

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

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 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"> • Work to implement a Business Specific CRM is underway through the Project Management Transformation Team. This will be a Council-wide IEG4 Business Portal and will be implemented for all services that deal with businesses as part of their service plan, e.g. Commercial waste, Environmental Heath and NNDR. 	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"> • Visit South Cambs ended the year on 12,700 unique users (an increase from 3,500 visitors at the end of March 22), and over 600 listings. • The events side of the website has grown significantly, supporting activities in local communities, including the promotion of community markets. • A spring marketing campaign has been launched and articles published encouraging support for local businesses and looking at budget days out for residents. • During 23-24 we will continue to add further content to the website and will be launching a newsletter. We will also be exploring ways of working with the wider Cambridgeshire tourism offering. 	Purple
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	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"> • 7 business support webinars took place across the financial year, • Three of these webinars took place in Q4, including 'how to do business with the council', 'why reducing your carbon makes sense', and the first of a series of 5 'mental health and wellbeing' webinars for which we gained funding from Cambridgeshire County Council. • A range of additional events and support initiatives took place across the year, including our Christmas market event, which saw 70 independent stalls and an estimated footfall of over 1500 visitors to the event. 	Purple
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1iv) 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)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • The new street trading policy was approved and rolled out towards the beginning of the 2022-23 financial year. • There is still a steady uptake of consents, and this will continue as we engage further with the parish councils and the trade. 	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)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The CCTV policy is now subject to a last minute judicial review instigated by representatives of the taxi trade. The local authority is contesting this application and is still awaiting an outcome from the high court. 	Amber
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 operational plan was created earlier in the year, leading to the completion of a number of actions, as detailed within the update for A2ii). Further discussions in relation to additional initiatives are ongoing, and Region of Learning has been identified as a possible joint project to be included in the Combined Authority Skills Collaboration, as part of the Shared Prosperity Fund. 	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)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> Our engagement programme with local schools and employers is made up of a number of different strands, including attendance at local careers events, provision of work experience placements, the recruitment and employment of apprentices and participation in the National Graduate Development Programme. Updates in relation to each of these are as follows: <ul style="list-style-type: none"> We supported (including through provision of funding for buses to enable attendance) and held a stall at a Form the Future apprenticeship event in February 2023. This was attended by 30 employers and 1000 students from colleges across the district. Students from several schools participated in work experience during summer 2022 and we continue to offer work experience placements going forwards. The SCDC apprenticeship scheme is on-going and we have several employees who have recently completed or are currently undertaking apprenticeships. We have recruited a member of staff through the National Graduate Development Programme. 	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.	A3i) Hold 8 business support workshops including Retrofit training from ENE project (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • We have conducted 1-2-1 visits to businesses to offer support and signpost to resources to help reduce carbon and increase sustainability. • We have provided thermal imaging cameras to help businesses understand their heat loss and ran a webinar on carbon reduction, which attracted 27 attendees. • As we move forward with Shared Prosperity funding, we have helped shape a Green Grant scheme, which will be procured for delivery in partnership with Cambridge City and Huntingdonshire Councils. The delivery of this funding is represented within our 23-24 Business Plan 	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.	A3ii) Working with partners, provide business support advice to 100 businesses (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • Year to date we have conducted 207 in person visits to local businesses. • During Q4 support for local businesses has largely been around navigating the cost of living crisis. • We have received and responded to 315 inbound enquires for our openforbusiness and businesskeyprojects inboxes. • Our successful markets toolkit has seen 78 independent businesses sign up. • We have supported growth in our community markets and introduced 13 new markets, including working with partners to launch a market in Northstowe. • We are supporting JobCentre Plus with help in encouraging employers to recruit staff with disabilities or health issues. • We have worked closer with the combined authority to help identify businesses who may be eligible for the remaining ERDF funding to support with skills and training, marketing, back office sales and support packages. 	Purple
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit.	A3iii) 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 was been completed at the beginning of the year presenting a range of usage options for the building, including the provision of workspace for small businesses. • The rental of space to start-ups and small businesses is included within our 23-24 Business Plan, and we are currently talking to partners to help shape what the facilities should look like and consider who might use the space. • An online survey work to residents and interested parties will be conducted in Q1 2023 to establish wants/needs. 	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"> • Amber as we continue to work towards providing a new space for small businesses or shared workspaces at our South Cambs Hall premises - see A3iii update above for further detail. • In addition, we have collected data on available business spaces across South Cambs including opportunities for co-working spaces. This is used to help support with incoming workspace requests. 	Amber

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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.	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, which is used to help support with incoming workspace requests.. We have helped a farm in Elsworth find business for units which were previously office facilities and which (subject to planning) will become a community food hub. 	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.	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"> Almost all of 270 Cambridge Science Park is now leased or in final stages of lease agreement for remaining 2 suites A tenant has vacated premises in Colmworth and a new lease is under negotiation for the premises, however marked as complete (purple) as we are now undertaking this work as part of business-as-usual activities, as and when our premises become vacant. 	Purple
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"> Economic & legal due diligence is being undertaken with external consultants on delivery routes for Northstowe Enterprise Zone (EZ). Due to the scale and cost of bringing forward the development coupled with the lack of internal expertise to deliver a commercial development of this scale it is unlikely to be complete by end of 2024/25 financial year. We are in a similar position with Plot 4010 at Cambourne EZ and Waterbeach EZ, which are still in the planning application stage. 	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.	A4ii) Submit the planning application for the Northstowe Enterprise Zone (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> See A4i above. Amber because planning application was not submitted by end of Q4. 	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"> We have engaged with businesses through an online platform and survey (funded by DLUHC) to help shape and gather expressions of interest in the Northstowe employment zone. Over 100 responses were received to the business survey. Further engagement will take place with residents as part of the next phase, to understand local needs and how these can be met. We have a register of interested businesses with Carter Jonas, who are also promoting the site. 	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.	A4iv) Business Team to engage businesses for the Enterprise Zones (Quarter 1)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • See A4ii) above in relation to work undertaken to engage in relation to Northstowe Enterprise Zones. • We are carrying out market testing and engagement with businesses on an ongoing basis, to understand which businesses are interested in locating to an Enterprise Zone in South Cambs. 	Purple
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. • We have supported the development of a new market at Northstowe, using local businesses and encouraging local producers to sell their goods - work ongoing to extend market provision to other villages within South Cambs. • Marked as complete (purple) as 22-23 activity now complete, with further work to continue as part of business-as-usual activity during 23-24. 	Purple
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 2022-23 commercial recycling rate was 29% (dry recycling and food waste) which is above the pre-pandemic baseline of 26%. • A end of year review is being undertaken to look for opportunities to further promote food waste collections. 	Purple
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 Investments Team have identified several measures that can be undertaken at each of our own commercial sites and these will be programmed into 23-24 as the timing must align when tenancy breaks/negotiation with tenants. 	Purple

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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 has been undertaken for plot 4010. • The development of plot 4010 is linked to SCDC's refreshed Investment Strategy as well as the delivery of South Cambs Investment Partnership (SCIP) Cambourne scheme and the wider Cambourne Business Park opportunities. • A detailed plan for plot 4010 will be dependent on these other workstreams. 	Purple

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

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG
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 this measure is shown as Amber, as 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/ 	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"> We have recently been confirmed for £1.7m of Social Housing Decarbonisation Funding (SHDF) to assist with this work over the coming 2 years. Work is due to start on-site in June 2023 and will focus on a fabric-first approach to insulating and improving the efficiency of properties in the first instance, with Solar generation included. Work is underway carrying out PAS2035 retrofit assessments on our lower-performing properties to pinpoint the best effective measures, while we also continue to update our properties via the planned maintenance programs. Using the data from the retrofit assessments and Stock Condition Surveys will inform the next stage of the decarbonisation of our housing stock which will be focused on the more difficult properties and those of a higher rating with the view to improving the efficiency to the best it can be on all properties, contributing to the overall Net Zero targets. 	Amber
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)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The Temporary Community Centre is due to open June 2023. Planning application for the Permanent Community Centre is due to be submitted summer 2023. The Phase 1 Sports Pavilion is on site and due to complete Q2 2023-24. Work continues on plans for the Civic Hub, including engaging key stakeholders. This is reflected within the 23-24 Business Plan, with a target timescale of end of Q3 23-24. 	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)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The Planning application for the temporary community centre was submitted and approved in Q4 2022/23. The Planning application for the permanent community centre is due to be submitted Q1 2023/24. 	Amber
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)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> As per the update for B5i), the Civic Hub planning application has been reprioritised to take account of wider Northstowe Phase 2 delivery programme, and the revised timescale is accounted for within the 23-24 Business Plan. 	Amber

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

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 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)	<p>Progress continues with a range of projects which will deliver significant reductions to the council's carbon emissions, including:</p> <ul style="list-style-type: none"> • WREN (Waterbeach Renewable Energy Network which will generate and store renewable electricity for the purpose of powering electric refuse collection vehicles), see C4 • Use of HVO (hydrogenated vegetable oil, a low carbon fuel) in place of diesel in selected refuse vehicles • Greening South Cambs Hall, see C6 • LED lighting upgrade to streetlights, see C7 	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"> • During 22-23 an in-depth review was carried out in relation to our Elm Court site. The work to install solar panels, battery storage and an EV charging point is now ready to start on site in June 2023. • During 23-24 communal rooms and flat blocks across the district will have PAS2035 retrofit assessments carried out in conjunction with the Social Housing (SHDF) project. This will identify further opportunities for carbon reduction and will inform the next stage of measures to be carried out at these non-dwelling properties. 	Purple
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. Development of the plan is on target. • The next stage is to prepare a draft Local Plan, which will be considered by members later in 2023. 	Purple
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"> • Two dual socket EV chargers installed in Q3 at two sheltered accommodation communal buildings (Willingham and Meldreth) for public use. These are now operational and usage will be monitored. • A Community EV Charge Point grant fund has been set up, 1 charge point has been funded so far and 3 applications to the fund are due for decisions in April and May 2023. • The rapid charger at the County Council's Babraham Road park and ride (reported in the Q2 progress update) is no longer being progressed as revised costs were significantly higher than was budgeted for. 	Purple
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"> • The focus has been on own estate and operations and this work area will be advanced in 23-24. 	Amber

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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"> As stated at A5i, the Investments Team have identified several measures that can be undertaken at each of our own commercial sites and these will be programmed into 23-24 as the timing must align when tenancy breaks/negotiation with tenants. 	Amber
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"> Wildflower Area's will be created in 4 locations across this district on Land belonging to the Housing Revenue Account (HRA) as part of a pilot project. We will monitor progress through the growing season to look to extend the project to other locations in future years. After securing funding through the Local Authority Treescapes Fund we recently planted around 140 trees on two sites in Bourn and Gt.Abington, again on HRA Land. Our Formal Estate Inspection programme for 23/24 will commence shortly which will allow us to look for further opportunities to enhance our green open spaces through planting more tree's / shrubs / plants and bushes. This is reflected within the 23-24 Business Plan. 	Purple
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' includes biodiversity, green infrastructure, tree canopy cover and river corridor policies, all seeking to contribute towards the goal of doubling nature. Work is underway 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 and is now being used. 	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"> Engagement with environmental non government organisations (NGOs) is ongoing regarding delivery of strategic green infrastructure including nature enhancement, as part of open and green space standards evidence commission referred to in C2ii above. 	Purple
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"> Trees have been delivered to the 50 parish councils which took up this year's offer bringing this year's scheme to a successful close. 	Purple
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"> The car park is fully resurfaced and the solar panels installed. The EV chargers are installed with some initial intermittent faults which are being corrected. There are issues to be corrected regarding the emergency lighting installation and differences to the original plan. The building management system is installed but the connectivity to the ground source heat pump is still being built. 	Amber

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

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C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3ii) Reduce mains gas and electricity demands from our Cambourne office by over 50% per year (from March 2021 onwards compared to baseline in 2019)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • These benefits will be realised post project completion (see C3i). 	Amber
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). 	Amber
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)	<ul style="list-style-type: none"> • A number of measures have been identified for each property and these will need to be programmed across 23-24 to align with tenancy breaks/negotiation with tenants. 	Purple
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)	<ul style="list-style-type: none"> • Waterbeach Renewable Energy Network (WREN) business case approved by SCDC Cabinet and Cambridgeshire & Peterborough Combined Authority (CPCA) Board with £2.6m secured from CPCA. • A design review and cost review has been undertaken and the final recommendations are being agreed and actioned. • An Employer's Agent and Clerk of Works team has been appointed and has mobilised to support the Project Team in the transition from outline design to design and build. • Although amber against the initial timescale, the revised implementation plan is for 2023-24, and this will be tracked through the new business plan. 	Amber
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)	<ul style="list-style-type: none"> • 2 electric Refuse Collection Vehicles have been delivered and are in use. The third has been procured and delivery is expected shortly. • Purchasing of further electric vehicles now underway following budget setting/approvals process at SCDC and City. 	Purple
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)	<ul style="list-style-type: none"> • This measure has been completed - please see update on WREN project as C4i above. 	Purple

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

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 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.	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)	<ul style="list-style-type: none"> The 4th round of funding was awarded in July to 13 projects made up of 8 projects on the carbon emission reduction theme and 5 projects on the community engagement theme. The 5th round of funding opened for applications on 3 April. 	Purple
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"> Parish Councils and Community Groups continue to be supported through the Zero Carbon Communities (ZCC) programme, including through: <ul style="list-style-type: none"> The most recent Green Connect online networking event, which brought groups together to learn about circular economies, with a guest talk from Peterborough Environment City Trust. Regular newsletters sharing updates on news, opportunities and events in the district. These items, as well as additional ones, continue to be shared through the ZCC Facebook page, which has over 100 followers. The programme has been shared as part of a case study to the Local Government Association in a webinar entitled "Neighbourhood Approaches to Decarbonisation" Applications are now open for a second 'Net Zero Now' free training programme for South Cambridgeshire residents, run by Cambridge Carbon Footprint with funding through the Zero Carbon Communities grant. The programme provides virtual and in-person workshops bringing together communities and individuals to deliver carbon reduction activities, events and communications. 	Purple
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"> Practical Completion of Phase 1 works has now been achieved. Ornate Lighting works finished 31/3/2023, handover underway with contractor. Housing Lighting works underway and due to complete Q1 2023/24. 	Amber
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 was submitted to DEFRA and accepted. Portable monitoring continues at various locations and is published on our website. There is a slight delay in relation to the 6 targeted areas using the portable equipment. This is a result of a change in personnel, however these will be in place shortly. 	Amber

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

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG
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 comment on planning applications. This measure has been marked as complete (purple) for the 22-23 year, but will continue on an ongoing basis. 	Purple
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"> We intend to monitor at 1 final school location prior to bring this project to a close. A report will be submitted to Climate & Environment Advisory Committee in the next couple of months with a summary of our findings. 	Amber
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 to minimising waste and separating recycling was advertised in the winter edition of the South Cambs magazine. Additional equipment is still being delivered to parishes and community groups upon request following the provision of equipment to 20 parishes for litter picking events in Q1. 	Purple
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"> Funding has not been secured to continue the segregated food waste service beyond March 2023. A comprehensive communications and close-out plan will be implemented to maintain recycling rate performance and support participants on the trial. Waste analysis has shown 45% reduction in food waste in the black bin with 68% participants reporting that the trial had meant they recycled more food waste. 	Purple
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"> Although the Q3 target timescale has now passed, a Green RAG status has been applied on the basis that DEFRA guidance is still awaited. In preparation for this, in March 2023 we successfully completed a 3 year trial of separate food waste collections and have also modelled the potential collection / routing rollout of collections across the service area as part of ongoing waste collection routes review. The Shared Waste teams, along with RECAP partners, have also completed an outline business plan for rolling out separate food waste collections and submitted this information to DEFRA in order to inform 'new burdens' funding. This action will be continued into 23-24. 	Green

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

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG
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 range of communications campaigns have been run throughout the year. In Q4 this has included promotion of change to collection of batteries on all waste streams; Veganuary; launch and promotion of our Wipe Out Waste RECAP reusable wipes pilot projects with packs given out to approximately 30 families; recycling information disseminated with Council tax billing; promotion of low waste/alternative options for Easter egg packaging and season change/impact on clothing/textile waste information. End of year figures are pending; however latest running figures show 2 of the three targets that were set at the beginning of the year having been met: <ul style="list-style-type: none"> Average of 32.31kg of residual waste per household per month (low is good - compared with target of 34.17 kg/hh met) 5.68% rejection rate of materials from the Materials Recycling Facility (MRF) (low is good - 6% target met). Average of 14.52kg dry recycling per household per month (high is good - target of 17.08 kg/hh not met). 	Purple
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"> Individual business engagement has been undertaken with a comprehensive campaign to reflect the timing of billing/re-negotiation of contracts with commercial customers. 	Amber
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"> 6 new cameras are now in place at key sites throughout the district. The new Business Plan for 23/24 includes an additional 12 cameras all of which have now been erected and will be reported on in Q1. Additional work has also taken place to consolidate all fly tip information into a single location, allowing improved reporting capabilities. 	Purple
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 been delivered to Parishes throughout the year to increase awareness of responsible methods for disposal. 	Purple

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

Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 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"> The Executive Assistant review is expected to be complete in Q1 23-24. Revenues & Benefits review is on target to make financial savings. Corporate Admin Review is on target for completion in Q3 23-24. 	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"> A 4 Day Week trial took place for all desk-based colleagues in Q4 in response to the recruitment and retention challenges faced. Approval to extend the trial until March 2024 was subsequently obtained at Cabinet following consideration of the trial results (full report available at http://modern.gov/ieListDocuments.aspx?CId=293&MId=9492&Ver=4) We have commissioned a review of pay and grading by EELGA which is underway. 	Purple
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"> Staff health and wellbeing survey completed in Aug/Sep 22 and results presented to LT. Following 4 day week trial, another health and well-being survey was completed (April 23) and results currently being analysed by Robertson Cooper. 	Purple
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 policy was agreed and introduced in Q3 2022/23 and we are continuing to monitor recruitment. 	Purple
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 modular management skills programme has been introduced, and has been running from Oct 2022. Around 50 managers are enrolled on this first year programme, and we expect all learners to have completed by Sept 2023. We are expecting the programme to run again next year for the next group of managers. 	Purple
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"> This measure has now been achieved, with income from investments and other commercial activity reaching 26% of Taxation and Government Grant income levels as they were at the time that the target was set (prior to an increase in Taxation and Central Government Grant income as a result of a recent Business Rates revaluation that has been received). Within the 23-24 Business Plan we have set the objective of increasing gross service-related income as a proportion of gross services-related expenditure. 	Purple

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Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG
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	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> • South Cambs connected project to digitise 12 process is well underway and on target for delivery at the end Q2. 	Green
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"> • Please see A1i update. 	
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"> • Action closed with all members now offered the ability to work in a paperless manner through the Mod.gov app and deployed hardware if required. • Ongoing work taking place with communications colleagues, 3C ICT and Democratic Services to improve integration between the officer and councillor Office 365 tenancies. This requires significant work and input from a range of colleagues including Information Governance. 	Purple
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 has been launched to all communities in South Cambridgeshire. This allows communities to lead, and be supported where necessary, on their own projects on themes such as sustainability, health and wellbeing, 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. 	Purple
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"> • We received 102 referrals for the Visiting Support service during Quarter 4 meaning that throughout the course of the year 277 referrals were received. • The service were working with 103 clients as at 31st March 2023, with many clients also able to leave the service throughout the year. The service has been very busy throughout the year and referrals remain high. 	Purple
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"> • Across the year the Life Line service gained 125 new clients. • However, the net impact across the year has been a net loss in clients, largely due to a contract issue with the call centre handler. The performance of the call centre through our call monitoring contract is improving, which will help to reduce cancellations going forwards. 	Purple

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Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 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"> • Subject to final reconciliation, respectable spend within 10% of budget. Overall budget of £877,000, total spend £798,942. Any underspend will be rolled over into 2023/24. 	Purple
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"> • We finished the year marginally below our target of 50% at 49.4% for the full year. However, the number of cases where homelessness was achieved remained fairly consistent in Q4, with 51 compared to an average of 54 cases per quarter for the rest of the year. • Whilst actual prevention figures have not reduced substantially it is difficult to access affordable privately rented accommodation for families on a low income. As part of the work to improve this we are continuing to try to grow Shire Homes Lettings, our private sector leasing company, and promote the services it offers. 	Amber
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)	Jeff Membro (Head of Transformation)	<ul style="list-style-type: none"> • We attended a local apprenticeship careers fair, in collaboration with Form the Future, on 6th February 2023. • We are working with East of England Local Government Association and other local councils to explore new approaches to recruitment, including around ensuring our adverts reach diverse audiences. • We will be supporting the job centre at a disability aware employer event in May, and continue to explore further ways we can work with them. 	Amber
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 May 2022 and an action plan was been developed following analysis of the survey results and briefings with staff and tenant representatives. • The action plan is now being implemented and actions are to be monitored through the Housing Engagement Board. • As part of the new requirements set out by the Social Housing Regulator, we are in the process of awarding a 3 year contract to undertake annual satisfaction surveys for our tenants and leaseholders, alongside regular satisfactions surveys for those who have had a repair carried out. 	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"> • The Empty Homes Strategy has now been completed and published. • An Empty Homes Officer was appointed in October 2022 to take forward the Strategy and be pro-active in bringing empty properties back into use. 	Purple

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Action	Measure (and target timescale)	LT Owner	Position at end Q4	Q4 RAG
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 (2023-24)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> Following discussions with Cabinet this objective was temporarily paused to allow resource requirements and project scope to be clarified. The target timescale has been updated to 2023-24 so that the team's resources can be focused on addressing issues caused by the cost of living crisis. 	Green
D7) Ensuring that our homes are safe places for our tenants and their families.	D7i) 100% compliance with landlord safety checks to council housing including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests	Peter Campbell (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 are complete. Electrical testing has taken a drop to 88.42% during Q4/Q1 this has been due to the withdrawal from the contract of our specialist electrical contractor, Enerveo (previously SSE). Since the sale of the company at the end of 2022 they had decided to pull out of our contract. In the interim Mears have been assisting with urgent work. As of May 2023, we have engaged with an alternative specialist contractor and we plan to recover the backlog within the remainder of this financial year. 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. 	Amber
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 caravan licencing policy has now been to Cabinet, has been approved and is in operation. 	Purple

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