

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
1) We will support businesses in meeting economic challenges	1a) Run communication and marketing campaigns promoting local independent businesses	1ai) Number of local independent businesses promoted through the Visit South Cambs website reaches over 400	Q4	Currently 230 businesses and activity providers and 94 local events listed on the Visit South Cambs Website.	Green
1) - see above	1a) - see above	1aii) Through social media engagement, monthly visits to Visit South Cambs website exceeds 1500	Q4	In Q1 2023, we achieved an average of 2122 monthly visits, in comparison to an average of 963 Q1 2022.	Green
1) - see above	1a) - see above	1aiii) Create topical content to increase our reach through social media by 50%	Q4	<p>In comparison with Q1 2022-23 our reach in Q1 2023-24 has increased as follows:</p> <ul style="list-style-type: none"> - Business Support and Development Facebook +46%, Instagram +3%. - Visit South Cambs Facebook +11%, Instagram +14%. <p>We continue to create more engaging social media content such as promoting our local markets and also sharing successes for our businesses who are nominated for awards.</p> <p>Using hashtags effectively is helping to increase reach. An example of this would be 'Muddy Stiletto' awards where several of our local businesses were nominated. A Facebook post on congratulating our local nominees had a reach of over 4200.</p>	Green
1) - see above	1b) Deliver a series of business support resources to help businesses meet economic challenges	1bi) Deliver 10 business support and resilience webinars and/or workshops, helping businesses to meet economic challenges	Q4	<p>4 webinars have been delivered during Q1 with a total of 56 registrations. Three were on mental health and wellbeing support for businesses, and one on 'Doing business with the council'.</p> <p>Further topical webinar delivery will come forward from responses to the survey work from GLBE 1ci</p>	Green
1) - see above	1b) - see above	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	Q1	We have increased content on our webpages for business resilience on cost-of-living crisis. Additional work is ongoing to refresh the business support content in line with the SCDC website refresh and other market factors. This is expected to be completed in Q3.	Green
1) - see above	1c) Develop tailored support for Businesses and strengthen our relationships with local companies to better understand their specific challenges and tailor support accordingly	1ci) 240 conversations with businesses to collate data to help inform planned interventions and identify support required	Q4	A survey has been devised to take out to business to conduct 1-2-1 conversations. This work will commence July 2023.	Green

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1) - see above	1c) - see above	1cii) Increase Business newsletter subscriptions by 20% and introduce monthly topical themed content to encourage open/click throughs	Q3	<p>Newsletter subscribers are 1194 which is 8% growth on this time last year.</p> <p>Responses gathered from the survey referred to under 1ci) will help inform newsletter content plans.</p>	Green
1) - see above	1d) Identify funding opportunities to help businesses meet economic challenges	1di) Signpost/deliver any funding that comes forwards in helping businesses meet economic challenges	Q4	<p>Through our social media and in person engagements, businesses have been encouraged to apply for remaining European Regional Development Fund (ERDF) and Local Growth Fund (LGF) funding, administered through Combined Authority to help with costs for projects to improve efficiencies and marketing, skills and training.</p>	Green
2) We will support start-ups and small businesses to set up and grow	2a) Provide space for start-ups and small businesses via the provision of space at our South Cambs Hall office building	2ai) Space rented to start-ups or small businesses at our South Cambs Hall office building	Q3	<p>Project governance is in place and plans are well underway to convert ground floor space at South Cambs Hall into a collaborative space for businesses and community groups to use.</p> <p>The project team is working closely with Facilities Management to clear the space, as it is currently in use as a storage space. Once clear, the space will be painted, and have new carpeting and floor boxes installed.</p> <p>Work is also in progress looking at how best to manage the space once open for use by businesses. Target date for opening will be Q4.</p>	Green
2) - see above	2b) Provide space for small businesses and start-ups at our commercial premises	2bi) Increase and maintain occupancy at our commercial premises	Q4 and ongoing	<p>Currently around 90% occupancy as two suites are empty at 270 Cambridge Science Park, however this is currently under review and progress should be made toward occupying these by the end of Q2. We are hopefully that we will be able to maintain above 90%, achieving 100% occupancy most of the time.</p>	Green
2) - see above	2c) Identify and provide pop-up or market trading opportunities for small businesses	2ci) Create 100 pop-up and market trading opportunities for small business	Q3	<p>Work is underway to create pop-up / market trading opportunities within sheltered housing schemes.</p> <p>Work is also underway to reimplement small traders at South Cambs Hall from July 23 onwards. 30 pop-up opportunities will take place between July and December.</p> <p>Plans are also underway to deliver another South Cambs Christmas Market which will deliver another 70 opportunities to businesses in Q3.</p> <p>The team have also worked to implement a local food van delivering sandwiches and snacks to Cambourne Business Park on a daily basis.</p>	Green

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2) - see above	2d) Identify funding opportunities specifically to help start-ups and small businesses to grow	2di) £200k Shared Prosperity funding administered to help start-up and small businesses to grow over two years	2023-25	As part of Shared Prosperity Funding (SPF), £100,000 has been allocated to work with the Business and IP Centre (BIPC) to provide a program of events and support for pre/new start-ups. This programme includes a £25,000 Jumpstart grant scheme, which will launch in September 2023. This will be followed in 24/25 with a further £100,000 funding administered by SCDC offering grants of up to £5000 to support new start-up businesses.	Green
2) - see above	2e) Deliver a series of business support resources to help new business to start up or grow	2ei) Deliver 2 webinars and/or workshops alongside delivery partners, helping businesses to start up or grow	Q3	Work will commence alongside Shared Prosperity Funding (SPF) programme delivery - see point 2di.	Green
3) We will support local businesses to become more environmentally sustainable	3a) Provide advice and resources to help businesses to understand what they can do to become greener	3ai) Conduct 120 1-2-1 direct business conversations helping businesses to reduce their carbon emissions	Q4	This strand of work is part of the Shared Prosperity Fund (SPF). As such, there are no notable updates to provide at present, as work will align with the SPF Green grants programme from Q3.	Green
3) - see above	3a) - see above	3aii) Provide 4 webinars with internal and sector experts to inform business on how to make their businesses greener	Q4	This work will commence to align timing of the Shared Prosperity Funding green grant programme, launching in Q3.	Green
3) - see above	3a) - see above	3aiii) Provide thermal imaging camera loans to help businesses assess heat loss	Ongoing	Thermal imaging cameras are available, however the current time of year is not suitable for accurate results. During Q3, thermal cameras will be promoted throughout our social media to encourage uptake.	Green
3) - see above	3a) - see above	3aiv) Run social media campaigns encouraging businesses to recycle using the Commercial Waste Service	Q2	Action will come forward in promoting Commercial Shared Waste recycling in Q2. In the meantime, we have promoted 'plastic free July', which aims to tackle plastic pollution by making businesses more mindful of their plastic usage. Monitoring the engagement with this campaign can be begin from the end of July.	Green
3) - see above	3b) Identify funding opportunities to help businesses meet economic challenges specifically to help businesses to be greener	3bi) Promote services of our Commercial Shared waste team to businesses	Q2	Content promoting the Shared Waste service has been shared through our 'Open for Business Newsletter'. We are reviewing our content within the newsletter and will take forward plans to run 'feature' type articles by the end of Q3. The first of these will be on out shared waste service and recycling.	Green
3) - see above	3b) - see above	3bii) Deliver £170,000 Shared Prosperity Fund Green Business Grant funding to 53 businesses over two years	2023-25	Working with colleagues in Cambridge City and Huntingdon District Councils, we are undertaking a procurement process (expected completion in Q2) to appoint a delivery partner to manage this program. This will include a business support consultancy program to help advise businesses on how to reduce carbon. The program will launch in September 2023.	Green

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4) We work with partners to promote skills development opportunities to businesses	4a) Promote skills development opportunities through the implementation of the South Cambs specific actions within the CPCA Employment and Skills Strategy, including by: Promoting and contributing to employer and skills events	4ai) Host a skills event in conjunction with partners at South Cambs Hall showcasing in house and partner skills and career pathways	Q3	Conversations are underway with external partners to jointly deliver a skills event – likely to be Q3 or Q4 once completion of glazing works at front of South Cambs Hall is completed.	Green
4) - see above	4a) - see above	4aii) Apprenticeships focussed communications campaign to businesses	Q2	This will be progressed in Q4, to align with apprenticeship week.	Green
4) - see above	4a) - see above	4aiii) South Cambs Region of Learning career specific digital badge pathway developed and launched (subject to funding)	Subject to funding	SCDC have provided a portion of the Shared Prosperity Funding (£268,348) to support this piece of work. Cambridgeshire and Peterborough Combined Authority (CPCA) have presented the high level CPCA-wide UK Shared Prosperity Fund (SPF) Skills and People project plan. This includes 3 key elements, including 'Skills Brokerage' which covers the Region of Learning digital badge pathway. The CPCA will lead on the delivery of this with input from SCDC in relation to how this is implemented and where its targeted. Further information is currently awaited from the CPCA.	Green
4) - see above	4a) - see above	4aiv) Develop and adopt the Good Employer Charter as an employer (subject to funding)	Subject to funding	This work is being led by Cambridgeshire County Council (CCC), as part of the DWP backed Cambridgeshire and Peterborough Work, Health and Wellbeing strategy. We will continue to feed into this work over the coming months as required.	Green
5) We will work to promote the vibrancy and health of South Cambridgeshire high streets and commercial areas	5a) Delivery of funding for the improvement of existing and fledgling high streets	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 existing and fledgling high streets	2023-25	Grant criteria is in development and estimated to be open for applications in Q3.	Green
5) - see above	5b) Run communication and marketing campaigns promoting high streets within the district	5bi) 8 high streets featured in communication and marketing campaigns run throughout the year	Q4	South Cambs magazine submission featured Histon and Impington High Street. Further features are planned for Winter Edition of the magazine	Green

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5) - see above	5c) Provide support for the set-up of new markets within the district	5ci) Provided support leading to the set-up of 6 new markets in the district	Q4	We are currently working with 3 potential new market organisers in Over, Comberton and Bar Hill to support the establishment of new markets in these areas.	Green
5) - see above	5d) Take evidence-based land use planning decisions to ensure appropriate employment provision, in the right place, to meet business needs	5di) Publish economic forecasts associated with the Joint Local Plan as part of the evidence base to the Greater Cambridge Local Plan	Q1	Reports were presented to Cabinet in February 2023.	Purple

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1) We will continue to deliver new, high quality Council homes	1a) Maintain the rate of new Council homes delivery having doubled this from 2019 levels	1ai) 75 new homes completed for rent and / or shared ownership	Q4	No completions in Q1 however this was as expected, with the target to complete 75 new homes by end of Q4.	Green
1) - see above	1b) Introduce higher standards for carbon reduction for properties we develop ourselves	1bi) Agree new carbon reduction standards for properties we develop ourselves and incorporate into new developments	Q4	We are exploring options and feasibility in relation to carbon standards for properties. This includes discussing lessons from other local authorities, including Norwich City Council (NCC), who we met with elected members in June.	Green
1) - see above	1c) Use our SCIP partnership to deliver an exemplar site with net zero / passive house (agreed standards tbc)	1ci) Achieve planning permission for the first SCIP housing scheme	Q4	South Cambridgeshire Investment Partnership (SCIP) currently has planning permission undergoing scrutiny, with a decision expected at the end of Q2/beginning of Q3 at the earliest.	Green
1) - see above	1d) Deliver additional housing for refugees above the levels detailed at 1a) and 1ai) as part of the Local Authority Housing Fund (LAHF)	1di) Delivery of new homes for refugees (quantity and timescales to be confirmed subject to additional funding details)	Q4	Total of 40 acquisitions agreed with a 20/20 split between new build (NB) and existing market (EM). Total of 10 completed in Q1, made up of 3 NB and 7 EM.	Green
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 settle in	2a) Run community liaison meetings and forums where significant new developments are planned	2ai) Community forums are run where significant new developments are planned, allowing issues to be raised and discussions about how developments are moving forward	Q4	All the agreed community forums and liaison meetings are operating fully and providing effective two-way engagement with the local communities	Green
2) - see above	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	2bi) Publish draft Local Plan for public consultation with our communities	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members at the end of Q2	Green

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2) - see above	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 a Housing Strategy to shape our Housing activity	Q1	High level consultation on aims and objectives of the strategy has been held with key staff, members and stakeholders. This was followed by individual meetings with key stakeholders and staff and a briefing session for staff on affordable housing requirements was held 28/06/23. As such, the initial consultation has now taken place as per the business plan output. Further consultation will take place with officers and Members before the draft is considered by Cabinet in December, prior to public consultation from January 2024.	Green
3) We will improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	3a) Produce a plan for the improved energy efficiency of Council Housing	3ai) Use EPC and stock data to create a costed 5-, 10- and 15-year plan for the improved energy efficiency of Council housing	Q3	Stock condition surveys are underway, due for completion Q3 and results due by end of Q4. During Q1 2023-24 work will start on the long term plan for retrofit and planned programmes for the next 5, 10 and 15 years.	Green
3) - see above	3a) - see above	3aii) Carry out a stock condition survey on all stock	Q4	Stock condition survey work started on site in May 2023 and is due to be complete on site in Dec 2023 with subsequent analysis carried out in Q4.	Green
3) - see above	3b) Continue to identify and implement opportunities for energy efficiency improvement works as part of relet works, as properties become vacant	3bi) Completion of energy efficiency improvement works as part of relet works on empty properties	Ongoing	While stock condition surveys are underway (which will go on to inform a longer term retrofit plan - as detailed at 3ai and 3aii), we continue to consider and undertake retrofit works, such as the installation of heating systems, insulation, windows etc on empty properties during the re-let period.	Green
4) We will support energy efficiency improvements in private sector housing	4a) With partners and under the 'Action on Energy Cambridgeshire' branding: Deliver government-funded energy improvements to homes occupied by eligible households	4ai) Delivery of HUG2 (Home Upgrade Grant) scheme to upgrade off-gas properties	Q4	Preparatory work to deliver HUG2 (Homes Upgrade Grant) has taken place, including initial meetings with contractors and surveys of the first batch of properties. The funding application for these is due to be submitted to government imminently.	Green
4) - see above	4a) - see above	4aii) All necessary processes (including marketing) in place for households to access self-funded work through Action on Energy Cambridgeshire	Q4	An Action on Energy website has been launched, setting out how households can access the Cambs local authorities' framework of installers. Further work to develop, promote, and deliver the retrofit offer for the self-funding market will be prioritised once HUG2 scheme is established (see 4ai above).	Green
4) - see above	4b) Ensure Private Rental Sector meets legislative requirements in relation to energy efficiency	4bi) Run Minimum Energy Efficiency Standards (MEES) project to identify Private Rental Sector properties which fall below minimum standards and actions required	Q4	The Minimum Energy Efficiency Standards project has started. Initial steps are to gather data from ONS and our own database. We will also be meeting with a neighbouring authority to gain an understanding of the process they have followed.	Green

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4) - see above	4b) - see above	4bii) Establish a private-rented sector landlord forum to share best practise and advise on support for improvement measures	Q4	We are in the early stages of planning the landlord forum, which is due to be held by the end of this financial year.	Green
5) We will work to create healthy and connected communities	5a) Through the development of the Greater Cambridge area Local Plan: Seek to create diverse and connected neighbourhoods where people can live close to where they work, play and access health providers and education	5ai) Publication for consultation the Regulation 18 Joint Local Plan preferred options capturing spatial and local planning policy considerations	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members at the end of Q2.	Green
	5a) - see above	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	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members at the end of Q2.	Green
5) - see above	5b) Through the development of the Greater Cambridge area Local Plan: Review approaches to open space and recreation provision, to underpin the delivery of healthy places and sustainable ways of living	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	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members at the end of Q2.	Green
5) - see above	5c) Work with partners to influence the delivery of significant improvements in public transportation to our villages	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	Ongoing	Engagement continues during scheme development stages of both projects via the Planning Policy, Strategy & Economy team. The formal TWAO (Transport and Works Act Orders) stages will be dealt with by the Strategic Sites team.	Green
5) - see above	5c) - see above	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	Ongoing	Work on the Local Plan is progressing with an aim that the development strategy minimises use of the private car.	Green
5) - see above	5c) - see above	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)	Ongoing	Engagement with partners continues as required to seek active transport schemes to improve links.	Green

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5) - see above	5d) Support improved access to green spaces that provide health and wellbeing benefits to our residents	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	Q4	Procurement is in progress for a company with relevant expertise who will support site identification and work with residents and groups to deliver green space improvements	Green
5) - see above	5d) - see above	5dii) Develop a toolkit to help parish councils provide more allotments with better facilities	Q4	Project initiated and on track. Draft of toolkit underway.	Green
5) - see above	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	Ongoing	Performance is now monitored utilising live data on an internal performance dashboard. Four out of five KPIs are above target, with the fifth on an improvement trend towards our own internal target and remaining above the national target (see appendix A).	Green
6) We will take action to bring empty homes back into use	6a) Identify and prioritise empty homes across the district that need to be brought back into use	6ai) Finalise the Council's Empty Homes Database	Q1	Empty Homes Database has been completed. The database is live and up to date, with empty properties to be added/removed over time. Now that this is in place properties are regularly selected to be worked on by the Empty Homes Officer.	Purple
6) - see above	6a) - see above	6aii) Assign 200 empty homes a priority classification using the scoring and rating system against agreed criteria	Q4	On target for completion by Q4. 60 properties have been classified as a priority so far.	Green
6) - see above	6b) Engage and correspond with empty homeowners and take appropriate action, where necessary	6bi) Bring 20 empty homes back into use which have been empty for longer than 6 months	Q4	On target. Four brought back into use in Q1 but many more are expected back in use within the Q2.	Green

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1) We will create and implement planning policies that address climate and ecological emergencies (including working towards net zero by 2050)	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	1ai) Publish the preferred option (regulation 18) draft of the Joint Local Plan (Q3) (as part of the process to 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)	Q3	Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members at the end of Q2.	Green
1) - see above	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	1bi) Publish the preferred option (regulation 18) draft of the Joint Local Plan (Q3) (as part of the process to create policies that will help us to double nature as part of wider work on green infrastructure and the Greater Cambridge Local Plan)	Q3	As per 1ai)	Green
1) - see above	1b) - see above	1bii) We will plan and prepare processes for the examination of Biodiversity Net Gain obligations on developers (timescale subject to further announcements from DEFRA)	Subject to DEFRA	The project to prepare process for the examination of Biodiversity Net Gain obligations on developers has been highlighted as a priority, and the team have commenced conversations	Green
1) - see above	1b) - see above	1biii) Subject to successful funding bid to Heritage Lottery Fund (HLF), assist parish councils to identify locations within their areas that could be improved	Q4	We expect to submit the Heritage Lottery Fund (HLF) application by end of Aug, which would then see notification of whether this has been successful received in about October.	Green
1) - see above	1c) Implement and communicate to all stakeholders the Council's agreed hierarchy for achieving Biodiversity Net Gain ahead of formal regulation in Autumn 2023	1ci) Develop and deliver an engagement programme with the development community, stakeholders and Parish Councils to explain the opportunities around Biodiversity Net Gain	Q4	This output is closely related to 1bii) - see update for this output above.	Green

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2) We will work with the City Council, water industry and stakeholders to address water scarcity in the Greater Cambridge area	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	Q3	Responded to the Cambridge Water draft Water Resource Management Plan consultation in May 2023.	Green
3) We will support nature recovery as part of our 'doubling nature' agenda	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)	3ai) A review of the process to designate and record TPOs across the District	Q4	Project has been highlighted as a priority, team have commenced conversations	Green
3) - see above	3b) Identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways enhance nature, in consultation with residents	3bi) Plant 35 trees across two sites on our own estate, as part of the Treescapes fund	Q4	With the support of our grounds maintenance contractor, 34 new standard trees and 228 whips were planted across both sites in March / April. We also have a 3 year maintenance programme in place. A final claim is being prepared to submit to draw down the Treescapes funding.	Purple
3) - see above	3b) - see above	3bii) Create wildflower areas on four sites located across the district on our own estate	Q2	The 4 sites (at West Wickham, Coton, Fen Ditton and Guilden Morden) now have a new grass cutting regime that has allowed wildflowers and grasses to flourish.	Purple
3) - see above	3b) - see above	3biii) Undertake a pilot using alternative methods to control weed growth, avoiding harmful environmental impacts	To be confirmed	We will start a pilot project in conjunction with the launch of our new grounds maintenance contract later this year. We are in conversation on this subject with residents in Cottenham.	Green
3) - see above	3b) - see above	3biv) Engage with communities on sustainable agriculture and food production	Q4	An article will be included in the South Cambs magazine, which will be delivered to all residents in the autumn. This will explain what is meant by sustainable food, how they can eat more sustainably, and highlights how SCDC supports and promotes sustainable food in communities and businesses.	Green

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3) - see above	3c) Support local communities to plant trees and help deliver 'doubling nature' at the parish level	3ci) Provide grants to villages to plant trees and help biodiversity projects to deliver 'doubling nature' at the parish level	Q4	No grants were awarded for this purpose during Q1, however an application has been received which will be considered during Q2.	Green
3) - see above	3c) - see above	3cii) Deliver trees to at least 50 parish councils through our '6 Free Trees' initiative	Q4	The 6 Free Trees Scheme will open in Q2/Q3	Green
3) - see above	3d) Share information and local case studies through our Zero Carbon Communities programme of events, e-bulletins and webpages	3di) Deliver conference sessions, webinars and visit two case studies	Q4	A Climate and Environment conference is proposed for parish councils and community groups is proposed, to take place during the UN Climate conference COP28 30 Nov - 12 Dec. This would be to share good practice, network and get inspired.	Green
4) We will decarbonise the Council's estate and operations	4a) Procure low emissions vehicles or alternative fuels (e.g., HVO biofuel) as replacements for our existing fleet	4ai) Deployment of at least 20% alternative fuels as proportion of total fuel usage by refuse fleet	Q4	Fuel for the Council's fleet accounts for over two thirds of greenhouse gas emissions. We are addressing this by switching a proportion of the fleet to using sustainably sourced Hydrotreated Vegetable Oil (HVO). This is a fossil-free paraffinic diesel which can be used as a direct replacement for mineral diesel fuel. Procurement for HVO has been completed and contract awarded.	Green
4) - see above	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	4bi) Complete design and implementation review and finalise contracts for the WREN project	Q1	Final design changes are scheduled to complete in Q2. These changes have been made to absorb inflationary pressures and maintain project costs within budget. Enabling works have also been progressed.	Green
4) - see above	4b) - see above	4bii) Start on-site	Q2	Start on-site has commenced with access road. Full start on site for the solar array and micro grid due to take place in Q3.	Green
4) - see above	4b) - see above	4bii) Finalise installation and commissioning	Q4	Due to the reprofiling of prior milestones, the install and commissioning is now expected to take place in Q1 of 2024. Although the project completion will be slightly delayed from the original timescale, this will not directly impact on the overall goal of our net zero targets.	Green
4) - see above	4c) Increase the energy efficiency of our South Cambs Hall office building	4ci) Realisation of year 1 benefits (reduced energy costs and carbon emissions) from Greening of South Cambs Hall project	Q4	Due to delays in the completion of the Greening South Cambs Hall project (to install a number of green energy and energy efficiency measures), full year-1 benefits (energy costs and carbon emissions reduction) will not be fully realised by end of Q4. Work continues with project completions now expected by end of Q2 / beginning of Q3.	Amber

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4) - see above	4c) - see above	4cii) Explore opportunities to further decarbonise our office building	Q4	Opportunities to further decarbonise our office building will be considered following the completion of the Greening South Cambs Hall project (as detailed above - 4ci)), which is expected to be completed by the end of Q2/beginning of Q3.	Green
4) - see above	4d) Increase the energy efficiency of our sheltered housing communal rooms	4di) Install solar PV array at Elm Court sheltered housing scheme, Over	Q4	We are due to agree a final specification in Q2 and start work on site in Q3.	Green
4) - see above	4d) - see above	4dii) Complete energy retrofit assessments of communal rooms, identify feasible improvements and agree delivery plan	Q1	Energy retrofit assessments of communal rooms will be carried out during Q2.	Green
4) - see above	4e) Improved energy performance of our Commercial buildings	4ei) Review Asset Register for commercial assets and schedule opportunities for energy efficiency improvements at tenant breaks	Q4	Our Commercial Investments, Procurement and Climate and Environment teams are working together to explore further opportunities for energy efficiency improvements on our commercial assets. It is expected that this work will be completed in Q1 2024. Efficiency improvements have been completed at 270 Cambridge Science Park and the EPC improved to A rating (20).	Green
4) - see above	4f) Reduce carbon emissions from SCDC business travel by reducing mileage and promoting low carbon alternatives	4fi) Communications to help reduce carbon emissions through business travel	Q4	We continue to provide communications promoting the Tusker Green car scheme to staff, alongside other approaches that seek to reduce emissions from business travel. including the Council's pool car and the CamShare car sharing scheme. Mileage continues to be monitored as part of the Council's annual carbon reporting.	Green
5) We will support parish councils and local communities to respond to the climate emergency	5a) Award Zero Carbon Communities grants to community projects that support carbon reduction and community engagement around climate change	5ai) Funding of £125k (up from £100k during 21-22) awarded to eligible projects	Q4	Zero Carbon Communities (ZCC) applications have been scored and a proposal will go to the Grants Advisory Committee in July to agree the final grant allocations to successful applicants.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
5) - see above	5b) Promote delivery of EVCPs in Parishes via Electric Vehicle Charge Point Grants Programme	5bi) Award up to £50k funding via Electric Vehicle Charge Point Grants Programme to eligible applicants	Q4	In Q1, three applicants have been awarded £5k each, totalling £15k grant award to install EV charge points at Milton, Over, and Shepreth.	Green
5) - see above	5c) Provide a programme of networking and information sharing (Zero Carbon Communities and Green Connect)	5ci) Deliver at least four webinars, four e-bulletins and a one-day conference, covering subjects including carbon-friendly diets, community energy and behavioural change	Q4	Two E-bulletins (Zero Carbon Communities (ZCC) newsletters) were sent out in April and June respectively, with an Autumn newsletter set to be sent out in September. Surveys are being developed in order to gain feedback from ZCC contacts and social media followers to gain a better understanding of what webinar content would be useful. The first webinar is set to be delivered in Autumn. A one-day conference is due to take place in November, in line with COP28.	Green
6) We will work to promote and protect air quality in the district	6a) Run communications to promote and educate on air quality within the district	6ai) Monitor and publish reports on air quality in at least 6 targeted areas utilising portable equipment (Zephyrs)	Ongoing	Work has been undertaken and Zephyr equipment has been deployed to report on air quality in 3 new locations (Girton, Waterbeach and Barton), with a further location identified.	Green
6) - see above	6a) - see above	6aii) Communications campaign highlighting the impacts of air quality, to coincide with Clean Air Day	Q1	Clean Air Day (15th June) was promoted via our Facebook, Instagram and Twitter social media channels, generating 3,400 impressions. Further air quality promotion is due to take place in Q3.	Green
6) - see above	6b) Undertake Environmental Permit inspections in line with our new regime, to ensure compliance	6bi) Undertake all Environmental Permit processes in accordance with programmed inspection	Ongoing	A scheduled inspection programme is in place for Environmental Permits, with inspections due to be complete in the last two quarters of the year.	Green
6) - see above	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	Ongoing	Taxi fleet compliance monitoring is ongoing, with good levels of compliance currently evident. There have been no notable breaches in terms of inappropriate vehicles being used; thus ensuring emission standards are being met.	Green
7) We will reduce consumption of resources and waste	7a) Identify and implement strategies for overall waste / materials reduction, decreased residual waste and increased recycling	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	Q4	The current strategy will remain in place while conversations with DEFRA continue and we await further guidance from DEFRA. It is unclear as to when the DEFRA guidance will be provided.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
7) - see above	7a) - see above	7aii) 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	Ongoing	The updated circular economy strategy is now finalised and in action, with the schedule for the year currently being developed. We also continue to support report cafes and other community work via the Zero Carbon Communities (ZCC) grants (see 5ai).	Green
7) - see above	7a) - see above	7aiii) Carry out communications campaigns focussed on increasing recycling rates and reducing non-recyclable waste from Circular Resource Plan	Ongoing	Metal matters campaign concluded at the beginning of July and an evaluation meeting is scheduled for 15th August. The outcomes from this evaluation can be included in the Q2 update. The current phase of the food waste prevention campaign concludes at the end of December.	Green
8) We will build carbon reduction and nature recovery perspectives into decision making across the Council	8a) Work towards becoming a carbon literate organisation	8ai) Secure Bronze status as a Carbon Literate Organisation	Q2	Two courses have been completed with 10 employees completing pledges and receiving certification, with a further course taking place 26th July. Due to scheduling of Carbon Literacy courses and availability of key colleagues – meeting the requirements of bronze status needs to be reprofiled to Q3, however this remains within tolerance.	Green
8) - see above	8a) - see above	8aii) Develop reporting on our Scope 3 (supply chain) carbon emissions reporting	Q4	Work has started to explore what reporting of supply chain carbon emissions currently takes place through our existing procurement activities. We are focusing on the housing maintenance contract as our largest contract. This will allow us to identify how this can be built upon.	Green
8) - see above	8b) Undertake carbon impact assessments in relation to all new budget bids exceeding £20k	8bi) Share carbon impact assessment tool with service areas and put guidance in place to utilise during bids/savings MTFS process	Q2	A draft template for the carbon impact assessment process has been produced following discussions about how to integrate the tool into the bids/savings process.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
9) Our Councillors will act as climate and environment advocates to promote action by organisations and stakeholders beyond South Cambs	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	Q4	<p>Climate and Environment Advisory Committee Chair attended and chaired the speaker panel at Histon and Impington Eco Fest.</p> <p>A number of articles have been published in the Summer 2023 edition of the South Cambs Magazine relating to climate change mitigation and environment, including on the subject of:</p> <ul style="list-style-type: none"> - Work to retrofit Council homes - Habitat awareness training for watercourse team - Promotion of reuse, repair and recycling for bulky items - Home composting. - Local Plans (helping to protect local environment) - Electric Vehicle Charing Point grants <p>An article was also published in the Cambridge Evening News detailing our green support for local businesses.</p> <p>Further promotion activities will take place throughout the remainder of the year.</p>	Green
9) - see above	9a) - see above	9aii) Representation at key regional, national and international events relating to climate change and environment	Q4	<p>Member and Senior Officer attendance at the Oxford to Cambridge Pan-Regional Partnership.</p> <p>Our Head of Climate and Environment is a member of the Selection Committee for the Zayed Sustainability Prize in the Climate Action Category (https://www.zayedsustainabilityprize.com/apply/committee).</p> <p>This is a global prize that recognises non-profit organisations, small and medium sized businesses and high schools for their impactful, innovative and inspiring sustainable solutions across a range of categories.</p> <p>The 2023 award cycle is underway and the Prize Award ceremony and events will be held at COP 28 in December 2023.</p> <p>Representation at further regional, national and international events relating to climate change and the environment will be reported on throughout the year.</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
1) We will ensure the Council is structured and appropriately resourced to deliver efficient and effective services	1a) Complete reviews of all services, identifying and implementing opportunities for improved efficiency and service delivery by the end of 2023.	1ai) 3 service reviews completed and recommendations made	Q4	Corporate Admin and Revs and Bens Phase 2 service reviews are on target for completion in Q3. Dem Services review completed and findings being implemented.	Green
1) - see above	1a) - see above	1aii) Service Review recommendations implemented	Q4	The recommendations from the Revs and Bens phase 1 service review are currently being implemented, including a management restructure. The recommendations from the Executive Assistant review are in process. The Team Leader role has been recruited to. Implementation of further recommendations will be subject to the completion of the service reviews details at output 1ai above.	Green
1) - see above	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	1bi), 1ci) and 2bi) Report produced assessing the findings from the 3-month 4 Day week trial	Q1	A report was produced at the end of the 3-month trial, with a review of the KPI's. The overall conclusion was these had been maintained. Data from the Robertson Cooper staff survey was also included in this report and showed the results were overwhelming positive. The recommendation was to extend the trial until March 2024, which was approved. A 3-month trial will commence in September 2023 for the Shared Waste service. A report will be produced in Q3 once the initial Shared Waste trial has been completed.	Purple
1) - see above	1c) Secure approval and undertake a further trial in the Shared Waste Service	1c) As per 1bi) (Approvals for Shared Waste trial)	Q1	As per 1bi)	
1) - see above	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	1di) Introduction of annual tenant satisfaction survey to allow implementation of new performance monitoring under new requirements by the Social Housing Regulator	Q1	Consultants appointed to undertake annual survey in October. In the process of implementing repair satisfaction surveys on a monthly basis. First surveys to go out in August to those that had a repair undertaken during July 2023.	Green
1) - see above	1d) - see above	1dii) Implementation of new approaches to the collection and review of customer feedback	Q2	The Council is receiving feedback data through its Customer Feedback Survey (available through our website). From Q2 onwards, key findings from this feedback will be reviewed at regular Digital Programme board meetings.	Green

*Purple = Completed, Green = On target for completion within target timescale or tolerance, Amber = Delayed beyond timescale or tolerance, but on target for revised timescale, Red = Not going to be delivered or delivery plan needed

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
2) We will attract and retain the best talent and ensure we are an employer of choice	2a) Offer a wide range of development initiatives to ensure we're growing our own talent and providing development opportunities for staff	2ai) 10 apprenticeship courses completed by SCDC staff during the 2023-24 year	Q4	We have 10 apprentices completing courses at Levels 2-7 who are on track to complete their apprenticeships by April 2024. Apprenticeships represent a key opportunity for us to develop colleagues and to bring in new talent.	Green
2) - see above	2a) - see above	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	Q4	Meeting with Growthworks to discuss apprenticeship development opportunities w/c 24/7/23. 6 colleagues are starting apprenticeships in Q2, 4 new hire apprentices joined SCDC in Q1 and we have 9 apprentice roles open, with a view to them joining SCDC in Q2.	Green
2) - see above	2a) - see above	2aiii) Complete the delivery of a modular leadership development program for 49 managers	Q2	Leadership Academy provided SCDC's leaders with an opportunity to develop their skills and awareness of self, others, change management, critical thinking and performance management. Sessions on financial management, motivation, resilience and negotiation skills were also offered. There are two sessions remaining, which will be delivered in Q2.	Green
2) - see above	2a) - see above	2aiv) Assess the outcomes of the 'Essential Tools for Managers' training pilot for new and first line managers	Q1	This pilot programme has been assessed and was deemed successful. We are developing further plans for line manager training, to be launched in Q3.	Purple
2) - see above	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	2b) As per 1di) (Ability to attract and retain talent)	Q1	As per 1bi)	
2) - see above	2c) Promote SCDC as an employer of choice	2ci) Attend 3 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	Q4	1 careers fair attended at Cambridge Jobcentre during Q1 – approx. 25 potential candidates signposted to potential roles across the Council. Continuing to liaise and partner with Jobcentre to provide information for potential candidates on South Cambs roles. Shared Planning Service attended Long Road Sixth Form Careers Fair (Cambridge) in May 2023 to promote opportunities within SPS 1 work experience completed. Review of work experience programme started to ensure we are offering the best experience to students, promoting us as an employer of choice and to encourage future apprenticeship applications by raising the profile of the Council and the opportunities for employment.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
3) We will generate additional income through our services and commercial activities	3a) Explore and pursue ways of increasing income generation through our services	3ai) Increase Greater Cambridge Commercial Waste Service customers by 150 over the course of the year	Q4	44 total new customers at the end of Q1.	Green
3) - see above	3a) - see above	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	Q4	Review of Planning Performance Agreements (PPA) completed and improved invoicing process in place. Training rolled out to service. Q1 monitoring indicates improved cost recovery through PPA's and pre-application process. BNE service developing new service offer to key partners to improve cost recovery and enhance service delivery.	Green
3) - see above	3b) Generate rental income from our office space	3bi) Lease office space at our South Cambs Hall office	Q3	As per GLBE 2ai) (Green)	Green
3) - see above	3c) Maximise returns from commercial space owned by the Council	3ci) Lease office space at our 270 Science Park premises	Q4	As per GLBE 2aii) (Green)	Green
4) We will make it easier for customers to access and carry out transactions online	4a) Make it easier for customer to access and complete services online	4ai) 12 services made easier for customers to access online, via self-service, online	Q4	Three services are now easier to access online and complete via self-service - Elected Tenant Enquiry form, Council Tax Payment form, and Council Tax and Benefits form. These are all being advertised to make customers aware. Nine more services are underway with the aim of making it easier for customers to self-serve. These services are expect to be online by end of Q2.	Green
4) - see above	4a) - see above	4aii) Provide an integrated portal for businesses to access SCDC online services	Q4	Project launch meeting is scheduled for Sept. In advance of this a user requirement document has been created and we are in discussions with IEG4 (supplier) re the creation of a demo. We also continue to explore alternative delivery options.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
4) - see above	4a) - see above	4aiii) Launch of web-chat functionality	Q4	<p>Webchat 'iteration 1' went live 20th July. This allows customers to interact with us within business hours, have a free-text conversation with a member of the Contact Centre and have a transcript of their conversation emailed to them.</p> <p>Webchat iteration 2 is being developed with 3C Digital and will have further enhancements, such as the look and feel, offer signposts to call actions based on the page web chat started from.</p>	Green
4) - see above	4b) Make it easier for customer to find information on our webpages	4bi) Design and implement new websites for SCDC and Greater Cambridge Shared Planning	Q4	Stakeholder workshops have been organised for both SCDC and GCSP websites and early conversations are taking place with management teams to set the vision for the websites.	Green
5) We will work with communities and individuals to tackle issues that are affecting them locally	5a) Support communities to consider and address the local initiatives that matter to them using our Community Led Plan framework.	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	Q4	Review to take place in Q3. In the meantime, parishes have been made aware of our toolkit and the support that is available for them to pursue a Community Led Plan. Officer support is available where communities choose to take up this opportunity	Green
5) - see above	5a) - see above	5aii) Continued support for the creation of neighbourhood plans and village design guides	Q4	Ongoing support is being provided to communities for the creation of neighbourhood plans. 8 neighbourhood plans have now been made and adopted. Programme for village design guides has concluded - further guidance will be subject to further funding and officer capacity	Green
5) - see above	5b) Ensure a consistent approach to consultation, providing all groups with opportunities to make their views known	5bi) Launch an internal SCDC consultation toolkit to achieve a consistent approach to consultation	Q2	<p>We are working with The Consultation Institute to develop a toolkit which colleagues from across the organisation will be able to refer to. This toolkit is complete and ready for internal distribution / publication this summer.</p> <p>Alongside this, relevant officers are receiving in-person training. Session 1 (preparing for a consultation) and session 2 (carrying out a consultation) have both taken place. There will be a third in-person session (training on the toolkit) on Thursday 6 July. Following this training session, the toolkit will be made live and shorter process training will be made available to a wider pool of staff</p>	Green
5) - see above	5b) - see above	5bii) Carry out a review of the Greater Cambridge Statement of Community Involvement (SCI) which outlines how communities are engaged on planning related matters	Q4	Review has commenced, with a programme leading to public consultation on a draft Statement of Community Involvement (SCI) in Q3 2023.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
5) - see above	5c) Work with partners to produce an agreed cultural strategy for South Cambridgeshire	5ci) Release an action plan and toolkit for the delivery of a cultural strategy	Q4	A survey is being created to understand the aspirations, to help guide the establishment of a possible 'Arts & Culture' strategy. Survey to be circulated to Councillors by the end of this summer.	Green
5) - see above	5d) In partnership with Cambridgeshire County Council and the Greater Cambridge Partnership deliver a civil parking enforcement scheme for South Cambridgeshire.	5di) Launch the civil parking enforcement scheme	Q3	Cambridgeshire County Council (CCC) has submitted the Civil Parking Enforcement (CPE) application to the Department for Transport. The timescale for this application being determined is set by Government, but we are expecting a decision to allow the scheme to launch before the end of 2023 as planned. SCDC officers working with CCC to ensure the communications plans are in place to ensure communities, and those who have become accustomed to parking illegally due to reduced Police capacity to enforce, have sufficient warning and understanding of the change.	Green
5) - see above	5e) Establish mechanisms for council tenants to have an input into wider estate management issues	5ei) Complete at least 86 estate inspections (note inspections take place over an 8-month period)	Q4	Formal Estate inspections carried out by officers and supported by tenant reps have commenced and will continue through the summer months. 6 formal estate inspections have been completed in the first quarter.	Green
5) - see above	5f) Take action to minimise fly tipping	5fi) Deploy additional cameras at new locations to deter fly tipping	Q4	12 additional cameras have been purchased, two new locations have been fitted with cameras, poles, and accompanying deterrent signage: Washpit lane (Girton) and Caxton Gibbet.	Green
5) - see above	5f) - see above	5fii) Prompt clearance of fly tips to reduce further occurrences at the same site	Q4	Fly tips are currently being cleared within 10 days with the Q1 KPI report showing that 94% of fly tips are being cleared within 10 days, which is above the 85% target.	Green
5) - see above	5f) - see above	5fiii) Deter criminal activity through development and use of 'fly tip under investigation sticker' highlighting ongoing investigations	Q4	The task of producing stickers has been assigned to the Envirocrime Support Officer. Currently, a design has been drawn up and is ready for printing.	Green
5) - see above	5f) - see above	5fiv) Undertake joint roadside checks initiatives with the Police, HMRC and other partners	Q4	Operation Chambers was attended on 25th April 2023 at Duxford (A505). This multi-agency action day was attended by the enforcement officer from SCDC.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
6) We create places where people feel safe and communities thrive	6a) Undertake all landlord safety checks (including electrical safety, gas installations and where appropriate fire risk assessments and water safety tests).	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)	Q4	<p>As of the end of Q1:</p> <ul style="list-style-type: none"> - Gas Compliance is 100% - Electrical Compliance with our new policy of 5 year cycle is 88% (there are 573 properties to bring into the 5 year plan during the next year from the previous 10 year cycle. There are no properties certificated longer than 10 years ago). - All required fire risk assessments are complete. Some actions remain outstanding where a procurement exercise has been required. - Water Hygiene is 100% with no outstanding actions. - Our regulatory responsibilities relating to asbestos inspections is 100% compliant across 98 public access spaces. - We have 100% coverage on asbestos reports on dwellings falling outside of regulatory requirements, however we have identified that some are older than we would like and have a programme of resurveying ahead of any major works within dwellings. We also have 810 garage blocks being resurveyed each year and are 100% compliant on these. <p>Q2 will see a full review of compliance actions and of the corporate fire strategy for HRA stock communal areas and Sheltered schemes following changes in regulations in 2019/2020 and 2022.</p>	Green
6) - see above	6b) Provide support to help people to live safely in their homes	6bi) Support 200 new clients through the housing department's visiting support service (Q4)	Q4	<p>In Q1 the Visiting Support Service supported 139 clients and is currently working with 107 so far in July. The service provides elderly residents in the district with wide-ranging practical support to help, for example, manage their finances and housing costs, loneliness and access to specialist services. These are some of the outcomes achieved by the service in the quarter:</p> <ul style="list-style-type: none"> - Supported 22 clients to move into sheltered or supported accommodation and 12 clients with home adaptations. - Supported 30 clients with technology enabled care. - Accessed health professionals for 41 clients. - Assisted 36 clients to participate in leisure or social activities - Supported 109 to improve the safety of their homes. - Supported 132 clients to claim benefits and 24 clients to manage debts 	Green
6) - see above	6b) - see above	6bii) Spend disabled facilities grant and repairs grant to allow people to live independently and safely in their homes	Q4	<p>Better Care Fund Allocation received from County 2023/24 - £787,473. Grants are available to qualifying applicants (in line with the Cambridgeshire Adaptations & Repairs Policy 2019) in the private sector or in housing association properties across the District.</p> <ul style="list-style-type: none"> - Spend within Q1 - £72,285 - Committed Spend this year so far – £338,412 - Pipeline spend identified so far this year - £323,886 	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
6) - see above	6b) - see above	6biv) Run a communications campaign promoting the reporting of concerns about private rental housing conditions to the Council	Q4	A damp and mould article was included in the spring edition of the South Cambs magazine. Information on damp and mould and advice on renting housing in poor conditions has also been made available on the SCDC website.	Green
6) - see above	6b) - see above	6bv) Undertake inspection visits to all caravan sites to ensure that residents have suitable housing provision	Q4	20 sites have been risk assessed and 20 more sites are on record as having a licence. The next stage is to ensure that all sites are correctly licenced, which will commenced in Q3/Q4.	Green
6) - see above	6b) - see above	6bvi) Run a workshop to promote the Mobile Wardens scheme and plan the development of the new scheme which will run from 2024-27 (Q2)	Q2	The review of schemes is in progress to understand how the Council could support schemes over the next 3 years. A workshop was held in June, with parishes and Mobile Warden Schemes, to ensure a full understanding of the local benefits these schemes deliver and financial sustainability.	Green
6) - see above	6b) - see above	6bvii) Support tenants facing mental health issues to maintain their tenancies and prevent homelessness	Ongoing	We employed a mental health worker on a 2 year fixed term contract in January. This officer is now working intensively with a number of identified cases, providing support and enhancing life skills through innovate solutions tailored to each client.	Green
6) - see above	6c) Target support to improve health and wellbeing outcomes for vulnerable residents	6ci) Run a series of outdoor activity events to support young people to improve their mental health	Q4	Two programmes have been held at Milton Country Park this year. The second is currently ongoing. There will be a summer break before with a third programme starts at Milton in September. Programmes at Wandlebury have been suspended due to low uptake. Instead, we have provided a bespoke programme at Cambourne Village College. We are currently awaiting feedback on the success of this and whether this could be replicated at other schools.	Green
6) - see above	6c) - see above	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	Q4	Service support grant process for 2023-2026 reviewed and allocations complete. A total £167,400 of funds was allocated to the voluntary sector to help deliver support to residents on a range of issues from Debt advice services to voluntary car schemes. Let's Get South Cambridgeshire Active grant is now closed. £9,000 of funding allocated to set up 30 new physical activity schemes. .	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
6) - see above	6d) Assist in the relocation and support for refugees and asylum seekers in the district	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	Q4	<p>There has been a steady decrease in Ukrainian arrivals over the past months, however the current processes and workflow are robust and working effectively and will continue to do so as the scheme continues.</p> <p>A suite of moving on options have been provided to hosts and guests to support the next phase of guest's journeys to more independent living. Two moving on events have been held to help answer queries and a further event will take place this summer. The SCDC moving on team has a process to ensure each guest is contacted 60 days in advance of when they might be asked to move on by their host to minimise emergency support requests and homelessness.</p>	Green
6) - see above	6d) - see above	6dii) Support further requests to aid and support refugees, should they be located in the district	Q4	We continue to support applications and requests as required, including provision of support to Uttlesford District Council to respond to arrivals from Sudan by loaning Housing Advice staff for two days.	Green
6) - see above	6e) Provide support to residents through the cost-of-living crisis	6ei) Review (Q1) and implement the cost-of-living support package for the 2023-24 financial year	Q4	<p>Councillors at a Cabinet meeting in March 2023 agreed the projects the Council will focus on to support communities.</p> <p>Projects include setting up a mobile food hub (July); facilitating the set up of a sustainable food network (July); talks to parishes to connect residents with the various sources of help and support (Sept); procuring and distributing warm blankets (Aug); devising an info leaflet to be sent to residents who have missed a CT payment to signpost to additional support (May). All of the above projects are being delivered on time.</p>	Green
6) - see above	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	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	Parish Councils and local district councillors with cashpoints in their area have been contacted with the relevant information about this scheme and the concept will be discussed at Parish Council meetings. Once feedback is received work will commence with those that are keen to proceed.	Green
6) - see above	6g) Build on Domestic Abuse Housing Alliance accreditation to ensure best practice and fully embedded response to domestic abuse	6gi) All staff complete mandatory domestic abuse training and targeted training updated for roll out to specific roles	Q1	Work is underway with the HR team to review the mandatory safeguarding training, including Domestic Abuse (DA) training. Initial focus is on delivering Safeguarding training (Mandatory training related to Adults with Care and Support needs delivered in June 2023). Work on targeted DA training scheduled for Qs 3&4.	Green
6) - see above	6g) - see above	6gii) Role out and promotion of a network of Domestic Abuse Champions across the organisation	Q1	<p>Domestic Abuse Champions identified and trained. Ongoing work to embed their role is now required.</p> <p>Further awareness training and Domestic Abuse champions training booked for Sept 2023</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q1	Q1 RAG*
7) We will deliver a range of community buildings at Northstowe	7a) Delivery of two Sports Pavilions	7ai) Phase 1 Sports Pavilion delivery	Q1	Phase 1 of the Sports Pavilion delivery is due to complete at the end of August 2023. Tender has been issued for an operator. We hope to open to the public soon after completion and on-boarding of the operator.	Green
7) - see above	7a) - see above	7aii) Start land transfer process for Phase 2 Sports Pavilion	Q4	Only the land owner can instigate the land transfer process, however we are scheduled to discuss this among other items with Homes England in August. The trigger for this facility is 2500 homes, but there is an ambition to deliver as soon as possible.	Green
7) - see above	7b) Delivery of Community Centre (including the delivery of an Interim Community facility)	7bi) Delivery of the Interim Community facility	Q1	The Interim Community Facility was officially opened on 17/07/23. The single-storey building includes a generous lobby with kitchenette and toilets, storage, and contains space for three offices, an NHS room, and two large community rooms which can be used for a wide range of activities for all ages including: - Community cafes and pantry - Baby and toddler groups - Private hire for events such as birthday parties - Children and youth activities - Art workshops and events - Meeting spaces for sport and activity groups	Purple
7) - see above	7b) - see above	7bii) Submit Planning application for delivery of Phase 1 Community Centre	Q2	Extensive public consultation has been very positive. Pre-application meetings held with the Local Planning Authority and the Highways Authority. The Design Review Panel were exceptionally positive, especially about our sustainability ambitions. Application to be submitted late July/early August with anticipated Planning Committee date of November.	Green
7) - see above	7c) Delivery of Civic Hub (containing health, library and community facilities)	7ci) Full stakeholder consultation prior to submission of planning application for the Civic Hub	Q3	There have been discussions with stakeholders looking at what they would like to see at the Civic Hub and what space they require. Ongoing discussions are taking place with Homes England about the site and transfer of the land. Civic Hub is due to be delivered in 2028. A working group / board is due to be re-established with the stakeholders involved in the development of the Civic Hub. The first meeting is due in Q3.	Green