

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

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 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) Implement a Customer Relationship Management system to improve our engagement with, and services for, local businesses (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> We are currently engaging with suppliers and exploring options for delivery, including the identification of project resource. 	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.	A1ii) Expand our Visit South Cambridgeshire brand alongside wider collaboration with Cambridgeshire and Peterborough partners, to support local businesses. (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> Work is being undertaken with colleagues in Cambridge City to see how we can work together to cover the Greater Cambridge area. There have now been 6,100 unique users since launch in Sept 2021, with over 29,000 page impressions. Phase 2 work to further develop the website is continuing. This includes template creation for walks and investigating the use of accompanying audio. We are also going to launch a 'Visit South Cambridgeshire' newsletter. We are looking into advertising space and category-led tenancy spots, to progress potential website monetisation. We have seen a huge increase in 'what's on' listings from Spring onwards. This is due to proactive engagement, social media posts and the Spring marketing campaign to create awareness. A similar campaign has been booked for Summer. 	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.	A1iii) Deliver at least 8 Sector specific events/webinars/support initiatives as part of an ongoing engagement programme (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> Two webinars have so far taken place this year. These were 'how to tender for council contracts' in April and 'how to attract and retain the best people for your jobs' in June. 'How to tender for council contracts' is also being held in July. A series of in-person roadshows around the district, plus other webinars are being discussed. 	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.	A1iv) Implement a new and improved policy to support the street trading sector across South Cambridgeshire. This policy will ensure high levels of safety compliance and enable the sector to thrive through the introduction of flexible trading models. (implementation by March 2023)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The new street trading policy has now rolled out successfully (as of April 2022), and there has been a positive uptake in street trading licences. The licensing team is now ensuring, with the help of other internal partners (e.g. Environmental Health) that all street trading operators are identified and licensed appropriately. 	Purple

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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.	A1v) Support the private hire and hackney carriage sector through an updated and improved taxi strategy and policy. These policy measures will contribute to the overall green agenda and support the taxi trade through this transition. Public safety measures will also be progressed including the advancement of taxi CCTV provisions. (Implementation over 2022 - 2023 and ongoing)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The policy to require new vehicles to be either ultra-low or zero-emission vehicles by 2023 is still on track. Good progress has been made in advancing the policy requirements of installing CCTV into taxis. Legal justification to ensure such a policy is proportionate has been established and an appropriate CCTV specification is being finalised, Procurement procedures have also been clarified. The finalised policy for CCTV is planned to go to full cabinet in September 2022. 	Green
A2) Develop a District specific skills and training package to ensure career enhancement, and that re-skilling and up-skilling opportunities for residents and business are widely known and accessed. Adjusting the skills and training agenda to mitigate the impact of covid on the local workforce.	A2i) Create an SCDC specific operational/ implementation plan based on the Nov 2021 refreshed CPCA Employment and Skill Strategy (Quarter 1)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The SCDC Employment and Skills specific operational plan has been created and a number of the actions are already in progress. These include: <ul style="list-style-type: none"> - engaging with work experience and mentoring programmes with schools in the district. - encouraging engagement in careers events by local employers. - continuation of the SCDC apprenticeship scheme We are in the process of determining additional initiatives to take forward, and it is hoped that some of these will be delivered in Q2. 	Purple
A2) Develop a District specific skills and training package to ensure career enhancement, and that re-skilling and up-skilling opportunities for residents and business are widely known and accessed. Adjusting the skills and training agenda to mitigate the impact of covid on the local workforce.	A2ii) Develop a formal engagement programme with local schools and employers (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> Initial meetings have taken place between HR and the Business Support Team with further work planned over Q2 to engage with local schools and employers. The status for this action is shown as 'amber' as completion is likely to run beyond the end of Q2 timescale, and into Q3. 	Amber
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 (COO)	<ul style="list-style-type: none"> Two webinars have so far taken place this year. These were 'how to tender for council contracts' in April and 'how to attract and retain the best people for your jobs' in June. 'How to tender for council contracts' is also being held in July. A series of in-person roadshows around the district, plus other webinars are being discussed. 	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 (COO)	<ul style="list-style-type: none"> • Business engagement continues to be high priority and we are on target to exceed the target within this measure through a range of activities, including: <ul style="list-style-type: none"> - Signposting incoming enquiries to the best resource(s) available - Helping SMEs and independent traders to encourage the set up/development of new markets in our communities. - Hosting a series of webinars aimed at supporting employers with recruitment (in partnership with Working with Cambridge and South Cambridgeshire Chambers of Commerce). - Supporting applications for Covid Additional Relief scheme (CARF) - Engaging with our Farmers/agricultural sector to investigate carbon net zero opportunities - Engaging with 30 businesses who were in receipt of the Covid 19 Business Growth Grant as a follow up on funds disbursement and general check-in with businesses that received the fund. 	Green
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) Complete a feasibility study looking at how South Cambs Hall could be used to provide workspace for businesses, including start-ups (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • A feasibility study has been completed presenting a range of usage options for the building, including the provision of workspace for small businesses. • Work will take place in the 2022-23 financial year to build on this study, including for the provision of workspace for businesses and start ups. 	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.	A3iv) Provide a new space for growing small businesses or shared workspace for start-ups or micro businesses (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • A team is now in place to work on the project for utilising South Cambs Hall. • In addition, our Business Support Team are undertaking work and seeking opportunities to support businesses to successfully find suitable premises in South Cambridgeshire, for example by compiling a list of empty premises on our High Streets and working with businesses seeking to diversify into the provision of premises for start ups etc. 	Green
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.	A3v) Establish an up-to-date list of Business Premises for start-ups (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • This measure has been completed and we now have a database of business premises in South Cambs. • The information within this list is being used to support local businesses with identification of premises so they can launch, scale or grow. • We continue to update this database going forward. 	Purple

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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.	A3vi) Appraise our own commercial inventory (including South Cambs Hall) and investigate meanwhile/partial let use for start-ups during void periods and/or designate space specifically for this purpose (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • Please see update for action A3iv) in relation to the provision of small business space at South Cambs Hall. • New lease negotiation is also underway at our commercial property at 270 Cambridge Science Park. 	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4i) 500 additional jobs created on Enterprise Zones by end of 2024/25 financial year	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • This is a longer term target to be achieved by end of 24/25 financial year. • A decision relating to the completion of further due diligence, plus further stakeholder engagement with businesses over the coming year, is due at Full Council on 21/07/22. 	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4ii) Submit the planning application for the Northstowe Enterprise Zone (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • Please see the above update in relation to A4iii. An Amber status has been allocated to reflect the impact of additional due diligence work on timescales. 	Amber
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4iii) Complete the strategy for Northstowe Enterprise Zone and begin actively promoting the site to secure new businesses locating there (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • Funding has been received from the Department of Levelling Up, Housing and Communities for the promotion of the employment zone. • A supplier has now been procured for the creation of a promotional website platform and work is underway in line with a launch date of 8 September 2022. 	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4iv) Business Team to engage businesses for the Enterprise Zones (Quarter 1)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • A supplier has now been procured and work is underway to create the promotional website platform, content and online surveys in line with a launch date of 8 September 2022. 	Amber

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A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4v) Alongside DTI and other colleagues, develop ongoing sector specific narratives to attract, grow and retain high growth sectors in our area (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • Work ongoing by the Business Development Team to continue to build relationships and engage with businesses in our local area. • Site specific work is underway at both Northstowe and Cambourne Enterprise Zones. • Business Support Officers have been key in championing The Growth Fund and have so far allocated £1,377,500 to support and grow businesses in our district with recipients finding premises in the region, implementing green measures, expanding and creating new jobs. 	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4vi) Increase rates for recycling and food waste collections for new start-ups and new SMEs within the District (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • The Commercial Waste Service currently has a 36% recycling rate, this includes dry recycling and food waste. 2019/20 was at 26% so there has been a much improved rate. 	Green
A5) Continue to deliver on our Investment Strategy to ensure positive local Economic Development and growth outcomes	A5i) Review our approach to identify new Green Investment opportunities (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • The approach to Green Investment opportunities is being reviewed within the context of the overall review of SCDC's Investment Strategy following changes to PWLB borrowing. However, in the meantime, business cases are being scoped to invest in solar and heat pumps for commercial premises to support local businesses to decarbonise. 	Green
A5) Continue to deliver on our Investment Strategy to ensure positive local Economic Development and growth outcomes	A5ii) Undertake a market review to inform the development of plot 4010 at Cambourne (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • Cambourne Demand and Needs Assessment was undertaken for plot 4010 in Feb 22 and we continue to explore our options on plot 4010 in line with evolving business park development. 	Green

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

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 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) (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> We currently have 67 new homes due to be delivered throughout the 22-23 financial year, meaning that we are on target to achieve the target of 60 homes delivered this year. During Quarter 2, 10 affordable rent and 5 shared ownership homes are due to be delivered at sites in Waterbeach and Meldreth. 	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 (Director of GCSPS)	<ul style="list-style-type: none"> A report was presented to Cabinet on 12/07/22 presenting the results of the Greater Cambridge Local Plan First Proposals consultation that took place in November to December 2021. More information about the Local Plan is available at www.greatercambridgeplanning.org/emerging-plans-and-guidance/greater-cambridge-local-plan/ 	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 (Director of GCSPS)	<ul style="list-style-type: none"> The North East Cambridge Area Action Plan (NECAAP) has been published in its 'Proposed Submission' form. This is essentially a final draft that SCDC and Cambridge City Councils propose to adopt. Prior to formal public consultation the Councils have paused the process for the relocation of the Cambridge Waste Water Treatment Plant, which will enable this new district to come forward. Therefore we currently expect that the consultation period on the Proposed Submission for the NECAAP will take place around 2024. More information about the NECAAP is available at www.greatercambridgeplanning.org/emerging-plans-and-guidance/north-east-cambridge-area-action-plan/ 	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.	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, North-East Cambridge and Bourn Airfield and Cambourne (Quarter 4)	Jeff Membrey (Head of Transformation)	<ul style="list-style-type: none"> 19 forums were successfully held last year, supporting good local engagement. Community forums were held for all forum locations in January/February and June/July 2022. Dates now mapped for forums for the next 12 months to help people plan for diaries. 	Green
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	B4i) Produce an Asset Management Plan (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> The Asset Management Plan was approved at Feb Cabinet and an Action Plan has been prepared based on its key points. This is now implemented and will continue to develop over the next 3 years. A number of the actions have already been started and some are coming to completion. This will provide good direction and a robust basis for the future of our housing stock. 	Purple

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

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	B4ii) Commission a Stock Condition Survey including an audit of energy efficiency of existing housing stock relative to zero carbon target (Quarter 2)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> We are currently in the process of scoping and specifying the tender requirements for the Stock Condition Surveys, with an intended start date late-2022 and completion during 2023. It is important to obtain a service that will provide the best value-for-money and to effectively inform our investment plan for the long-term future of our housing stock. We are working on a large piece of work, using EPC data and assessments of our lowest-performing properties to target these properties for improvements as early as possible. 	Amber
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	B4iii) Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> This is an important work program, particularly due to increases in fuel costs and the fast-paced movement of technologies. A blanket approach to installing renewable technology or energy-efficient measures is no longer viable and a detailed review of options is underway with priorities placed on reducing carbon emissions but also preventing fuel poverty. We are installing solar PV systems on 60 properties and adding insulation to about 100 properties during Q4/Q1, while the longer-term plan is being prepared and due in Q2 22/23. We will continue to carry out improvements on our properties as they become vacant, engage with appropriate funding streams that become available and assess suitable properties to benefit from this. This will all feed into the continuing improvements plan for the stock and is in part reliant on the completion of the above stock condition survey to allow for a measured and efficient approach to creating the medium to long term plan. 	Green
B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5i) Complete local engagement to understand what the community wants in the new community centre (Quarter 2)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> Further community engagement at the Northstowe Forum is planned for 26th July, plus the launch of a Digital Platform on 8 September (to avoid school holidays). This website will allow residents to view designs and input their aspirations for the local centre and community centre, both sited on the same plot of land. Once approval is received from full Council we will be in a position to move forward with work towards submission of a planning pre-application for the community centre. This will enable us to move at pace to deliver this much needed community facility. 	Amber
B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5ii) Submit planning application for the Community Centre (Quarter 2)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> The decision regarding the location of the community centre and the extra funding required to bring this development forward is going to full Council on 21st July 2022. Once a governance steer has been received a planning pre-application will be submitted for the community centre. 	Green

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B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5iii) Submit planning application for new Civic Hub (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none">Discussions are ongoing to agree the blueprint for the Civic Hub with all key stakeholders, once agreed, wider consultation will take place.SCDC have appointed project management consultants to drive the project through next phases (design, planning, construction) in line with agreed principles.Submission of planning application to take place Q3/Q4 2022-23.	Green

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

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1i) identify and deliver further opportunities to reduce carbon emissions from our estate and operations	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The Council's Greenhouse Gas emissions accounts for 2021-22 shows a 22% reduction in net emissions in 2021-22 relative to the 2018-19 baseline, indicating good progress towards the target of a 45% reduction by 2025-26. Further reductions are in progress, including the development of on-site generation of renewable electricity to power additional electric refuse vehicles to be purchased in due course. Trials are ongoing regarding substitution of fossil fuel diesel with HVO (hydrotreated vegetable oil), a fuel certified low carbon because it is produced from renewable feedstock. If substituted at sufficient scale this would result in the emissions reductions required for the adopted target. 	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1ii) review community rooms and other small sites to identify and deliver opportunities for carbon reduction (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> 10 remote heating monitors and controls have been fitted in communal rooms. Plans to install a further 15 are ongoing. A recent heating upgrade at Elm Court Sheltered Housing Scheme, Over, has shown encouraging savings, with Nov 2021 gas consumption 5000kwh less than for Nov 2020. This equates to approximately £2000 per year if taken as an average We have received a business case proposal for the installation of green energy measures at Elm Court and will present this for approval and funding over the next month or so. This project will be restarted in Q2 with the Communal rooms being assessed and proposals made for efficiency measures. Further measures are being explored for flat blocks and communal buildings. There are some possible external funding options being explored for this element also. 	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1iii) develop planning policies consistent with zero carbon by 2050 for adoption in the Greater Cambridge Local Plan, in partnership with Cambridge City Council (Quarter 4)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> 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. A full draft plan will be developed during 2022/23 with further consultation in 2023. 	Green

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C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1iv) identify and deliver opportunities to invest in publicly accessible electric vehicle charge points in priority locations in the district, working with partners - pilot installations of fast EV Chargers at Sheltered Housing Schemes for public use, and install one rapid charger for public use (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • There is good progress to date with several potential sites having been identified. An outline strategy is currently being developed. 	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1v) continue to pursue opportunities to invest in green energy schemes (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • Review of overall climate and environment programme will highlight key areas of focus and likely identify investment opportunity areas. BioRegional report being reviewed Q2. • A Member workshop has also been completed to identify focus areas. 	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1vi) Develop carbon reduction targets as part of the Asset Management Strategy (Quarter 3)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • Focus has been on 270 Cambridge Science Park to maximise opportunities at the time of renovation. • The Asset Management Strategy for all commercial properties has been drafted by Managing Agents and will be reviewed in Q2 in order to ensure decarbonisation is maximised and programmed so that, subject to tenant approvals/business case approvals, works can be scheduled. 	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2i) 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 (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> • Our programme of formal estate inspections for this financial year has commenced and we are looking for opportunities in consultation with tenant reps/local residents and Parish Council's to plant more tree's and wildflower area's, on our Housing Revenue Account (HRA) Land. • We are waiting to hear the outcome of our bid that was put forward in conjunction with the County Council to the Local Authority Treescape Fund to procure some tree's and provide after care support. • Discussions are taking place with our Grounds Maintenance contractor regarding changing the frequency of grass cuts, allowing some area's to grow for a period of time, along with a proposal around "No Mow May" for the next financial year. • Land held for allotment space is currently being reviewed. 	Green

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C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ii) 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 (Biodiversity SPD Quarter 3)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> The Greater Cambridge Local Plan 'First Proposals' document was 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. Project planning is underway to identify the tasks needed to develop these into full policies for the draft plan consultation. The Biodiversity Supplementary Planning Document (SPD) was adopted by both Councils in February 2022. 	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2iii) work with partners to develop landscape-scale habitat creation projects (Quarter 4)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> In partnership with Natural Cambridgeshire and Natural England, 14 strategic green infrastructure initiatives have been identified and published alongside the First Proposals Local Plan. Project planning is underway to identify the tasks needed to refine the initiatives and identify deliverable projects supporting them. 	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2iv) Deliver '6 Free Trees' initiative to increase the amount of tree cover of parish council land, enhancing biodiversity and carbon capture (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> Preparations for a third round of this popular scheme will start in the autumn with trees available in time for the winter planting season. 	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 2)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> LED Lighting, new heating system and new fire alarm systems have been installed. Further investigation required regarding issues to the resurfacing of the car park. This delays the reopening of the car park and the connection of the solar panels. Expected completion remains Q2 22/23. 	Green
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)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> These benefits will be realised post project completion (see C3i). 	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 (Head of Climate and Environment)	<ul style="list-style-type: none"> These benefits will be realised post project completion (see C3i). 	Green

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

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
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 (COO)	• A key part of the Asset Management Strategy (referred to at C1vi) will be to assess all commercial properties to understand the baseline and opportunities for decarbonisation.	Green
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4i) Define and implement required improvements at the depot to prepare for further electric refuse collection vehicle (eRCV) charging (Quarter 4)	Bode Esan (Head of Climate and Environment)	• Investment Grade Proposal Phase 1 completed. This includes an outline business case which is indicating that the proposed local grid scheme is outperforming a grid connection, making this the only option both financially and from a carbon perspective.	Green
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4ii) Procure up to 3 eRCVs to replace diesel version (Quarter 4)	Bode Esan (Head of Climate and Environment)	• The service has now received the 2nd eRCV and it is already in service across the two authorities, with the 3rd eRCV due in August/September.	Green
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4iii) Develop outline business case for on-site solar PV energy generation with partners to aid the charging of vehicles (Quarter 4)	Bode Esan (Head of Climate and Environment)	• Investment Grade Proposal Phase 1 completed. This includes an outline business case which is indicating that the proposed local grid scheme is outperforming a grid connection, making this the only option both financially and from a carbon perspective.	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 fourth round of funding through our Zero Carbon Communities grant scheme, awarding grants totalling £100,000 to community-based projects (Quarter 4)	Bode Esan (Head of Climate and Environment)	• Work has continued through the county-wide Cambridgeshire Energy Retrofit Partnership to deliver government-funded energy efficiency improvements to eligible properties (those with below average household income and EPC rating <D) and to set up a wider energy efficiency initiative ('Action on Energy Cambridgeshire') to be launched in the autumn. This, as well as delivering future work funded by government schemes, will also provide a local authority endorsed route to improvements for self-funding households who fail to meet eligibility criteria for funded schemes.	Green

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Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
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 - at least 6 workshops to be delivered)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The Zero Carbon Communities network has continued to build. Green Connect online networking sessions have been held on cutting carbon emissions from community buildings, how to engage with wider audiences around the climate emergency and the Council's plans around the climate and ecological emergencies in the coming years. The Climate Emergency and Nature Section of the SCDC website has been improved and reorganised to make the guidance in it easier to access. 	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 remainder of council owned streetlights (ornate lights) to bring them in line with standard lights already upgraded (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The remainder of outstanding works are planned for July. The tender for ornate lights, second phase of the project, is currently under development. 	Green
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7i) Submit annual statutory reporting to DEFRA on-time; monitor air quality in at least 6 targeted areas utilising portable equipment; compile report following each monitoring period and publish this on the council's website (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The Annual Status Report has been drafted and is currently with the Public Health Manager at County Council to review. It will then be submitted to DEFRA. We continue to monitor air quality in targeted areas with portable equipment with the reports published on the council's website. The latest portable monitor will be relocating from Histon Primary School to Milton Primary School in Q2. 	Green
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7ii) Provide required technical inputs to consultations on major developments to ensure good air quality is experienced (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> We continue to provide technical inputs to consultations on major developments to ensure good air quality is experienced. 	Green
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7iii) Subject to air quality monitoring results, explore the feasibility of creating a Public Space Protection Order (PSPO) specifically targeting idling vehicles (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The portable monitors are being installed around schools to create a dataset prior to considering whether a Public Space Protection Order is feasible. Discussions are taking place around timescales to progress this idea further. We are working on the breakdown into Q1, Q2, Q3 and Q4 progress which may make progress easier to report in future reports. 	Green

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

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
C8) Improve recycling and reduce waste at community events.	C8i) Provide equipment and information kit to minimise waste and separate recycling at community events - at least 12 kits to be issued (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • A Guide for minimising waste and separating recycling has been advertised on the website and was also included in the South Cambs Magazine. • In addition the service has already provided equipment to 20 parishes for litter picking events in Q1. 	Green
C9) Review of service and development of a plan to address the outcomes of the New Environment Bill, to include: Food waste service, Impact of the Bill on dry recycling, Working with RECAP on a shared county-wide approach to implementation.	C9i) Review impact and outcomes of existing food waste collection trial and determine future of the scheme including budget requirements. (Quarter 3)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • Waste analysis results suggests that separate food waste collections does increase food waste capture. • Resident survey results from phase 3 show that two thirds of residents are able to recycle more food waste (68%) and 62% believe they have more room in their green bin. • Budget requirements are currently being investigated. 	Green
C9) Review of service and development of a plan to address the outcomes of the New Environment Bill, to include: Food waste service, Impact of the Bill on dry recycling, Working with RECAP on a shared county-wide approach to implementation.	C9ii) Develop feasibility plan for the wider role out of separate food waste collection in line with the Environment Bill and National Waste Strategy (Quarter 3)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • We are currently waiting for guidance from DEFRA in relation to mandatory food waste collections. 	Green
C10) Reduce the amount of non-recyclable household waste collected.	C10i) Develop campaigns to improve recycling based on the outcomes of the waste composition analyses (Quarter 3) to achieve key targets: monthly average of 17.08kg dry recycling per household; monthly average of 34.17kg of residual waste or below per household; monthly 6% or below rate of rejection from the recycling materials processed at the Materials Recycling Facility	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • A Circular Resource Strategy has been developed detailing the campaigns that will be implemented this year. Great emphasis has been placed on the waste hierarchy and fostering a circular economy, in addition to improving the quality of recycling collected. • A new process for monitoring and measuring the outcomes of this work is in development, to include regular feedback on indicators relating to waste prevention. 	Green
C11) Run a pro-recycling & food waste promotional campaign aimed at businesses in the area throughout 2022/23	C11i) Reporting of all sites (existing and new) that take up recycling / food bins & note our increased volumes / tonnes collected with associated savings. (On-going/Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • Work is ongoing regarding the reporting of this measure, the Q1 report will be available and reported on in Q2. 	Green

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Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
C12) Take action to minimize fly tipping.	C12i) Install trial cameras at 6 locations and monitor numbers of visits required at those sites to establish a baseline (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none">• 5 out of 6 cameras have been installed 3-6 weeks ago with accompanying signs, one was damaged whilst installing, at the following locations: Long Drove (Waterbeach), Iram Drove (Willingham), Meadow Road (Willingham), Beach Road (Cottenham), Washpit lane (Girton).• Three areas with cameras have been very effective and have reduced the amounts of fly tip drastically. However, the camera and signs have not been as affective as hoped at Meadow Road, Willingham.• Working to identify if fly tipping is taking place elsewhere due to these measures.	Green
C12) Take action to minimize fly tipping.	C12ii) Deliver targeted educational campaign in the area about fly tipping and increase awareness of responsible methods for disposal. To include the delivery of at least 12,000 leaflets (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none">• Leaflets have started to be delivered to Parishes and it is expected that all the 12,000 leaflets will be delivered within the year.	Green

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Appendix B - Business Plan Progress Report (A Modern and caring Council)

Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 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 Membery (Head of Transformation)	<ul style="list-style-type: none"> Planning service review is scheduled for completion by Q2 2023. HR Service Review paused, scoping of Finance Service Review underway. Corporate Admin Review is underway. 	Amber
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 Membery (Head of Transformation)	<ul style="list-style-type: none"> The recruitment module on Itrent (HR system) is in the testing stage and a soft launch has been done with some internal adverts. On completion of testing this will be rolled out across the organisation. The Recruitment and Selection Policy will be updated accordingly to account for the approaches included within the new system. 	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 a staff satisfaction survey (Quarter 3)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> Initial meetings have been held with external provider in regards to a staff health and well-being survey and further work is to be completed in regards to procuring this. It is expected that the survey will be launched during Q3. 	Green
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice.	D2ii) Introduce hybrid working arrangements further increasing our attractiveness as an employer (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> The hybrid working policy has been agreed by Cabinet and Unions, and work to put it into effect is being completed in Q2 . 	Green
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice.	D2iii) Introduce a modular management skills program for middle managers (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> The procurement process for this is ongoing, and we are expecting a start date for the programme to be towards the end of Q2. 	Green
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 (Head of Finance)	<ul style="list-style-type: none"> We are on target to achieve the target by 2023/24. 	Green
D4) Make it easier for customers to access and carry out transactions online.	D4i) Make a further 12 services available for customers to self-serve online (Quarter 3)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> The project has been launched with 12 processes having been identified and approved. Work has commenced and a high level time line and prioritisation is being identified. 	Green

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Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
D4) Make it easier for customers to access and carry out transactions online.	D4ii) Provide an integrated portal for businesses to access SCDC online services (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> Engaging with suppliers and exploring options for delivery, including identification of project resource. 	Amber
D5) Council and committee meetings will be run paper-free wherever possible.	D5i) Councillors to be provided with increased access to Teams and Office 365 enabling file sharing and collaboration. (Quarter 1)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> 30 laptops were purchased for councillors, the majority of which have now been rolled out and assigned to councillors. Further laptops are likely to be purchased due to the use of older models to meet demand. A further project with 3C ICT to enable file sharing and collaboration is ongoing. 	Amber
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6i) Use the Council's Community Led Plan toolkit to support local communities identify, plan and address the issues they identify in their communities (Quarter 4)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> A toolkit and support package to allow Community-led Plans to be carried out is now available. This has been launched to all communities in South Cambridgeshire to allow them to lead, and be supported where necessary, on their own projects on themes such as sustainability, health and well-being, loneliness and isolation. The support package includes regular workshops, grant advice and signposting to relevant services. A £50,000 Community-led Plan grant fund has also been set up and available to support work by parish and town councils. Ongoing support will continue to be provided to parish and town councils to help them develop their individual plans. 	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6ii) Support 150 new clients through the housing department's visiting support service (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> The number of referrals the Visiting Support team took on in Q1 is 73, and in the same period signed off 49 clients. The service is currently supporting 107 clients, and for the first time in 10 years, has a waiting list. 	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6iii) Provide the lifeline service to 100 new users during the year (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> The Life Line service took on 33 new customers in Q1. However, in the same period 40 customers cancelled the service (largely due to a contract issue with the Call Centre handler which is being addressed). The overall impact is a net loss of 7 customers during the period. (In previous years the net/loss gain has not been taken into account when measuring performance). The ongoing issue with the third party call handler and the impact on service numbers remains a cause for concern, although an improvement plan is in place. 	Green

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Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6iv) 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 (Head of Housing)	<ul style="list-style-type: none"> Current spend £54,112, with a further £397,761 committed works to date. 	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6v) Prevent homelessness for at least 50% of the people who approach us who are at risk of becoming homeless throughout the year, and offer support to those who are homeless (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> These figures become available one quarter in arrears. As such Q1's result will be reported within the Q2 report. In Q4 we prevented homelessness for 59% of the people who approached us who were at risk of becoming homeless. This figure has remained above the 50% target throughout the year. 	Grey
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6vi) Continue the proactive working relationship with the job centre in delivering mentoring circles plus upskilling and cross training initiatives throughout the year (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> We continue to explore cross-training and development opportunities and have launched our new Performance Development Policy to support this. 	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6vii) To complete a survey of all council tenants to better understand their priorities and to be able to compare satisfaction with other organisations (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> Survey undertaken in May and report currently being drafted following analysis. Looking to undertake a presentation of the findings for both tenant reps, Members and officers during July/August. 	Purple
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6viii) Adopt an Empty Homes Strategy (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> Draft Empty Homes Strategy approved by Cabinet December 2021 to go out to wider consultation. Consultation now complete, Strategy, with minor amendments to be approved by the Lead Member for Housing. 	Amber
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6ix) To work with partners to produce an agreed cultural strategy and action plan for South Cambs (Quarter 3)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> Data collection and discussions with partners around cultural infrastructure have started to help inform the production of the strategy. 	Green

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Action	Measure (and target timescale)	LT Owner	Position at end Q1	Q1 RAG*
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 (Head of Housing)	<ul style="list-style-type: none"> • We are currently 100% compliant on Gas safety inspections • All yearly fire risk assessments are up to date and we are undertaking remedial work where necessary. • Legionella managed plans are up to date and remedial works have been completed. • Electrical testing - we are working towards 100% compliance, some work has been held up due to difficulties with gaining access. We are aiming to be at least 97% complete for the 22/23 programme. We will be looking at access issues and rebooking where possible to aim for 100% overall compliance during 2022/23. New regulations due later in 2022 will assist in our access to properties for these inspections. • During 22/23 we will be looking at updating KPI's and the reporting process to show a clearer picture of overall compliance and report nationally to Housemark to benchmark our performance as we do in other key areas. 	Green
D8) Assess current mobile home sites and ensure all are licenced correctly.	D8i) Refresh caravan site licencing policy, fees and charges (Quarter 2). The new policy will ensure that caravan sites are inspected periodically and that residents have suitable housing provision	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • The policy has been drafted ready for submission initially to Leadership Team, followed by Cabinet for approval. 	Green

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