a medium-term carbon action plan by April 2020</li> <li>• Not use avoidable single use plastic in our offices</li> </ul>
We will increase green energy generation and promote environmentally friendly energy consumption	Explore opportunities for renewable energy generation and maximise the energy efficiency of the Council offices and estate.	<ul style="list-style-type: none"> <li>• Complete an assessment of investment opportunities at our Cambourne office and Waterbeach Depot by June 2019</li> <li>• Commission green energy project(s) to fully invest the Renewable Energy Fund by end of March 2021</li> <li>• Reduction in grid energy usage</li> <li>• Renewable energy generated onsite</li> </ul>
	Provide support and guidance to community groups for projects that will reduce reliance on fossil fuels and promote behaviour change to help achieve the zero-carbon target	<ul style="list-style-type: none"> <li>• Reenergise the Sustainable Parish Energy Partnership and investigate opportunities for helping local groups secure grant funding to kick start projects by the end of April 2019</li> </ul>



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	Upgrade stock of 1,800 footway lights to LED, which will reduce energy consumption and save Parish Councils 60-70% on energy usage	<ul style="list-style-type: none"> <li>• Completion of footway lighting upgrade to LED by March 2021</li> <li>• Reduction in cost and energy consumption of footway lighting for Parish Councils</li> </ul>
	Look into how electric vehicle charging points can be delivered in the district	<ul style="list-style-type: none"> <li>• Investigate by September 2019 whether Council owned footway lighting stock could provide public electric charging points</li> </ul>
We will maintain and improve air quality across the district	Develop and implement a joint Air Quality Strategy and action plan with Cambridge City Council	<ul style="list-style-type: none"> <li>• Consult on and agree a joint air quality strategy and action plan by December 2019</li> </ul>
	Reduce carbon footprint and impact on air quality of the Council's activities	<ul style="list-style-type: none"> <li>• Investigate options for changing bin lorry fleet to more environmentally friendly vehicles, including electric</li> <li>• Install electric vehicle charging points at our Cambourne and Waterbeach offices for staff, members and visitors</li> </ul>



Focus	Action	Measure
	Install new air quality monitors in hotspots across the district to monitor particulate levels (pm2.5, pm10 and NOx) to establish baseline and inform air quality strategy	<ul style="list-style-type: none"> <li>• Determine locations for monitors - prioritising schools, road junctions and new housing developments by April 2020</li> <li>• Install monitors to establish air quality baseline and data to inform strategy by September 2020</li> </ul>
	Regularly monitor the air quality along the A14	<ul style="list-style-type: none"> <li>• Annual A14 air quality monitor reports to inform action plan</li> <li>• Data on air quality compliance</li> </ul>
	Review our Taxi Licensing Policies to incentivise taxi operators and drivers to improve air quality	<ul style="list-style-type: none"> <li>• Consult with local taxi operators and drivers on introducing air quality emission standards and incentives for taxis by September 2019</li> <li>• Introduce quarterly emissions spot checks for taxis</li> <li>• By September 2019, deliver a high-level assessment to set-up a network of electric vehicle charging points across the district.</li> </ul>
We will protect and enhance the district's heritage and environment	Influence the planning and delivery of new major transport routes, such as the proposed East West rail line linking Cambridge and Oxford, to ensure the environment is fully considered at the planning stage and a net gain to natural capital is delivered	<ul style="list-style-type: none"> <li>• Environmental Impact Assessments are undertaken for all new major transport routes</li> <li>• Planning of transport routes to include consideration of air quality standards, measures to deliver a net gain to natural capital, and achieve carbon neutrality</li> </ul>



Focus	Action	Measure
	We will identify sites and opportunities for tree-planting and habitat enhancement to offset the environmental impact of developments in the district	<ul style="list-style-type: none"> <li>• Carry out an assessment to identify natural capital opportunities and strategic open space for tree-planting and biodiversity/carbon offsetting by end of March 2020</li> <li>• Adopt Developing with Nature Toolkit as part of new Biodiversity Supplementary Planning Document by end of March 2020</li> </ul>
	Work with Parish Councils to develop Conservation Area Management Plans and Village Design Statements	<ul style="list-style-type: none"> <li>• Complete four Conservation Area Action Plans by March 2021</li> <li>• Complete eight Village Design Statements by the end of March 2020</li> </ul>
	Run an annual campaign with communities and partners to reduce the environmental impact of fly tipping	<ul style="list-style-type: none"> <li>• Increase community awareness of fly-tipping to increase quantity and quality of the reporting for investigation.</li> <li>• Increase in the use of our bulk waste collection service</li> <li>• The number of people who engage in the fly-tipping campaign through social media analytics</li> <li>• The number of direct actions we have carried out with local community support to resolve persistent fly-tipping problems (surveillance, gating, notices)</li> <li>• Employ an additional partnership officer through the Cambridgeshire waste partnership to coordinate fly-tipping intelligence and awareness by May 2019</li> </ul>



Focus	Action	Measure
	Create a new toolkit for parishes and communities so they know how they can prevent and tackle fly-tipping	<ul style="list-style-type: none"> <li>Publish new information by October 2019 to support joint community action on fly-tip prevention.</li> </ul>
	Speed-up the way we respond to residents' reports and clear up fly-tips	<ul style="list-style-type: none"> <li>Implement a new system to speed up the process by July 2019</li> <li>By May 2019 employ an additional partnership officer (RECAP) to coordinate fly-tipping intelligence and awareness.</li> </ul>
We will reduce the total amount of waste we generate as a community	Run an annual programme of resident and community education and promotional campaigns to reduce the amount of black bin waste per household, increase recycling rates and reduce recycling contamination	<ul style="list-style-type: none"> <li>Demonstrate successful progress towards the national recycling rate of 65% by 2035.</li> <li>By April 2020 reduce black bin waste from 450 kg per household in 2017/18 to 425 kg per household</li> <li>By April 2020 increase blue bin recycling from 195 kg per household in 2017/18 to 205 kg per household</li> <li>Keep blue bin recycling contamination below 6%</li> </ul>
	Change and improve the way we provide a waste and recycling service to our communities in response to expected future changes in national policy and legislation. This will include taking part in Government consultations	<ul style="list-style-type: none"> <li>Present options for the redesign of South Cambridgeshire waste collections service by April 2020</li> <li>Participate in consultations on Deposit Return Scheme, household recycling collection, extended waste producer responsibility and consultation on food waste collection.</li> </ul>



Focus	Action	Measure
	Reduce waste and encourage recycling at events held in South Cambridgeshire	<ul style="list-style-type: none"> <li>• Develop a guide for reducing waste and encouraging recycling at local events held in South Cambridgeshire by March 2020</li> <li>• By March 2020 our Safety Advisory Group will include advice on reducing waste and encouraging recycling at events as standard</li> </ul>
	Help schools to be more environmentally friendly by promoting a single use plastic pledge for South Cambridgeshire	<ul style="list-style-type: none"> <li>• Number of schools engaged in single use plastic pledge</li> <li>• Recycling improvements achieved through single use plastic pledge</li> <li>• Promote the benefits of the 'Eco-schools' scheme to all South Cambridgeshire schools by March 2022</li> </ul>





## A modern and caring Council

Focus	Action	Measure
We will retain and develop our staff to achieve excellent results for local people	Review the shape of the organisation to ensure that the skills and resources are aligned to priorities	<ul style="list-style-type: none"> <li>• Complete review of the organisation by the end of April 2019</li> </ul>
	Introduce a new model of working at the Council so we can deliver the ambitions of the Council and respond to our communities	<ul style="list-style-type: none"> <li>• Begin implementation programme for new operating model in May 2019</li> </ul>
	Review our staff benefits package and recruitment processes to ensure that we attract the best talent	<ul style="list-style-type: none"> <li>• Complete a review of benefits package and recruitment processes by March 2021</li> <li>• A reduction in the number of vacancies that are difficult to fill</li> <li>• Staff turnover maintained at healthy level</li> <li>• Complete and analyse an annual staff satisfaction survey to monitor benefits package</li> <li>• Deliver actions in the Organisational Development Strategy</li> </ul>



Focus	Action	Measure
	Be an equal opportunities employer and an employer of choice for people with disabilities and ethnic minorities	<ul style="list-style-type: none"> <li>• We will sign up to the 'Disability Confident scheme' by March 2020</li> <li>• Increase in applications for jobs by people with disabilities and ethnic minorities</li> </ul>
	Creation and implementation of a revised programme of staff training and development	<ul style="list-style-type: none"> <li>• Monitor the number of members of staff accredited through the relevant professional institute</li> <li>• An annual increase in the number of apprentices</li> <li>• The introduction of a mentoring programme by March 2020</li> </ul>
We will generate new and innovative sources of income to invest in services for local people	Develop options to generate income by investing in the district in line with the criteria set out in the Council's investment strategy	<ul style="list-style-type: none"> <li>• A list of business opportunities to come forward by the end of March 2020 for income generation</li> <li>• Number of business cases developed and implemented</li> <li>• Income generated from investments</li> </ul>
	Review how we make best use of our premises, including to generate an income and reduce impact on the environment	<ul style="list-style-type: none"> <li>• Increase in income from rental or events at our premises</li> </ul>
	Expand and grow the commercial waste collection service	<ul style="list-style-type: none"> <li>• Develop a focused marketing and growth plan for trade waste by the end of April 2019</li> <li>• Improve the online information and presence for the trade waste service by July 2019.</li> <li>• Increase profit from the trade waste</li> </ul>



Focus	Action	Measure
		service by an additional £50,000 by April 2020
We will support and celebrate South Cambridgeshire communities	Provide grants to community and voluntary groups to help them carry out projects to benefit local people	<ul style="list-style-type: none"> <li>Run Council grants scheme throughout the year to assess and award funding</li> </ul>
	Creation of an annual celebratory event for volunteers	<ul style="list-style-type: none"> <li>Carry out annual event by the end of March 2020</li> <li>Feedback from communities and people attending the celebration of voluntary work</li> </ul>
We will reduce costs and improve customer service	Review the way we carry out tasks to ensure they are as efficient as possible, including the work we do with partners and shared services	<ul style="list-style-type: none"> <li>Efficiencies identified and implemented in service reviews</li> <li>Increased customer satisfaction</li> <li>Increase funding secured from partnership and other grants available</li> </ul>
	Put the customer at the centre of everything we do by embedding it in the organisation's culture to deliver continuous improvement	<ul style="list-style-type: none"> <li>Key performance indicators</li> <li>Implement a new process to track and monitor our journey and successes by March 2020</li> </ul>
	Develop and support Councillors to ensure that they can best serve their communities	<ul style="list-style-type: none"> <li>Carry out a programme of Member development and training as part of the Organisational Development strategy</li> </ul>
	Review current customer complaints process and help staff resolve issues at first point of contact	<ul style="list-style-type: none"> <li>Resolution of complaints at first point of contact to achieve a 10% improvement</li> <li>Customer satisfaction results</li> </ul>
We will use technology to improve access to Council services for businesses and	Make it easier for customers to report, pay and apply for services online, including	<ul style="list-style-type: none"> <li>Increase in the number of transactions customers can carry out online</li> </ul>



Focus	Action	Measure
residents	being able to track progress of requests	<ul style="list-style-type: none"> <li>• Deliver savings and business efficiencies outlined within agreed project plan</li> <li>• 25% reduction in phone calls by March 2022</li> </ul>
	Provide new technology to our officers so they can get more done for communities whilst out in the district	<ul style="list-style-type: none"> <li>• By end of 2020 all desk-based Council staff will be able to work remotely, as they would in the office</li> <li>• Recruitment and retention of staff improved</li> </ul>
	Introduce live web-streaming of Council meetings to help people engage in democratic process	<ul style="list-style-type: none"> <li>• Web-streaming made available for public to access by end of June 2019</li> </ul>