

## Appendix B - Business Plan Update Report (Growing local businesses and economies)

Action	Measure (and target timescale)	LT Owner	Lead Officer	Position at end of Q2	Q2 RAG
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1i) Increase our Open for Business Newsletter reach to over 2,000 businesses (currently 900) (Quarter 4)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> <li>Numbers have increased to over 1500.</li> <li>The Business Support and Communications teams have refreshed the business webpages more generally.</li> <li>The Visitor Economy website has now launched and phase 2 development has begun.</li> </ul>	Green
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1ii) Implement a Customer Relationship Management system for better management / engagement with local businesses (Quarter 4)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> <li>We now have an outline project plan and work is progressing, with support from the Project Management Office, to develop a timeline for delivery, with funding having been agreed through 2021 budget.</li> <li>We have created a database of South Cambs businesses that will feed into the work to develop a Customer Relationship Management (CRM) System and allow us to better manage engagement with businesses until such time as the CRM system is live (expected Q3 of the 2022-23 financial year).</li> </ul>	Amber
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1iii) Launch a Visit South Cambridgeshire brand alongside wider collaboration with Cambridgeshire and Peterborough partners (Quarter 1)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> <li>www.visitsouthcambs.co.uk launched 17th September and local residents are being encouraged to use the new site to explore, discover and enjoy what South Cambs has to offer in terms of activities, places to eat, attractions and green spaces. The website also provides camping and accommodation listings.</li> <li>By the end of September the site had had 7,026 views from 1194 individual users.</li> </ul>	Purple
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1iv) Continue to support the local hospitality sector including pubs and restaurants (Ongoing)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> <li>Paid out £1.483m to 101 businesses through the SCDC Growth Fund.</li> <li>We will undertake an economic impact assessment/review of affected markets in 2022.</li> </ul>	Green
A2) Help start-ups, home-based businesses and those moving into South Cambridgeshire to find workspace	A2i) Complete a feasibility study looking at how South Cambs Hall can be used to provide workspace for businesses, including start-ups (Quarter 2)	Anne Ainsworth	Jeff Membery	<ul style="list-style-type: none"> <li>This action is due to take place later in the year, once work to retrofit South Cambs Hall with a number of green energy measures (see action C3) nears completion and further reviews of the current Covid restrictions at the building have taken place, in line with national and local public health guidance.</li> </ul>	Amber
A2) Help start-ups, home-based businesses and those moving into South Cambridgeshire to find workspace	A2ii) Provide a new space for up to 5 growing small businesses (Quarter 4)	Anne Ainsworth	Jeff Membery	<ul style="list-style-type: none"> <li>This will follow on from the feasibility study detailed above at A2i.</li> </ul>	Amber
A2) Help start-ups, home-based businesses and those moving into South Cambridgeshire to find workspace	A2iii) Establish an up-to-date list of business premises for start-ups (Quarter 2)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> <li>We now have a database of business premises in South Cambs, with 5476 premises - 4808 occupied and 667 vacant at end of June 2021.</li> <li>This aims to support local businesses with identification of premises so they can launch, scale or grow.</li> </ul>	Purple
A3) 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	A3i) Hold 8 business support workshops, including Retrofit training from ENE project (Quarter 4)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"> <li>Averaging one event per month - some Council-led and some in partnership.</li> <li>First physical meet-the-team session took place on 20th October.</li> <li>A series of monthly to bi-monthly activities are ongoing.</li> </ul>	Green

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A3) 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	A3ii) Working with partners, provide business support advice to 100 businesses (Quarter 4)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"><li>• Ongoing coaching and advice is being provided by the Business Support Team and through partnerships with the Combined Authority. Over 100 one-to-one conversations and webinars have been held by the Business Support Team.</li><li>• Over 1000 visits have been made by the High Street Support Team - including face-to-face interaction and advice on Covid-19 measures, grants and other support available.</li></ul>	Purple
A3) 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	A3iii) Develop a fund that supports innovations and startups as we start a green post pandemic recovery phase (Quarter 3)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"><li>• The SCDC Growth Fund, referred to under A1iv, has fulfilled this action.</li></ul>	Purple
A4) Promote the area and Enterprise Zones to retain businesses and attract new ones which will protect and create local jobs	A4i) 500 additional jobs created on Enterprise Zones (end of 2024/25 financial year)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"><li>• This is a longer term target to be achieved by end of 2024-25 financial year. We will be able to start measuring additional jobs next year once there is build in Northstowe and Cambourne.</li></ul>	Green
A4) Promote the area and Enterprise Zones to retain businesses and attract new ones which will protect and create local jobs	A4ii) Complete strategy for Northstowe and begin actively promoting the Enterprise Zone to secure new businesses locating there (Quarter 3)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"><li>• We are currently engaging in business stakeholder workshops to help define the vision and routemap to success, including working with a client advisor. This work will go on to inform the strategy.</li><li>• An investment route to market is to be formalised between February and April 2022.</li></ul>	Amber
A4) Promote the area and Enterprise Zones to retain businesses and attract new ones which will protect and create local jobs	A4iii) Business Team to engage businesses for the enterprise Zones (Quarter 4)	Anne Ainsworth	Adele Gritten	<ul style="list-style-type: none"><li>• We are currently engaging in business stakeholder workshops to help define the vision and routemap to success, including working with a client advisor.</li></ul>	Green
A5) Identify gaps in the land and premises available for businesses as an input to our new Local Plan	A5i) Development of the Statutory Housing and Employment Land Availability Assessment (HELAA) as part of the emerging Greater Cambridge Local Plan (Quarter 2)	Stephen Kelly	Paul Frainer	<ul style="list-style-type: none"><li>• Completed. Full assessment and methodology was reported to Councillors in September and is published on the Greater Cambridge Planning Service website as part of the local plan consultation document library.</li><li>• The Housing Employment Land Availability Assessment (HELAA) assesses the potential supply of land for residential and economic development related uses. This includes an assessment of potential sites in terms of their suitability, availability and achievability.</li></ul>	Purple

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## Appendix B - Business Plan Update Report (Housing that is truly affordable for everyone to live in)

Action	Measure (and target timescale)	LT Owner	Lead Officer	Position at end of Q2	Q2 RAG
B1) Increase the number of Council homes each year to support people on lower incomes. These will include high energy standards and renewable energy.	B1i) 60 New Homes completed (acquired or built) this year (part of a plan to double delivery to 350 over a five-year period).	Peter Campbell	Kirstin Donaldson	<ul style="list-style-type: none"> <li>On track to meet/exceed target of delivering 60 homes in this financial year. We have completed a total of 13 in Q2, with a year to date total of 31. We expect to meet this year's annual target by the end of Q3.</li> <li>By the end of Q4 we are likely to have met our 5 year target to double the number of homes built a year ahead of schedule.</li> </ul>	Green
B2) Work with local people to set out where and how new homes and communities will be built across the Greater Cambridge area	B2i) Produce a report assessing feedback provided by local people from the first Local Plan consultation. This will inform the next steps in the Local Plan process (Quarter 1)	Stephen Kelly	Paul Frainer	Completed.	Purple
B2) Work with local people to set out where and how new homes and communities will be built across the Greater Cambridge area	B2ii) Complete and publish a North East Cambridge draft Area Action Plan for consultation (Quarter 2)	Stephen Kelly	Paul Frainer	Completed.	Purple
B3) Create and continue to run liaison meetings and forums where significant new developments are being planned to minimise disruption and help new residents settle in	B3i) Continue to support the liaison meetings in Cottenham, Sawston, Hardwick, Caldecote, Swavesey and Barrington and community forums in Northstowe, Waterbeach, North-West Cambridge, Cambridge East and North-East Cambridge (Quarter 4)	Jeff Membery	Gareth Bell	<ul style="list-style-type: none"> <li>All liaison meetings running successfully, supporting good local engagement.</li> <li>Community Forums have been virtual during the pandemic, the latest cycle of meetings are taking place in October and November.</li> <li>19 community liaison meetings and 9 community forums have been run in the year to date.</li> </ul>	Green
B3) Create and continue to run liaison meetings and forums where significant new developments are being planned to minimise disruption and help new residents settle in	B3ii) Establish new community forums covering Bourn and Cambourne West (Quarter 2)	Jeff Membery	Gareth Bell	<ul style="list-style-type: none"> <li>The first community forum for Bourn Airfield and Cambourne West developments have been agreed with the relevant parish and town councils to be held on Wednesday 24 November.</li> </ul>	Green
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	B4i) Commission a Stock Condition Survey including an audit of energy efficiency of existing housing stock relative to zero carbon target (Quarter 2)	Peter Campbell	Geoff Clark (to transfer to Eddie Spicer for Q3)	<ul style="list-style-type: none"> <li>The Stock Condition Survey will now begin next year after we have procured the new Repairs and Maintenance Contract.</li> <li>We have received the survey results of our Net Zero project and we are working with the project group to agree retrofit works, consult with residents and set a time frame for commencement. This is likely to be in December/January. Once the renewable technologies are installed performance will be monitored and will help inform a wider programme of retrofit works across the Council stock of properties.</li> </ul>	Amber
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	B4ii) Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target (Quarter 3)	Peter Campbell	Geoff Clark (to transfer to Eddie Spicer for Q3)	<ul style="list-style-type: none"> <li>This work programme will be informed by the Net-Zero project and stock condition survey referred to in the update for measure B4i) above.</li> <li>We will also continue to carry out improvements works, fit renewable technologies and improve insulation to our poorest performing properties when they become vacant. Examples include fitting Internal Wall Insulation Systems to non traditional style properties.</li> </ul>	Green

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Action	Measure (and target timescale)	LT Owner	Lead Officer	Position at end of Q2	Q2 RAG
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	B4iii) Produce an Asset Management Plan (Quarter 1)	Peter Campbell	Geoff Clark (to transfer to Eddie Spicer for Q3)	<ul style="list-style-type: none"> <li>The Asset Management Plan will be presented to Leadership Team on 25th October and then taken through committee process before being presented to Cabinet for approval in February.</li> </ul>	Amber
B5) Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5i) Submit planning permission for the new sports pavilion (Quarter 1)	Peter Campbell	Kirstin Donaldson	<ul style="list-style-type: none"> <li>The Sports Pavilion Application has been submitted.</li> <li>The application is expected at November's Planning Committee (this has now been approved, as of 10th November).</li> </ul>	Purple
B5) Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5ii) Complete local engagement to understand what the community wants in the new community centre (Quarter 2)	Peter Campbell	Kirstin Donaldson	<ul style="list-style-type: none"> <li>Client Advisors have undertaken a great deal of community engagement and used this as a basis for their initial options paper which has been presented to Leadership Team, Informal Cabinet, Local Members and Northstowe Community Forum. Following the outcome of these sessions it is expected the Client Advisor will work-up two options in greater detail for future decision.</li> <li>It has been recognised at all levels that the Community Centre should be high priority for early delivery.</li> </ul>	Purple
B5) Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5iii) Submit planning permission for new Civic Hub (Quarter 4)	Peter Campbell	Kirstin Donaldson	<ul style="list-style-type: none"> <li>Engagement specialists Civic have undertaken extensive stakeholder and community engagement to inform a blueprint of principles that will be used to move forward to next phase.</li> <li>SCDC have appointed project management consultants to drive the project through next phases (design, planning, construction) in line with agreed principles.</li> <li>Submission of planning application to take place Q3/Q4 2022-23.</li> </ul>	Amber

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## Appendix B - Business Plan Update Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Lead Officer	Position at end of Q2	Q2 RAG
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C1ia) Identify and deliver further opportunities to reduce carbon emissions from our estate and operations, in line with our Zero Carbon Strategy. (Quarter 4)	Bode Esan	Siobhan Mellon	<ul style="list-style-type: none"> <li>The opportunities which are being pursued are detailed under measures C1ib and C2ic.</li> </ul>	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C1ib) Review community rooms and other small sites to identify and deliver opportunities for carbon reduction, in line with our Zero Carbon Strategy. (Quarter 4)	Peter Campbell	Geoff Clark (Eddie Spicer from Q3)	<ul style="list-style-type: none"> <li>10 remote heating monitors and controls have been fitted in communal rooms, two more than at end of Q1. Planning to install another 15 - delayed due to product supply issues.</li> <li>A project is underway to investigate the potential for green energy measures at Elm Court Sheltered Housing scheme (at Over).</li> <li>Wider project work exploring energy efficiency measures on sheltered sites has been on hold during the pandemic due to communal room closures. This will be taken off hold in coming months as communal rooms re-open. Covid-19 infection rates will continue to be monitored before deciding when to commence face-to-face consultation with residents.</li> </ul>	Amber
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C2ic) Investigate options to reduce carbon emissions from business mileage including salary sacrifice electric car scheme for staff (end of Quarter 2 for an assessment of options), in line with our Zero Carbon Strategy.	Jeff Mambery	Helen Cornwell	<ul style="list-style-type: none"> <li>A report has been submitted to Leadership Team for consideration, outlining options. This will be progressed further in quarter 3.</li> </ul>	Amber
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C1ii) Develop planning policies consistent with zero carbon by 2050 for adoption in the Greater Cambridge Local Plan, in partnership with Cambridge City Council	Stephen Kelly	Paul Frainer and Emma Davies	<ul style="list-style-type: none"> <li>The Greater Cambridge Local Plan - First Proposals document includes a net zero carbon buildings policy as well as wider policies related to the role of new development in responding to the climate emergency. The document has now been considered by Councillors and approved for public consultation, which will take place between November and December 2021.</li> </ul>	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C1iii) identify and deliver opportunities to install publicly accessible electric vehicle charge points in priority locations in the district, working with partners (Quarter 4)	Bode Esan	Siobhan Mellon	<ul style="list-style-type: none"> <li>Work on this has started and will pick up pace now that the new additional Climate &amp; Environment Project Officer has started in post (as of 3rd November).</li> <li>A broad approach has been agreed, which is to investigate upgrading one of the electric vehicle charge points (EVCPs) planned for South Cambs Hall to a rapid charger for use by taxis; progress plans to install open-access EVCPs in SCDC-owned parking areas attached to communal rooms in sheltered schemes; engage with the Combined Authority to understand their emerging EVCP strategy and engage with commercial EVCP installers to develop our understanding of likely gaps as EVCP provision in the district develops, and opportunities for SCDC to facilitate or provide funding to fill these gaps.</li> </ul>	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C1iv) Continue to pursue opportunities to invest in green energy schemes	Anne Ainsworth	Kate Swan	<ul style="list-style-type: none"> <li>We are continuing to review potential opportunities to invest in new green initiatives.</li> </ul>	Green

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## Appendix B - Business Plan Update Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Lead Officer	Position at end of Q2	Q2 RAG
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ia) Identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways enhance nature on our own estate, in consultation with residents, as outlined in our Doubling Nature Strategy (Quarter 4).	Peter Campbell	Geoff Clark (Eddie Spicer from Q3)	<ul style="list-style-type: none"> <li>A programme of formal estate inspections was completed over the summer, identifying opportunities for planting trees and wildflower strips on our communal land. Informal inspections will continue for the rest of the year.</li> <li>We have secured financial support from our repairs and maintenance contractors to purchase and plant trees, this work will commence shortly.</li> </ul>	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ib) Work to ensure that development in South Cambridgeshire contributes to the goal of doubling nature by developing planning policies for adoption in the Greater Cambridge Local Plan, and by adopting a new Biodiversity Supplementary Planning Document in partnership with Cambridge City Council (Quarter 3)	Stephen Kelly	Stuart Morris / John Cornell	<ul style="list-style-type: none"> <li>The Greater Cambridge Local Plan - First Proposals document is being published for consultation in Autumn 2021. This includes biodiversity, green infrastructure, tree canopy cover and river corridor policies, all seeking to contribute towards the goal of doubling nature.</li> <li>The Biodiversity Supplementary Planning Document (SPD) consultation has concluded, and a revised SPD will be returning to committees in the late Autumn / Winter of 2021 for proposed adoption by both Councils.</li> </ul>	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ic) Work with partners to develop landscape-scale habitat creation projects	Stephen Kelly	John Cornell	<ul style="list-style-type: none"> <li>In partnership with Natural Cambridgeshire and Natural England, 14 strategic green infrastructure initiatives have been identified and published alongside the First Proposals Local Plan.</li> </ul>	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2id) Complete a survey of all trees on council owned open spaces (Quarter 3)	Peter Campbell	Geoff Clark (Eddie Spicer from Q3)	<ul style="list-style-type: none"> <li>Two of four phases of our audit to identify type, size, location and condition of all trees on SCDC owned communal land have been completed. Phase three results will be received shortly.</li> <li>Progress has been delayed due to sickness as a result of Covid-19.</li> <li>In the small number of cases where surveys have identified a need for urgent tree surgery, these have been ordered and where this will result in the removal of unhealthy trees we have agreed that these will be replaced.</li> <li>A report outlining the findings of the tree audit and any works that have taken place as a result will be produced following completion of all four phases of the audit.</li> </ul>	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ie) Deliver '6 Free Trees' initiative (Quarter 3)	Bode Esan	Siobhan Mellon	<ul style="list-style-type: none"> <li>The scheme has received 70 applications from Parish Councils so far, meaning that around 420 trees will be planted in South Cambridgeshire over the next few months. The application window has been extended until 27th October.</li> </ul>	Green
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3i) Complete retrofit of Cambourne office (Quarter 4)	Bode Esan	Phil Bird	<ul style="list-style-type: none"> <li>Project mobilisation commenced March 2021 and is on track to be completed at the end of Q4.</li> <li>Ground source heat pump has been installed, boreholes are being drilled.</li> <li>A more efficient building management system has been installed</li> <li>Phase one to three of the LED lighting works have been completed. Phase four commences Monday 25th October. There are 7 phases in total.</li> </ul>	Green

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C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3ii) Reduce mains gas and electricity demands from our Cambourne office by over 50% per year (from March 2021 onwards compared to baseline in 2019) (Quarter 4)	Bode Esan	Phil Bird	<ul style="list-style-type: none"> <li>These benefits will be realised post project completion.</li> </ul>	Green
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3iii) Reduce carbon emissions from our Cambourne office by 47% compared to the baseline in 2019 (Quarter 4)	Bode Esan	Phil Bird	<ul style="list-style-type: none"> <li>These benefits will be realised post project completion (see C3i).</li> </ul>	Green
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3iv) Undertake energy efficiency and generation audits of other Council owned commercial properties (Quarter 4)	Anne Ainsworth	Kate Swan	<ul style="list-style-type: none"> <li>General ongoing greening business improvement work is happening on all commercially owned assets.</li> </ul>	Green
C4) Continue to transition to Electric recycling and waste vehicles, including the investigation of on-site solar panel energy generation	C4i) Implement depot changes to prepare for electric refuse collection vehicle (eRCV) charging (Quarter 4)	Bode Esan	Mike Parsons	<ul style="list-style-type: none"> <li>Draft Outline Business Case Report to be provided by Bouygues and reviewed by the Shared Waste Team in November.</li> <li>Next Steps will include site visits by Bouygues to validate key assumptions and data, followed by report update in December.</li> <li>Key decisions on project phasing and implementation to take place in January 2022.</li> <li>Facilities to enable charging of additional 2 electric refuse collection vehicles (eRCVs) are on order for delivery in January &amp; March 2022, with charging for up to 3 additional eRCVs being explored.</li> <li>On-site solar PV is being explored as a medium-term action to enable charging of additional future RCVs.</li> </ul>	Green
C4) Continue to transition to Electric recycling and waste vehicles, including the investigation of on-site solar panel energy generation	C4ii) Procure 5 eRCVs to replace diesel version (Ongoing)	Bode Esan	Mike Parsons	<ul style="list-style-type: none"> <li>Two further electric refuse collection vehicles have now been ordered (in addition to the one already in use). These will be delivered in January and March 2022.</li> </ul>	Green
C4) Continue to transition to Electric recycling and waste vehicles, including the investigation of on-site solar panel energy generation	C4iii) Develop outline business case for on-site solar panel energy generation with partners (Quarter 4)	Bode Esan	Mike Parsons	<ul style="list-style-type: none"> <li>Information being provided by Bouygues in action C4i is required for development of an outline business case. All partners from Cambridge City and Bouygues are still keen to progress the project.</li> </ul>	Green
C5) Support Parish Council and community group projects to reduce reliance on fossil fuels, move toward the zero-carbon target and help Double Nature through habitat enhancement, advisory support for community land acquisition, local green space designation and tree-planting	C5i) Deliver a third round of funding through our Zero Carbon Communities grant scheme, awarding grants totalling £100,000 to community-based projects (Quarter 4)	Bode Esan	Siobhan Mellon	<ul style="list-style-type: none"> <li>27 applications were received by the closing date.</li> <li>Recommendations for awards totalling £103,796 to 15 projects agreed by the lead Cabinet Member for Finance, with one exception pending further investigation.</li> <li>Two applicants were not able to accept awards (one project had already been undertaken, a second had costs provided by an another funding scheme).</li> <li>Further recommendations will be brought to the Grants Advisory Committee on 27th November meeting to make use of the unspent funding.</li> </ul>	Green

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C5) Support Parish Council and community group projects to reduce reliance on fossil fuels, move toward the zero-carbon target and help Double Nature through habitat enhancement, advisory support for community land acquisition, local green space designation and tree-planting	C5ii) Continue to strengthen the Zero Carbon Parish and Community Network through our programme of workshops, web-based resources and e-bulletins for community-based zero carbon and nature recovery initiatives (Quarter 4)	Bode Esan	Siobhan Mellon	<ul style="list-style-type: none"> <li>An 8-session online training programme for community action on climate change, funded through Round 1 of the Zero Carbon Community grant scheme and delivered by Cambridge Carbon Footprint, ran successfully from June to October.</li> <li>A series of monthly Zero Carbon Community networking events are due to start on 9th November with the first one during and on the subject of COP26.</li> <li>The planned EV charging points workshop has been put back to allow further development of SCDC plans for this area of work.</li> </ul>	Green
C6) Upgrade our stock of 1,800 streetlights to LED, which will reduce energy consumption and save Parish Councils money	C6i) Install energy saving LED fittings in all council owned streetlights (Quarter 4)	Bode Esan	Helen Taylor	<ul style="list-style-type: none"> <li>3 standard lights have works remaining (down from 20 at last quarter) relating to the initial footway lighting upgrade phase of the project.</li> <li>Costs and plans are currently being obtained and developed in relation to the upgrade of ornate lights.</li> <li>Discussions are taking place around plans to upgrade lights that are located on HRA land.</li> </ul>	Green
C7) Agree and deliver our strategy and actions needed to protect and improve the air quality of our district	C7i) Strategy and action plan revised (Quarter 1)	Bode Esan	Soraya Hashemi	<ul style="list-style-type: none"> <li>The strategy and action plan was presented to Climate and Environment Advisory Committee in September and actions have been agreed.</li> <li>The Strategy will now be submitted to the Lead Cabinet Member for Environmental Services and Licensing for approval.</li> </ul>	Amber
C7) Agree and deliver our strategy and actions needed to protect and improve the air quality of our district	C7ii) Air quality monitor in place to gather data at one new location (Quarter 1)	Bode Esan	Soraya Hashemi	<ul style="list-style-type: none"> <li>Completed. New air quality monitor deployed in Harston and data was reported to Climate and Environment Advisory Committee with a report now available on our website.</li> <li>Additional new monitors have also been recently deployed at school locations at Histon, Northstowe and Cambourne.</li> </ul>	Purple
C7) Agree and deliver our strategy and actions needed to protect and improve the air quality of our district	C7iii) Complete a review of how and where we monitor air quality (Quarter 2)	Bode Esan	Soraya Hashemi	<ul style="list-style-type: none"> <li>Complete.</li> <li>As a result of the review, additional monitoring equipment are currently being tendered for and we aim to have these fully installed and operational by end of December 2021.</li> </ul>	Purple
C8) Improve recycling and reduce waste at community events	C8i) Publish a resource toolkit for community groups and parish councils (Quarter 1)	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> <li>Waste prevention webpages have been updated, to reflect waste prevention initiative and campaign done in the first 6 months. Toolkit has been updated and will be published shortly on these pages.</li> </ul>	Amber
C8) Improve recycling and reduce waste at community events	C8ii) Equipment and information kit to minimise and separate recycling at community events available (Quarter 1)	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> <li>Community litter picking kits, for events or one-off clean ups have been popular in Quarter 2.</li> </ul>	Purple

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Appendix B - Business Plan Update Report (Being green to our core)

Action	Measure (and target timescale)	LT Owner	Lead Officer	Position at end of Q2	Q2 RAG
C9) Run an information campaign to help reduce the amount of food waste in the black bin	C9i) Continue with extended weekly separate food waste collection trial (Quarter 3)	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> <li>Phase 1 (the first 6 month trial) had participation rates of 59%, which is good for a food waste collection service.</li> <li>Phase 2 (the two months following Phase 1) had participation rates of 52%, which is typical for a food waste collection service.</li> <li>Phase 3, covering 5,000 additional households, is taking place in November.</li> <li>Throughout, the scheme has been used correctly (with no loads rejected by the composting contractor) and residents have indicated high satisfaction with the scheme (4.5 out of 5).</li> <li>Since April, 250 tonnes of food waste has been collected, or about 2.06kg per household each week (compared with typical performance of 1.4kg per household per week).</li> </ul>	Green
C9) Run an information campaign to help reduce the amount of food waste in the black bin	C9ii) Develop feasible plan for wider role out of separate food waste collection in line with Environment Bill and National Waste Strategy (Quarter 3)	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> <li>A decision is expected from DEFRA in relation to mandatory food waste collections in Q1 of next year.</li> <li>The separate food waste collection trial has been expanded as part of 'Phase 3', covering an additional 5,000 households, as detailed under C9i above. All trial phases will inform future plans to meet the requirements due to be set out by DEFRA in the coming months.</li> </ul>	Amber
C9) Run an information campaign to help reduce the amount of food waste in the black bin	C9iii) Undertake waste compositional analysis to identify food waste in bins (Quarter 4).	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> <li>A waste compositional analysis has been undertaken, and we now await the results. This will allow us to determine whether we achieved the 200 tonnes per month reduction of food waste in the black bin, as was targeted in the 2020-21 Business Plan.</li> </ul>	Green
C10) Reduce the amount of non-recyclable household waste collected	C10i) Waste prevention and reduction campaign.	Bode Esan	Rebecca Weymouth Wood	<ul style="list-style-type: none"> <li>A multi-pronged waste prevention and reduction campaign has been delivered: <ul style="list-style-type: none"> <li>'Plastic Free July' encouraged people to avoid using plastic for a month. This generated an average of 652 views (or impressions) and 12 interactions (including comments, likes, link clicks and shares) per post.</li> <li>'Remember Your Reusables' focussed on reducing use of single use plastic through use of reusable items instead. This generated an average of 824 impressions and 13 engagements per post.</li> <li>'Refill Revolution' included posts showcasing local businesses that are providing zero-waste or refill shopping opportunities to our residents. These posts were very popular with an average of 1,493 impressions and 35 interactions per post.</li> <li>The Washable Nappy Discount Scheme allows residents to apply for a code which will give them a 15% discount off the cost of washable nappies or wipes from selected retailers. 83 applications have been received to date across the shared service area.</li> </ul> </li> </ul>	Green

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## Appendix B - Business Plan Update Report (A modern and Caring Council)

Action	Measure (and target timescale)	LT Owner	Lead Officer	Position at end of Q2	Q2 RAG
D1) Make sure that the Council is structured and appropriately resourced to deliver the ambitions of our communities	D1i) Complete 3 service reviews as part of a plan to complete reviews of all services by 2023 (Quarter 4)	Jeff Mambery	Phil Bird	<ul style="list-style-type: none"> <li>The Revenues &amp; Benefits service review will be complete by end Q3.</li> <li>The Planning service review is scheduled to be complete by Q2 2023.</li> <li>The HR service review will commence in Oct 21 with end date to be agreed.</li> </ul>	Green
D1) Make sure that the Council is structured and appropriately resourced to deliver the ambitions of our communities	D1ii) Review employment policies relating to recruitment and retention (Quarter 3)	Jeff Mambery	Lindsey Smith	<ul style="list-style-type: none"> <li>We are reviewing our recruitment policy and feeding into the transformation programme to ensure all aspects of the Council are appropriately structured and resourced</li> <li>We are also introducing a new recruitment module as part of the new HR/Payroll system.</li> </ul>	Green
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice	D2i) Complete and analyse an annual staff satisfaction survey and review our benefits package (Quarter 4)	Jeff Mambery	Lindsey Smith	<ul style="list-style-type: none"> <li>A staff survey will be undertaken in the 2022-2023 financial year following the completion of a piece of work to introduce and adopt a series of Team Charters across the organisation</li> </ul>	Amber
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice	D2ii) Increase the number of job applications from people from under-represented groups from 2019-20 levels (Quarter 4)	Jeff Mambery	Lindsey Smith	<ul style="list-style-type: none"> <li>Working to obtain this data from the new HR System.</li> </ul>	Grey
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice	D2iii) Achieve Level 2 of the Disability confident standard (Quarter 4)	Jeff Mambery	Lindsey Smith	<ul style="list-style-type: none"> <li>Complete.</li> </ul>	Purple
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice	D2iv) Review Apprenticeship Strategy for existing staff and new staff to include under-represented groups and care leavers (Quarter 2)	Jeff Mambery	Donya Taylor	<ul style="list-style-type: none"> <li>The Apprenticeship Strategy has been updated and circulated. This will be progressed further in late October once following review and comment from Leadership Team.</li> </ul>	Amber
D3) Generate income through delivering the Council's investment strategy	D3i) Income from investments and other commercial activity to be at least 25% of our Taxation and Central Government Grant income by 2023/24.	Peter Maddock	Adele Gritten	<ul style="list-style-type: none"> <li>We are on target to achieve the target by 2023/24.</li> </ul>	Green
D4) Make it easier for customers to access and carry out transactions online	D4i) Make an additional 10 services available for customers to self-serve online (Quarter 3)	Jeff Mambery	Esther Pickard	<ul style="list-style-type: none"> <li>9 eforms have been created in Q2, meaning 24 have been produced this year - with a total of 2,752 submissions received across all 24, including: <ul style="list-style-type: none"> <li>'Apply for a restart grant' (688 submissions)</li> <li>'Council Tax contact us' (1049 submissions)</li> <li>'Book an appointment' (199 submissions)</li> <li>'Book a stall at our Christmas Market' (106 submissions).</li> </ul> </li> </ul>	Purple
D4) Make it easier for customers to access and carry out transactions online	D4ii) Provide a portal for businesses to access SCDC online services (Quarter 3)	Jeff Mambery	Adele Gritten	<ul style="list-style-type: none"> <li>A Customer Relationship Management System is due to be completed in Q3 of 2022-23 (see action A1ii), and this will subsequently be linked to a online portal for South Cambs businesses.</li> <li>In the meantime the Business Support Team are working to develop a range of e-forms on an ongoing basis, to allow businesses to access and submit requests for services online. For example, all business grant applications are can be accessed and submitted digitally.</li> </ul>	Amber

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## Appendix B - Business Plan Update Report (A modern and Caring Council)

Action	Measure (and target timescale)	LT Owner	Lead Officer	Position at end of Q2	Q2 RAG
D5) Council and committee meetings will be run paper-free wherever possible	D5i) Councillors to be provided with an option for paper-free Council and committee meetings (Quarter 2)	Jeff Mambery	Rebecca Dobson, Aaron Clarke	<ul style="list-style-type: none"> <li>• 3C ICT are currently working on a solution to deliver the technical fixes required to get the paperless Mod.Gov system working with Members' ICT to allow them to access electronic documentation on any device as Officers do.</li> <li>• Cabinet (and approximately 5 other Members) are operating fully paperless at this point in time. We now need to wait for Civica ModernGov to implement a new form of authentication between themselves and 3C ICT back-end services to fix our issues, this is estimated for the end of 2021.</li> <li>• We continue to encourage councillors to move paperless in the meantime, but this currently requires a fairly high level of technical support.</li> </ul>	Amber
D6) Work with communities to tackle issues that are affecting them locally	D6i) Create a resourced Council support package to help communities identify the issues they want to address and how they could do it (Quarter 1)	Jeff Mambery	Gareth Bell	<ul style="list-style-type: none"> <li>• A Community-led Planning Toolkit is currently being updated for parishes who wish to undertake a survey of their residents, develop an action plan and lead their own projects on themes such as sustainability, health and well-being, loneliness and isolation.</li> <li>• An initial 12 communities are already actively being supported for projects they are running and then further publicity to other parishes will follow to ensure appropriate support and signposting can be provided.</li> </ul>	Amber
D6) Work with communities to tackle issues that are affecting them locally	D6ii) Co-create and agree flood plans with communities in the 13 most impacted areas of the district to help minimise the impact in future (Quarter 2)	Jeff Mambery	Gareth Bell	<ul style="list-style-type: none"> <li>• All 13 communities have been fully engaged in a bid to create flood plans for all.</li> <li>• An assessment is being carried out with communities who have not completed their plans as yet. Support is being offered to help complete these.</li> <li>• Work is being completed to ensure the complete plans are fully linked through to emergency planning response so better support can be offered in the future.</li> <li>• Two very small villages have opted against a community flood plan after giving it full consideration.</li> </ul>	Green
D6) Work with communities to tackle issues that are affecting them locally	D6iii) Support 150 new clients through the housing department's visiting support service (Quarter 4)	Peter Campbell	Heather Wood and Sue Carter	<ul style="list-style-type: none"> <li>• The number of referrals for the visiting support service so far since 1st April is 111.</li> </ul>	Green
D6) Work with communities to tackle issues that are affecting them locally	D6iv) Provide the lifeline service to 100 new users (Quarter 4)	Peter Campbell	Sue Carter	<ul style="list-style-type: none"> <li>• Lifeline service has been provided to 48 new users since April 2021.</li> </ul>	Green
D6) Work with communities to tackle issues that are affecting them locally	D6v) To spend £500,000 in total in the form of disabled facilities grant and repairs grant to allow people to live independently and safely in their homes (Quarter 4)	Peter Campbell	Julie Fletcher	<ul style="list-style-type: none"> <li>• £730,000 capital funding received from the County Council through the Better Care Fund. £246,909 currently spent to the end of Q2, with a further £341,956 committed and a healthy pipeline of potential works.</li> </ul>	Green
D6) Work with communities to tackle issues that are affecting them locally	D6vi) Prevent homelessness for at least 50% of the people who approach us who are at risk of becoming homeless throughout the year	Peter Campbell	Heather Wood & Sue Carter	<ul style="list-style-type: none"> <li>• Q1 figure for homeless prevention is 60.8% success rate - the highest we have seen.</li> <li>• Q2 figure will be available in mid-November.</li> </ul>	Green

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Action	Measure (and target timescale)	LT Owner	Lead Officer	Position at end of Q2	Q2 RAG
D6) Work with communities to tackle issues that are affecting them locally	D6vii) Continue the proactive working relationship with the job centre in delivering mentoring circles plus upskilling and cross training initiatives throughout the year	Jeff Membery	Adele Gritten & Chloe whitehead	<ul style="list-style-type: none"><li>• Ongoing partnerships have been deleveloped with youth and skills provider, 'Form the Future'.</li><li>• We are active participants of the evolving combined authority skills and training strategy.</li></ul>	Green
D7) Ensuring that our homes are safe places for our tenants and their families.	D7i) 100% compliance with landlord safety checks to council housing including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests	Peter Campbell	Geoff Clark (to transfer to Eddie Spicer for Q3)	<ul style="list-style-type: none"><li>• 2 properties at the end of Q2 were overdue for gas servicing. One tenant had recently been admitted to hospital and we are working with the team to gain access. The second property was due to a missed appointment and we are working with the tenant to re-book.</li><li>• All yearly fire risk assessments are up to date and we are undertaking remedial work where necessary.</li><li>• Legionella managed plans are up to date and remedial works have been completed.</li><li>• Electrical testing - we are working towards 100% compliance, some work has been held up due to difficulties with gaining access as a result of Covid.</li></ul>	Green

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