

Appendix A: Draft 2023-24 Business Plan Action Plan

Growing local businesses and economies

Objective	What are the outcomes we want to work towards? (This may stretch beyond 23-24)	How we will achieve the Objective	2023-24 Outputs
1) We will support businesses in meeting economic challenges	<p>South Cambridgeshire business survival rate remains below the predicted 1 in 4 closures</p> <p>Visit South Cambs listed businesses satisfied that the website has had a positive impact</p> <p>70% of webinar / workshop attendees found the workshop or webinar useful in helping them to meet economic challenges</p>	<p>1a) Run communication and marketing campaigns promoting local independent businesses</p> <p>1b) Deliver a series of business support resources to help businesses meet economic challenges</p> <p>1c) Develop tailored support for Businesses and strengthen our relationships with local companies to better understand their specific challenges and tailor support accordingly</p> <p>1d) Identify funding opportunities to help businesses meet economic challenges</p>	<p>1ai) Number of local independent businesses promoted through the Visit South Cambs website reaches over 400</p> <p>1aii) Through social media engagement, monthly visits to Visit South Cambs website exceeds 1500</p> <p>1aiii) Create topical content to increase our reach through social media by 50%</p> <p>1bi) Deliver 10 business support and resilience webinars and/or workshops, helping businesses to meet economic challenges</p> <p>1bii) Work with partners to launch business resilience webpages in order to provide a comprehensive online guide to resources to help businesses meet economic challenges</p> <p>1ci) 240 conversations with businesses to collate data to help inform planned interventions and identify support required</p> <p>1cii) Increase Business newsletter subscriptions by 20% and introduce monthly topical themed content to encourage open/click throughs</p> <p>1di) Signpost/deliver any funding that comes forwards in helping businesses meet economic challenges</p>
2) We will support start-ups and small businesses to set up and grow	<p>Number of new business start-ups in South Cambs over the next 4 years</p> <p>Number of small businesses are supported to grow</p>	<p>2a) Provide space for start-ups and small businesses via the provision of space at our South Cambs Hall office building</p> <p>2b) Provide space for small businesses and start-ups at our commercial premises</p>	<p>2ai) Space rented to start-ups or small businesses at our South Cambs Hall office building</p> <p>2bi) Increase and maintain occupancy at our commercial premises</p>

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Objective	What are the outcomes we want to work towards? (This may stretch beyond 23-24)	How we will achieve the Objective	2023-24 Outputs
	Satisfaction with start up support from SCDC	<p>2c) Identify and provide meanwhile trading opportunities for small businesses</p> <p>2e) Identify funding opportunities specifically to help start-ups and small businesses to grow</p> <p>2f) Deliver a series of business support resources to help new business to start up or grow</p>	<p>2ci) Create 100 meanwhile trading opportunities for small business</p> <p>2ei) £200k Shared Prosperity funding administered to help start-up and small businesses to grow over two years (2023-25)</p> <p>2fi) Deliver 2 webinars and/or workshops alongside delivery partners, helping businesses to start up or grow</p>
3) We will support local businesses to become more environmentally sustainable	<p>Year on year reduction in greenhouse gas emissions from industry and commerce in South Cambridgeshire (as reported in BEIS statistics)</p> <p>70% of businesses indicate that support has helped them take steps towards making their business greener</p> <p>Greater take up of our Commercial Shared Waste services by businesses</p>	<p>3a) Provide advice and resources to help businesses to understand what they can do to become greener</p> <p>3b) Identify funding opportunities to help businesses meet economic challenges specifically to help businesses to be greener</p>	<p>3ai) Conduct 120 1-2-1 direct business conversations helping businesses to reduce their carbon emissions</p> <p>3aii) Provide 4 webinars with internal and sector experts to inform business on how to make their businesses more green</p> <p>3aiii) Provide thermal imaging camera loans to help businesses assess heat loss</p> <p>3aiv) Run social media campaigns encouraging businesses to recycle using the Commercial Waste Service</p> <p>3bi) Promote services of our Commercial Shared waste team to businesses</p> <p>3bi) Deliver £170,000 Shared Prosperity Fund Green Business Grant funding to 53 businesses over two years (2023-25)</p>
4) We work with partners to promote skills development opportunities to businesses	<p>Increased numbers of apprenticeships being undertaken in South Cambs</p> <p>Take up of other skills development pathways, such as Region of Learning</p>	<p>4a) Promote skills development opportunities through the implementation of the South Cambs specific actions within the CPCA Employment and Skills Strategy, including by:</p> <ul style="list-style-type: none"> Promoting and contributing to employer and skills events 	<p>4ai) Host a skills event in conjunction with partners at South Cambs Hall showcasing in house and partner skills and career pathways</p> <p>4aii) Apprenticeships focussed communications campaign to businesses</p>

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		<ul style="list-style-type: none"> Encouraging businesses to take up apprenticeship schemes Developing and promoting a South Cambs Region of Learning (digital badge learning scheme – subject to funding) Good Employer Charter - (an accreditation scheme which supports a network of responsible local businesses that improve employment standards in South Cambridgeshire- subject to funding) 	<p>4aiii) South Cambs Region of Learning career specific digital badge pathway developed and launched (subject to funding)</p> <p>4aiv) Develop and adopt the Good Employer Charter as an employer</p>
5) We will work to promote the vibrancy and health of South Cambridgeshire highstreets and commercial areas	Increased footfall at key high street and commercial locations within the district	<p>5a) Delivery of funding for the improvement of Highstreets</p> <p>5b) Run communication and marketing campaigns promoting high streets within the district</p> <p>5c) Provide support for the set-up of new markets within the district</p> <p>5d) Take evidence-based land use planning decisions to ensure appropriate employment provision, in the right place, to meet business needs</p>	<p>5ai) £200,000 allocated through the Shared Prosperity Fund over two years (2023-25) to local communities and businesses to enhance the look, desirability and safety of our high streets</p> <p>5bi) 8 high streets featured in communication and marketing campaigns run throughout the year</p> <p>5ci) Provided support leading to the set-up of 6 new markets in the district</p> <p>5di) Publish economic forecasts associated with the Joint Local Plan as part of the evidence base to the Greater Cambridge Local Plan</p>

Actions completed from 2022-23:

- Implemented 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.
- Created an SCDC specific operational/implementation plan based on the Nov 2021 refreshed CPCA Employment and Skill Strategy.
- Provided business support advice to over 100 businesses.
- Completed a feasibility study looking at how South Cambs Hall could be used to provide workspace for businesses, including start-ups.
- Established an up-to-date list of Business Premises for start-ups.
- Undertaken a market review to inform the development of plot 4010 at Cambourne.

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Actions on target to be completed by end of 2022-23:

- Expand our Visit South Cambridgeshire brand alongside wider collaboration with Cambridgeshire and Peterborough partners, to support local businesses.
- Deliver at least 8 Sector specific events/webinars/support initiatives as part of an ongoing engagement programme.
- Provide a new space for growing small businesses or shared workspace for start-ups or micro businesses.
- 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.

Housing that is truly affordable for everyone to live in

Objective	What are the outcomes we want to work towards? (This may stretch beyond 23-24)	How we will achieve the Objective	2023-24 Outputs
1) We will continue to deliver new, high quality Council homes	<p>375 new Council homes delivered over the 5-year period from 2023-28</p> <p>Customers are satisfied with new build rent and shared ownership homes</p> <p>Properties that we build ourselves meet new carbon reduction standards (standards to be agreed)</p> <p>Increase in the number of affordable homes across the district</p>	<p>1a) Maintain the rate of new Council homes delivery having doubled this from 2019 levels</p> <p>1b) Introduce higher standards for carbon reduction for properties we develop ourselves</p> <p>1c) Use our SCIP partnership to deliver an exemplar site with net zero / passive house (agreed standards TBC)</p>	<p>1ai) 75 new homes completed (acquired or build)</p> <p>1bi) Agree these new standards and incorporate into new developments</p> <p>1ci) Achieve planning permission for the first scheme</p>
2) We will engage with local people to set out where and how new homes and communities are built, to minimise disruption and to help new residents to settle in	<p>Community forum attendees feel their input has been valued</p> <p>Communities across the District are able to provide feedback on the policies and strategy underpinning future Development across the District</p>	<p>2a) Run community liaison meetings and forums where significant new developments are planned</p> <p>2b) Consult communities on the development of a Joint Local Development Plan for the Greater Cambridge area identifying the quantity and location of new homes across the district</p>	<p>2ai) Community forums are run where significant new developments are planned, allowing issues to be raised and discussions about how developments are moving forward</p> <p>2bi) Publish draft Local Plan for public consultation with our communities</p>

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Objective	What are the outcomes we want to work towards? (This may stretch beyond 23-24)	How we will achieve the Objective	2023-24 Outputs
		2c) Produce a Housing Strategy setting out how we will meet housing challenges in the district, including ensuring we have the right homes in right places – by June 2024	2ci) Consult on and agree a Housing Strategy to shape our Housing activity
3) We will improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	All Council properties below a 'C' EPC rating are improved to a 'C' rating by 2025	3a) Produce a plan for the improved energy efficiency of Council Housing 3b) Continue to identify and implement opportunities for energy efficiency improvement works as part of relet works, as properties become vacant	3ai) Carry out a Stock Condition Survey on all stock. 3aii) Use EPC and stock data to create a costed 5-, 10- and 15-year plan for the improved energy efficiency of Council housing 3aiii) Costed 5-,10- and 15-year plan complete for the improve energy efficiency of Council Housing 3bi) Completion of energy efficiency improvement works as part of relet works on empty properties
4) We will support energy efficiency improvements in private sector housing	Improved energy efficiency of South Cambs private housing stock	4a) With partners and under the 'Action on Energy Cambridgeshire' branding: <ul style="list-style-type: none"> Deliver government-funded energy improvements to homes occupied by eligible households Establish a route for able-to-pay households to access high quality home energy efficiency improvements from the council's commercial partners 4b) Ensure Private Rental Sector meets legislative requirements in relation to energy efficiency	4ai) Delivery of HUG2 (Home Upgrade Grant) scheme to upgrade off-gas properties 4aii) All necessary processes (including marketing) in place for households to access self-funded work through Action on Energy Cambridgeshire 4bi) Minimum Energy Efficiency Standards (MEES) project to identify Private Rental Sector properties which fall below minimum standards and actions required 4bii) Establish a private-rented sector landlord forum to share best practise and advise on support for improvement measures

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5) We will work to create healthy and connected communities	Increased public transport use Increased rates of active travel Increased access to open space	<p>Through the development of the Greater Cambridge area Local Plan:</p> <ul style="list-style-type: none"> 5a) Seek to create diverse and connected neighbourhoods where people can live close to where they work, play and access health providers and education 5b) Review approaches to open space and recreation provision, to underpin the delivery of healthy places and sustainable ways of living <p>5c) Work with partners to influence the delivery of significant improvements in public transportation to our villages</p> <p>5d) Support improved access to green spaces that provide health and wellbeing benefits to our residents</p>	<p>5ai) Publication for consultation of the Regulation 18 Joint Local Plan preferred options capturing spatial and local planning policy considerations.</p> <p>5aii) Create a policy framework to ensure significant future development proposals are connected to cycle and walking networks, including support for the GCP Greenways programme.</p> <p>5bi) Work with the health community on the development of a contemporary open spaces policy for the Joint Local Plan that places wellbeing as a central policy objective</p> <p>5ci) Support the GCP and Cambridgeshire County Council's delivery of Cambridgeshire Southeast Transport (CSET) and Cambourne to Cambridge through to Transport and Works Act order</p> <p>5cii) Support the implementation of Cambridgeshire County Council's Transport Strategy, that aims to reduce private car use and congestion, and accompanies the adopted Local Plan</p> <p>5ciii) Work with partners to influence improved links between villages in the north of the district to existing transport routes (e.g. guided bus ways)</p> <p>5di) Allocate £150k of Shared Prosperity Funding over two years (2023-25) for projects that bring about improvements to green spaces to bring about improvement to the health and wellbeing of our residents</p> <p>5dii) Develop a toolkit to help parish councils provide more allotments with better facilities</p>

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		5e) Continue to meet annual housing delivery targets identified in the 2018 South Cambridgeshire Local Plan	5ei) Deal with applications for appropriate new residential development effectively and promptly, meeting national targets for speed and quality of decision making
6) We will take action to bring empty homes back into use	40 empty homes brought back into use (empty longer than 6 months) by end of 24-25	6a) Identify and prioritise empty homes across the district that need to be brought back into use 6b) Engage and correspond with empty homeowners and take appropriate action, where necessary	6ai) Finalise the Council’s Empty Homes Database 6aii) Assign 200 empty homes a priority classification using the scoring and rating system against agreed criteria 6bi) Bring 20 empty homes back into use which have been empty for longer than 6 months

Actions completed from 2022-23:

- Produced 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.
- Produced an Asset Management Plan. This will improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.
- Delivered 53 new affordable homes.
- Implemented new maintenance contract for all council housing stock.
- Adopted an Empty Homes Strategy.
- We have installed solar Photovoltaic Systems on 60 Properties.

Actions on target to be completed 2022-23:

- 74 New Homes Completed (acquired or built) this year.
- 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.
- Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target.

Being green to our core

* Please note that objectives and actions that contribute to our green to our core agenda are included under other headings in this document where they have close links with other business plan priorities.

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1) We will create and implement planning policies that address the climate and ecological emergencies (including working towards net zero by 2050)	Reduction in South Cambridgeshire Carbon emissions Increased biodiversity in South Cambridgeshire	1a) Create policies that will help us to achieve net zero carbon as part of work on the Greater Cambridge Local Plan and North East Cambridge Area Action Plan 1b) Create processes and policies that will help us to double nature as part of wider work on green infrastructure and the Greater Cambridge Local Plan 1c) Implement and communicate to all stakeholders the Council's agreed hierarchy for achieving Biodiversity Net Gain ahead of formal regulation in Autumn 2023	1ai) Publish the preferred option (regulation 18) draft of the Joint Local Plan 1bi) As per 1ai) 1bii) We will plan and prepare processes for the examination of Biodiversity Net Gain obligations on developers. 1biii) Subject to successful funding bid to HLF, assist parish councils to identify locations within their areas that could be improved 1ci) Develop and deliver an engagement programme with the development community, stakeholders and Parish Councils to explain the opportunities around Biodiversity Net Gain metrics
2) We will work with the City Council, water industry and stakeholders to address water scarcity in the Greater Cambridge area	Sustainable development that safeguards the environmental quality of our rivers and streams	2a) Engage with the Environment Agency, Water Industry, Lead Local Flood Authority and local stakeholders [including the Cam Valley Forum] to develop a response to water scarcity challenges caused by development in the district	2ai) A strategy for managing new development alongside new water supply and demand management measures set out in approved Water Resource Management Plans for the area
3) We will support nature recovery as part of our 'doubling nature' agenda	Completing a pilot with at least 2 Parish reviews of TPOS including designation of new trees and digitisation of all records Increasing the number of trees provided by SCDC since 2020	3a) Review arrangements for the protection of Trees and Hedgerows across the District, including commencing a programme of work with Parish Councils to review and update the register of Tree Protection Orders (TPOs) 3b) Identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways	3ai) A review of the process to designate and record TPOs across the District 3bi) Plant 35 trees across two sites on our own estate, as part of the Treescapes fund

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		<p>enhance nature on our own estate, in consultation with residents</p> <p>3c) Support local communities to plant trees and help deliver 'doubling nature' at the parish level</p> <p>3d) Share information and local case studies through our Zero Carbon Communities programme of events, e-bulletins and webpages</p>	<p>3bii) Create wildflower areas on four sites located across the district on our own estate</p> <p>3biii) Undertake a pilot using alternative methods to control weed growth, avoiding harmful environmental impacts</p> <p>3ci) Provide grants to villages to plant trees and help biodiversity projects to deliver 'doubling nature' at the parish level</p> <p>3cii) Deliver trees to at least 50 parish councils through our '6 Free Trees' initiative</p> <p>3di) Deliver conference sessions, webinars and visit two case studies</p>
4) We will decarbonise the Council's estate and operations	<p>Reduction in total carbon emissions from our estate and operations</p> <p>Reduction in fleet related carbon emissions from 2018-19 baseline</p> <p>Reduction in carbon emissions from our community rooms from 2018-19 baseline</p> <p>Reduction in carbon emissions from our office building from 2018-19 baseline</p> <p>Reduction in carbon emissions for our commercial buildings</p> <p>Reduction in carbon emissions from business travel</p>	<p>4a) Procure low emissions vehicles or alternative fuels (e.g. HVO biofuel) as replacements for our existing fleet</p> <p>4b) Deliver the Waterbeach Renewable Energy Network (WREN) project - to deliver solar PV, battery storage and electric vehicle charging at the Council's Waterbeach depot</p> <p>4c) Increase the energy efficiency of our South Cambs Hall office building</p> <p>4d) Increase the energy efficiency of our sheltered housing communal rooms</p>	<p>4ai) Deployment of at least 20% alternative fuels as proportion of total fuel usage by refuse fleet by Q4 23/24</p> <p>4bi) Complete design and implementation review and finalise contracts</p> <p>4bii) Start on-site</p> <p>4bii) Finalise installation and commissioning</p> <p>4ci) Realisation of year 1 benefits (reduced energy costs and carbon emissions) from Greening of South Cambs Hall project</p> <p>4cii) Explore opportunities to further decarbonise our office building</p> <p>4di) Install solar PV array at Elm Court sheltered housing scheme, Over.</p> <p>4dii) Complete energy retrofit assessments of communal rooms, identify feasible improvements and agree delivery plan</p>

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		<p>4e) Improved energy performance of our Commercial buildings</p> <p>4f) Reduce carbon emissions from SCDC business travel by reducing mileage and promoting low carbon alternatives</p>	<p>4ei) Review Asset Register for commercial assets and schedule opportunities for energy efficiency improvements at tenant breaks</p> <p>4fi) Communications to help reduce carbon emissions through business travel</p>
5) We will support parish councils and local communities to respond to the climate emergency	<p>10 tonnes p.a of estimated CO2 emissions reduction through projects receiving Zero Carbon Communities funding (consistent with figures for 2022-23 projects)</p> <p>2,500 people p.a. expected to be engaged through engagement projects receiving Zero Carbon Communities funding (consistent with figures for 2022-23 projects)</p> <p>At least 10 publicly accessible EV chargers installed to village halls and other community facilities</p> <p>75% of Participants gain in knowledge, make useful contacts, feel encouraged or inspired</p>	<p>5a) Award Zero Carbon Communities grants to community projects that support carbon reduction and community engagement around climate change</p> <p>5b) Promote delivery of EVCPs in Parishes via Electric Vehicle Charge Point Grants Programme</p> <p>5c) Provide a programme of networking and information sharing (Zero Carbon Communities and Green Connect)</p>	<p>5ai) Funding of £125k (up from £100k during 21-22) awarded to eligible projects</p> <p>5bi) Award up to £50k funding to eligible applicants</p> <p>5ci) Deliver at least four webinars, four e-bulletins and a one-day conference</p>
6) We will work to promote and protect air quality in the district	Reduced risk of non-compliance with measures designed to protect air quality	<p>6a) Run communications to promote and educate on air quality within the district</p> <p>6b) Undertake Environmental Permit inspections in line with our new regime, to ensure compliance.</p>	<p>6ai) Monitor and publish reports on air quality in at least 6 targeted areas utilising portable equipment (Zephyrs)</p> <p>6aii) Communications campaign highlighting the impacts of air quality, to coincide with Clean Air Day</p> <p>6bi) Undertake all Environmental Permit processes in accordance with programmed inspection</p>

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		6c) Ensure compliance with the Taxi Licencing Policy with regard to emissions standards (Euro 6 compliance, zero or ultra-low emissions category from 1 December 2023 for new licences or renewals)	6ci) Compliance of taxi fleet with current taxi policy
7) We will reduce consumption of resources and waste	Increase in household recycling rates from 2019 levels Reduction in household residual waste in the district from 2019 levels	7a) Identify and implement strategies for increased recycling and decreased residual waste	7ai) Work with RECAP partners on new Joint Waste Municipal Strategy setting out how authorities across Cambridgeshire and Peterborough will collect and dispose of waste over the next 10-20 years 7aii) Carry out communications campaigns focussed on increasing recycling rates and reducing non-recyclable waste from Circular Resource Plan 7aiii) Provide support for schemes (such as repair cafes, reuse, refill, kit hire and food waste redistribution schemes) that help the transition to a circular economy
8) We will build carbon reduction and nature recovery perspectives into decision making across the Council	Carbon reduction and nature recovery perspectives are embedded within our decision making	8a) Work towards becoming a carbon literate organisation. 8b) Undertake carbon impact assessments in relation to all new budget bids exceeding £20k	8ai) Secure Bronze status as a Carbon Literate Organisation 8aii) Develop reporting on our Scope 3 (supply chain) carbon emissions reporting 8bi) Share carbon impact assessment tool with service areas and put guidance in place to utilise during bids/savings MTFS process
9) Our Councillors will act as climate and environment advocates to promote action by organisations and stakeholders beyond South Cambridgeshire	Maximum influence of SCDC in the area of climate and environment, encouraging others to take action	9a) Promoting action on climate change mitigation and environment, including showcasing good practice	9ai) Articles and presentations promoting action on climate change mitigation and environment, including showcasing good practice 9aii) Representation at key regional, national and international events relating to climate change and environment

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Actions completed from 2022-23:

- Provided equipment and information kits to minimise waste and separate recycling at community events.
- Reviewed the impact and outcomes of the existing food waste collection trial and the future of the scheme including budget requirements.
- 2 electric refuse collection vehicles to replace the diesel versions have been received.
- Annual Statutory Status report for air quality has been submitted to DEFRA and accepted.

Actions on target to be completed 2022-23:

- Review community rooms and other small sites to identify and deliver opportunities for carbon reduction.
- Develop planning policies consistent with zero carbon by 2050 for adoption in the Greater Cambridge Local Plan, in partnership with Cambridge City Council.
- 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.
- 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.
- 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.
- Work with partners to develop landscape-scale habitat creation projects.
- Deliver '6 Free Trees' initiative to increase the amount of tree cover of parish council land, enhancing biodiversity and carbon capture.
- Define and implement required improvements at the depot to prepare for further electric refuse collection vehicle (eRCV) charging.
- Procure up to 3 electric refuse collection vehicles to replace diesel version.
- Develop outline business case for on-site solar PV energy generation with partners to aid the charging of vehicles.
- Deliver fourth round of funding through our Zero Carbon Communities grant scheme, awarding grants totalling £100,000 to community-based projects.
- 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 - at least 6 workshops to be delivered.
- 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.
- Provide required technical inputs to consultations on major developments to ensure good air quality is experienced.
- Subject to air quality monitoring results, explore the feasibility of creating a Public Space Protection Order (PSPO) specifically targeting idling vehicles.
- Develop campaigns to improve recycling based on the outcomes of the waste composition analyses.
- Reporting of all sites (existing and new) that take up recycling / food bins & note our increased volumes / tonnes collected with associated savings.
- Install cameras at 6 locations and monitor numbers of visits required at those sites to establish a baseline to minimise fly tipping.
- 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.

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A modern and caring Council

Objectives	What are the outcomes we want to work towards? (This may stretch beyond 23-24)	How we will achieve the Objective	2023-24 Outputs
1) We will ensure the Council is structured and appropriately resourced to deliver efficient and effective services	<p>Increase customer satisfaction from 2022-23 baseline levels</p> <p>£2 mil of savings delivered through the Transformation programme by end 2024-25</p>	<p>1a) Complete reviews of all services, identifying and implementing opportunities for improved efficiency and service delivery by the end of 2023.</p> <p>1b) Assess the impact of the initial 4 Day Week trial on the efficiency and quality of service delivery and the health and wellbeing of colleagues</p> <p>1c) Secure approval and undertake a further trial in the Shared Waste Service</p> <p>1d) Implement approach for the ongoing review of customer feedback in relation to all council services, identifying and acting upon opportunities for improved service delivery</p>	<p>1ai) 3 service reviews completed and recommendations made.</p> <p>1aii) Service Review recommendations implemented.</p> <p>1bi) Report produced assessing the findings from the 3-month 4 Day week trial.</p> <p>1c) As per 1bi)</p> <p>1di) Introduction of annual tenant satisfaction survey</p> <p>1dii) Implementation of new approaches to the collection and review of customer feedback.</p>
2) We will attract and retain the best talent and ensure we are an employer of choice	<p>Increased vacancy fill rate of 70% (up from 65%)</p> <p>Wellbeing survey score of 4 out of 5 'good days at work' (up from 3.95 in 2022-23)</p> <p>Annual (voluntary) staff turnover of 3.25% or less</p>	<p>2a) Offer a wide range of development initiatives to ensure we're growing our own talent and providing development opportunities for staff</p> <p>2b) Assess the impact of the initial 4 Day Week trial on our ability to attract and retain talent and consider a longer trial to enable better data collection and analysis</p>	<p>2ai) 10 apprenticeship courses completed by SCDC staff during the 2023-24 year</p> <p>2aii) Promotion of apprenticeships as a development route for SCDC staff and recruit a new intake of apprentices (internally or externally) to commence their courses during the year</p> <p>2aiii) Run a modular leadership development program for 49 managers</p> <p>2aiv) Assess the outcomes of the 'Essential Tools for Managers' training pilot for new and first line managers</p> <p>2b) See D1 outputs re 4 Day Week</p>

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		2c) Promote SCDC as an employer of choice	2ci) Attend X careers fairs to develop better relationships with schools and colleges and encourage SCDC as a realistic local employment opportunity, including the provision of work experience opportunities
3) We will generate additional income through our services and commercial activities	<p>Increase in gross service-related income as a proportion of gross service-related expenditure</p> <p>Reduced cost to the Council of the Shared Planning service (£400Kpa for 2023/24)</p>	<p>3a) Explore and pursue ways of increasing income generation through our services</p> <p>3b) Generate rental income from our office space</p> <p>3c) Maximise returns from commercial space owned by the Council</p>	<p>3ai) Increase Greater Cambridge Commercial Waste Service customers by 150 over the course of the year</p> <p>3aii) Improve cost recovery for discretionary services provided within the Shared Planning Service through the effective use of Planning Performance Agreement and pre-application charging regimes and appropriate partnership working arrangements where possible</p> <p>3bi) Lease office space at our South Cambs Hall office</p> <p>3ci) Lease office space at our 270 Science Park premises</p>
4) We will make it easier for customers to access and carry out transactions online	<p>Increased satisfaction with the My South Cambs Customer portal</p> <p>Increased satisfaction with accessibility of information on our website</p> <p>60% of customer interactions online</p> <p>40% of customer interactions dealt with by contact centre of specific service experts</p>	<p>4a) Make it easier for customer to access and complete services online</p> <p>4b) Make it easier for customer to find information on our webpages</p>	<p>4ai) 12 services made easier for customers to access online, via self-service, online</p> <p>4aii) Provide an integrated portal for businesses to access SCDC online services.</p> <p>4aiii) Launch of web-chat functionality</p> <p>4bi) Design and implement new websites for SCDC and Greater Cambridge Shared Planning</p>
5) We will work with communities and individuals to tackle issues that are affecting them locally	<p>Increase in the number of community-led plans (including Neighbourhood plans)</p> <p>Reduction in fly tip incidences at hotspots due to presence of cameras and SCDC response times from initial data benchmark April 2023</p>	5a) Support communities to consider and address the local initiatives that matter to them using our Community Led Plan framework.	<p>5ai) Carry out a review to consider best way to support communities to consider issues that are affecting them locally beyond existing Community Led Plan work</p> <p>5aii) Continued support for the creation of neighbourhood plans and village design guides</p>

Appendix A: Draft 2023-24 Business Plan Action Plan

Objectives	What are the outcomes we want to work towards? (This may stretch beyond 23-24)	How we will achieve the Objective	2023-24 Outputs
		<p>5b) Ensure a consistent approach to consultation, providing all groups with opportunities to make their views known</p> <p>5c) Work with partners to produce an agreed cultural strategy for South Cambridgeshire</p> <p>5d) In partnership with Cambridgeshire County Council and the Greater Cambridge Partnership deliver a civil parking enforcement scheme for South Cambridgeshire.</p> <p>5e) Establish mechanisms for council tenants to have an input into wider estate management issues</p> <p>5f) Take action to minimise fly tipping</p>	<p>5bi) Launch an internal SCDC consultation toolkit to achieve a consistent approach to consultation</p> <p>5bii) Carry out a review of the Greater Cambridge Statement of Community Involvement (SCI) which outlines how communities are engaged on planning related matters</p> <p>5ci) Release an action plan and toolkit for the delivery of the cultural strategy</p> <p>5di) Launch the civil parking enforcement scheme by end Q3</p> <p>5ei) Complete at least 86 estate inspections in a year (note inspections take place over an 8-month period)</p> <p>5fi) Deploy additional cameras at new locations to deter fly tipping</p> <p>5fii) Clearance quickly to reduce further occurrences at the same site</p> <p>5fiii) Develop “fly tip sticker” highlighting ongoing investigation; joint roadside checks initiatives with the Police, HMRC etc to deter criminal activity with the district</p>
6) We create places where people feel safe, and communities thrive		<p>6a) Undertake all landlord safety checks (including electrical safety, gas installations and where appropriate fire risk assessments and water safety tests).</p> <p>6b) Provide support to help people to live safely in their homes</p>	<p>6ai) 100% compliance with landlord safety checks to council housing (including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests).</p> <p>6bi) Support 200 new clients through the housing department’s visiting support service</p> <p>6bii) Spend disabled facilities grant and repairs grant to allow people to live independently and safely in their homes</p>

Appendix A: Draft 2023-24 Business Plan Action Plan

Objectives	What are the outcomes we want to work towards? (This may stretch beyond 23-24)	How we will achieve the Objective	2023-24 Outputs
		<p>6c) Target support to improve health and wellbeing outcomes for vulnerable residents</p> <p>6d) Assist in the relocation and support for refugees and asylum seekers in the district</p> <p>6e) Provide support to residents through the cost-of-living crisis</p> <p>6f) Work as part of the South Cambridgeshire Community Safety Partnership to identify and take action to combat local crime and anti-social behaviour issues</p> <p>6g) Build on Domestic Abuse Housing Alliance accreditation to ensure best practice and fully embedded response to domestic abuse</p>	<p>6biv) Run a communications campaign promoting the reporting of concerns about private rental housing conditions to the Council</p> <p>6bv) Undertake inspection visits to all caravan sites to ensure that residents have suitable housing provision</p> <p>6bvi) Run a workshop to promote the Mobile Wardens scheme and plan the development of the new scheme which will run from 2024-27</p> <p>6bvii) Employ a mental health worker to support tenants facing mental health issues to maintain their tenancies and prevent homelessness</p> <p>6ci) Run a series of outdoor activity events to support young people to improve their mental health</p> <p>6cii) Provide funding to support activities that benefit the health and wellbeing of our residents, in the form of Service Support Community Chest and Let's Get South Cambridgeshire Active grants</p> <p>6di) Coordinate the Homes for Ukraine scheme to ensure support for hosts and guests, and to help guests to transfer from hosted to more independent living where required</p> <p>6dii) Support further requests to aid and support refugees, should they be located in the district</p> <p>6ei) Review and implement the cost-of-living support package for the 2023-24 financial year.</p> <p>6fi) Plan the delivery of a £100k Shared Prosperity Fund project to prevent ram raids against ATM machines (physical measures to be delivered in 2024-25)</p> <p>6gi) All staff complete mandatory domestic abuse training and targeted training updated for role out to specific roles</p>

Appendix A: Draft 2023-24 Business Plan Action Plan

Objectives	What are the outcomes we want to work towards? (This may stretch beyond 23-24)	How we will achieve the Objective	2023-24 Outputs
			6gii) Role out and promotion of a network of Domestic Abuse Champions across the organisation
7) We will deliver a range of community buildings at Northstowe	Community groups and individuals using interim community facilities and permanent facilities once built	<p>7a) Delivery of two Sports Pavilions</p> <p>7b) Delivery of Community Centre (including the delivery of an Interim Community facility)</p> <p>7c) Delivery of Civic Hub (containing health, library and community facilities)</p>	<p>7ai) Phase 1 Sports Pavilion delivery</p> <p>7aii) Start land transfer process for Phase 2 Sports Pavilion</p> <p>7bi) Delivery of the Interim Community facility</p> <p>7bii) Submit Planning application for delivery of Phase 1 Community Centre</p> <p>7ci) Submit planning application for delivery of phase 2 Civic Hub</p>

Actions completed from 2022-23:

- Complete and analyse a staff satisfaction survey.
- Introduced hybrid working arrangements further increasing our attractiveness as an employer.
- Introduced a modular management skills program for middle managers.
- Completed a survey of all council tenants to better understand their priorities and to be able to compare satisfaction with other organisations.
- Refresh caravan site licencing policy, fees and charges. The new policy will ensure that caravan sites are inspected periodically and that residents have suitable housing provision.

Actions on target to be completed 2022-23:

- Use the Council's Community Led Plan toolkit to support local communities identify, plan and address the issues they identify in their communities.
- Support 150 new clients through the housing department's visiting support service.
- 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.
- 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.
- Continue the proactive working relationship with the job centre in delivering mentoring circles plus upskilling and cross training initiatives throughout the year.
- 100% compliance with landlord safety checks to council housing including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests.