

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 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	<p>Currently 234 businesses and activity providers and 80 local events are listed on Visit South Cambs Website. We expect a natural decline in events listings during Q3 and Q4 as we head into winter.</p> <p>We plan for business engagement officers to promote listing with Visit South Cambs when they are out and about and we also have the option of contacting businesses and create listings for them where they are happy with this.</p>	Green
1) - see above	1a) - see above	1aii) Through social media engagement, monthly visits to Visit South Cambs website exceeds 1500	Q4	Q2 2023 saw an average of 2581 users. This is more than double the number of users (1021) in Q2 of 2022. The result also includes a short period of down time in July as the Visit South Cambs website was migrated.	Green
1) - see above	1a) - see above	1aiii) Create topical content to increase our reach through social media by 50%	Q4	<p>We have seen some mixed results relating to our social media reach during Q2 compared to the same period last year, however plans are in place to increase reach through some additional marketing efforts over coming months.</p> <p>In Q2:</p> <ul style="list-style-type: none"> - Visit South Cambs (VSC) Facebook saw a decline in reach compared to last year. - VSC Instagram remains strong at 42% growth. - Business Support and Development (BSD) Facebook showed 2% growth - BSD Instagram saw a decline of 33% for Instagram. <p>We created 34 posts on Visit South Cambs and 36 on Business Support for the quarter.</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>3 webinars have taken place in Q2 with a total of 43 registrations, bringing the total number of webinars delivered so far this financial year to 7. One of the webinars was on about mental health and a further two were about how to do business with the council.</p> <p>Procurement webinars remain popular, and the team will be supporting an in-person procurement event (organised by the County Council) taking place in Nov in St Ives. This will address barriers and create opportunities for local SME's to help stimulate economic growth and local innovation. It will also foster meaningful connections with procurement teams across the county.</p> <p>For Q3 we have 'Demystifying Apprenticeships' as a new addition to our webinar schedule. We will also host three sessions as part of the governments Levelling Up Shared Prosperity Funds supporting a 'Jumpstart' programme for new start-ups on 'Why Carbon Footprint matters'.</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 continue to review and update business support webpages to help businesses meet economic challenges. This includes links to promote government's Levelling Up UK shared prosperity grant schemes. There will be a complete refresh of our pages with the launch of the new SCDC website later in the year (see Modern and Caring Council 4bi)	Green

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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	This work started in late July. Since then 32 in depth conversations have taken place with businesses (as of end of Sept) to understand the issues they face and how they interact with the council. This work will help form the work the team delivers to support businesses in meeting challenges.	Green
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	Newsletter subscriptions are at 1209, which is 6.5% growth on this time last year. Our business engagement survey work is helping to grow subscriptions - 21 of 32 businesses surveyed said they would like to receive the newsletter.	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	We are promoting UK Shared Prosperity Fund (UKSPF) grant schemes as they launch. The Business and IP Centre (BIPC) Jumpstart Scheme launched in early September and was promoted through the South Cambs magazine and through our newsletter and social media channels. Our Green Grants programme (which is being administered by Allia, and in partnership with Cambridge City Council and Huntingdonshire District Council) is expected to launch early Q3 and will see businesses in South Cambs receiving advice and potential match funding of up to £5,000 to implement measures to help reduce their carbon footprint.	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	Work is well underway on conversation of the ground floor at South Cambs Hall to provide spaces for small businesses. The space has been cleared of all items that were previously in storage. Contractors are currently on site to paint, decorate, install new carpets and floor boxes. We are still on track to have the space open in Q4	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	Leases at both 270 Cambridge Science Park and Colmworth will be completed by year end, leaving 1 suite still on the market. 95% occupancy by year end is expected.	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	Plans are underway to help support a trading event at the Wilford Furlong sheltered scheme on 4 December. This will provide trading opportunity for 7 small businesses. The 'Stalls in the Hall' is now a regular item on the Councils events plan. 14 traders have taken up the opportunity to trade at South Cambs Hall. We are also inviting Food Vans to trade on Cambourne Business Park to attract increased footfall. The South Cambs Christmas Market 2023 has been given the go ahead and we are in the process of planning the event. We have already been overwhelmed by applications to trade and will have 70 traders at the event.	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	The Business and IP Centre Jumpstart scheme launched in September. Further grants of up to £5,000 will be available to support new start up business from end of Q4/Q1 2024 through a new scheme.	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	We will promote a series of webinars taking place in October and November to support new start-ups as part of Business & IP Centre JumpStart schedule.	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	Webinars will be promoted to support Allia with the UK Shared Prosperity Fund Green Grants programme to help businesses harness funding and advice to support them on their journey to become Net Zero. See also GLBE 1bi where we will support Business and IP Centre with webinars for new or recent start-up businesses on 'Why measuring Carbon Footprint in important'.	Green
3) - see above	3a) - see above	3aiii) Provide thermal imaging camera loans to help businesses assess heat loss	Ongoing	We will promote the use of the councils' thermal imagery cameras throughout autumn and winter (the best time of year to ensure accurate results). There will be content in the South Cambs magazine promoting use and this will be supported through face-to-face conversations and social media.	Green
3) - see above	3a) - see above	3aiv) Run social media campaigns encouraging businesses to recycle using the Commercial Waste Service	Q2	We anticipate that social media promotion of the Commercial Waste service will take place in Q3/Q4. In the meantime we have promoted 'Zero Waste Week' which ran from 4-8 September.	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 was shared through our 'Open for Business Newsletter' in Q2 and we anticipate supporting our Commercial waste team with further content through Q3. We will also be attending Cambs B2B event in November where will help promote commercial waste services to businesses.	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	A delivery partner (Allia) has been appointed for this scheme. Programme launch is planned for end of Q2/ beginning Q3.	Green

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4) We work with partners to promoted 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	Following discussions with skills stakeholders, we will host an event in Sep 24. This is to avoid clashing with Apprenticeship week (Feb 24) and avoiding Mar-July time where young people are preparing for exams.	Green
4) - see above	4a) - see above	4aii) Apprenticeships focussed communications campaign to businesses	Q2	We are hosting a webinar with Growth Works in early October to help businesses understand how apprenticeships work and how to access the apprenticeship levy.	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, with input from SCDC in relation to how this is implemented and where it is targeted. Further information is 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	The Good Employer Charter was part of a DWP supported piece of work within the Cambridgeshire and Peterborough Work, Health and Wellbeing strategy. The actions within this strategy have evolved since the inclusion of 4aiv) in the business plan and it is now unlikely to include the Good Employer Charter. We continue to work closely with our external partners on the Work, Health and Wellbeing strategy and are currently exploring alternative ways to support the original objectives of the good employer charter proposal. We will provide a further update to Members as soon as we have clarity on the alternative proposals.	Amber
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 expected to be open for applications in Q3.	Green

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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 in Q1. Further promotion is planned to promote featured high streets through Visit South Cambs Social media channels.	Green
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	<p>Since Dec 2022 we have supported the establishment of 6 new markets. These are Cottenham Community Market, Hauxton Food and Craft Market, Marleigh Market, The Gransdens Farmers Market, Great Shelford Village Market, Histon Farmers Fayre and Northstowe Market. Overall the team has been able to help create 450 additional trading opportunities.</p> <p>We are also in conversation and providing early support for the set up of further new markets.</p>	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	<p>11 new builds were completed by end of Q2. The New Build team are anticipating a further 35 acquisitions by end of Q4. Although numbers this year are below the target, this is because of the way s106 Housing is developed, whereby developers tend to complete large numbers of properties at the same time. This is particularly the case when acquiring apartment block properties, where it is usual practice to take handover of entire blocks. We have a healthy pipeline of schemes being developed and any shortfall this year will be met by higher numbers in future years.</p> <p>Please note that the target of 75 new homes completed for the year does not include 66 properties that the Council have acquired for refugees under the LAHF scheme (as detailed at 1di)</p>	Amber
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 continue to explore options and feasibility in relation to how SCDC can reduce the carbon impact of new homes that are delivered directly on Council-owned land. This has included exploring Modern Methods of Construction (MMC) options that might be suitable on our difficult sites (usually small, constrained brownfield sites, often former garages).	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	A Planning Application has been submitted for 256 new low carbon homes in Cambourne through the South Cambs Investment Partnership (SCIP).	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	A total of 66 properties will be purchased before the end of the year, made possible by successful applications for funding.	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 6 Community Forums and 7 Liaison meetings are working as intended. Dates for 2024 now confirmed for each meeting and these will be publicised as part of our winter residents' magazine.	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	<p>Work on the local plan is progressing. An update of the Local Development Scheme will be reported to members once there is greater clarity on the water supply position.</p> <p>An Amber status has been set for this output due to broader sub-regional issues that are outside of our control and which are being discussed and worked through (see covering report para 12 for further detail).</p>	Amber

*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

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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	We are currently working through feedback received from the Council's Leadership Teams to inform the development of the draft Housing Strategy for consultation. The draft strategy will be approved by Lead Member prior to consultation, in line with Council's constitution. We are on track for 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. Currently we are well ahead of schedule by approx. 1000 properties, and results due by end of Q4. During Q1 2024-25 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	Department for Energy Security and Net Zero (DESNZ) has awarded HUG2 (Home Upgrade Grant) funding in Q2. A framework has been established with five installers (across Cambridgeshire). Work is ongoing to identify eligible properties and communicate to the target audiences about HUG2.	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	There are regular communications relating to Action on Energy through the Council's website and through social media channels, including a retrofit guide that has been added to the website. As above (at 4ai) focus is currently on eligible applicants through HUG2. There is an Action on Energy workshop planned for 11 October to discuss how to engage this group and all residents on energy efficiency and renewable energy generation.	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	Meetings have taken place with internal and external colleagues to discuss approaches to MEES enforcement and letters are being finalised ready to be sent to landlords.	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	The landlord forum will be scheduled to take place in Q3. Our Landlord database is currently being updated ready for invites to be sent out.	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	As per update for HTTA 2bi)	Amber
	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	As per update for HTTA 2bi)	Amber
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	As per update for HTTA 2bi)	Amber
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 (CSET and C2C) 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	As per update for HTTA 2bi)	Amber
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, 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	A contractor has been procured to identify and assist in delivery of improvements to 6 green spaces. Each project will involve the local community. Initial meetings scheduled for October 2023.	Green
5) - see above	5d) - see above	5dii) Develop a toolkit to help parish councils provide more allotments with better facilities	Q4	A draft version of the Allotments Toolkit has been created and is in the process of internal review before launch.	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	Planning compliance reporting and monitoring systems are in place for the start of Q3 so will increase reporting and monitoring capabilities moving forward. Four out of five Planning KPIs are above target, with the fifth on an improvement trend and just 0.06% below 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	We are on target for completion by Q4. 84 properties have been given a priority classification of high, medium, low 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	Currently we are ahead of target. 15 properties have been brought back into use up to the end of 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 once there is greater clarity on the water supply position. An Amber status has been set for this output due to broader sub-regional issues that are outside of our control and which are being discussed and worked through (see covering report para 12 for further detail).	Amber
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 update for GTOC 1ai).	Amber
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	Training has now been given to planners and is scheduled for Planning Committees. The Biodiversity Net Gain Pre-application service for applicants / agents is under development.	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 have submitted our bid to the HLF (Heritage Lottery Fund) with supporting information from County and the Wildlife Trust. A decision is expected November 2023. If successful, this will support the appointment project officer to work with Parish Councils.	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	A briefing on Biodiversity Net Gain is included in the agenda for the next Parish Liaison meeting and Agents Forum. We are also reviewing and updating our webpages. The engagement programme will be developed once we know the outcome of HLF bid (as detailed above at 1biii))	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	Cambridge Water published a revised draft Water Resource Management Plan in September. Work is underway liaising with Cambridge Water and Environment Agency to understand the supply position. Water Scarcity Group, including DEFRA and the Department for Levelling Up, Housing and Communities (DLUHC) representatives, are exploring mitigation measures.	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	The review project has commenced with a pilot of 2 parishes (Harston & Boxworth). The pilot is programmed to take place in January 2024.	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	Following the planting of 34 new standard trees and 228 whips last quarter, evidence was submitted to the Forestry Commission and funding has now been received. The trees on these two sites are being cared for via regular inspections by our grounds maintenance contractor through an agreed programme.	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 pilot sites (at West Wickham, Coton, Fen Ditton and Guilden Morden) have been well received by local residents. There has been a request to plant additional trees on one site. We will review progress with our grounds maintenance contractor in Q3 and consider opportunities to extend the program in the next growing season.	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	Now that we have procured a new grounds maintenance contract, we will review options for introducing a pilot programme to use alternative measures to control weed growth in Q3.	Green
3) - see above	3b) - see above	3biv) Engage with communities on sustainable agriculture and food production	Q4	A Sustainable Food article was published in the South Cambs Magazine. This included signposts to Community Chest support to help food growing groups get started; food waste campaigns including Fight Food Waste campaign; and plans to develop a network of food banks and community vegetable gardens as part of cost of living support.	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	1 application was received in Q2 and a grant of £2,000 was approved at Sep Grants Advisory Committee. The grant will be used to help enhance the natural environment on a wooded piece of land in Meldreth, which attracts muntjacs, rabbits, bats, frogs, dragonflies, bees and a variety of birds. The vision for the site involves planting native hedges and trees, aquatic plants and a wildflower meadow. There is also a pond and stream on the site and in addition to the grant, our watercourse team and their equipment have also been offered to assist.	Green
3) - see above	3c) - see above	3cii) Deliver trees to at least 50 parish councils through our '6 Free Trees' initiative	Q4	Preparations are underway to launch this year's Six Free Trees scheme in 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	Preparations for the Local Action Climate Conference on 28 November are underway and speakers will focus on 'doubling nature' topics. A film is planned to show Zero Carbon Communities grant recipients and at least one of the case studies will show case a 'doubling nature' project.	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	In addition to the 3 electric refuse trucks there is a further one currently on order and due to be delivered in March 2024. The service is currently running 14 vehicles on Hydrated Vegetable Oil (HVO) which means that we are avoiding a third of our diesel usage, and reducing carbon emissions accordingly.	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	Due to risks associated with contractor delivery and final design information delays, the decision was taken to change main contractor and procure a new Principal Designer and Principal Contractor. Whilst this introduces delay from the original timescale, it manages the risk of further delay or under performance during project delivery. The revised timeline to award contracts in Q2 2024/25 has been approved by Cambridgeshire and Peterborough Combined Authority (CPCA), one of the main project funders, and the Grant Funding Agreement is expected to be issued by the CPCA in Q3.	Green
4) - see above	4b) - see above	4bii) Start on-site	Q2	As reported in Q1, preliminary works have been completed to enable the solar site development including an access road and site clearance prior to solar build out. Main works are now planned to start from Q2 2024/25, as detailed above at 4bi.	Green
4) - see above	4b) - see above	4biii) Finalise installation and commissioning	Q4	As detailed above (4bi and 4bii), the planned installations and commissioning is now scheduled to start in Q2 2024/25 and complete in Q3 2025/26, following an approved change in project timescales.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>Delays in the completion of the Greening South Cambs Hall project mean that full year-1 cost and emissions reduction benefits will not be realised by end of Q4. A breakdown of the status of each measure is detailed below.</p> <ul style="list-style-type: none"> - Building Management System (BMS) - awaiting completion and testing. - Chiller efficiencies - complete subject to resolution of issue with power supply. - LED Lighting - 95% complete. Awaiting completion and testing. - Solar carports - complete and in use. - EV charging points - complete and in use. - Ground Source Heat Pump - complete subject to testing of heating and cooling modes. - Air Handling Unit upgrade - complete subject to testing. - Additional works covering Fire Alarm and hot water system, replacements / adaptations are complete and in use. <p>Before the project can be completed, practical completion needs to take place in relation to all of the above measures (including provision of manuals). To facilitate the completion of the project and address outstanding issues we have bought in technical project management support, including employers agents and a clerk of works. A new timeline will be provided by this team.</p>	Amber
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)).	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	There has been a slight delay due to design constraints of the technology to achieve the specification. Assuming the specification is agreed the works should continue on schedule within Q3/Q4.	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 are being undertaken and results and analysis will be available during Q3 to be included in the repairs and maintenance plan for each building.	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	Along with EPC improvements, further greening/biodiversity work will take place in planting shrubs at 270 Cambridge Science Park and to also make improvements to the lakes at Cambourne Business Park.	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	Communications have been provided to staff about the Tusker green car scheme in the HR newsletter and also a webinar held on 27th September. A meeting has been arranged to consider other opportunities to reduce carbon emissions through business travel and current schemes.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>In July 2023 the Grants Advisory Committee approved a total grant award value of £124,900 to 10 projects across South Cambridgeshire through two funding categories (carbon reduction and community engagement on climate and nature).</p> <p>Projects funded in 2023 include a new electric van for Hope Against Poverty's mobile foodbank; Cambridge Carbon Footprint's repair café network, thermal camera scheme and Open Eco Homes work; solar PV for 3 community buildings.</p> <p>This Business Plan action is now complete and the on-going work to support grant recipients and capture the outcomes will continue.</p>	Purple
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	We have awarded £15k in grant funding for community EV chargers so far in 2023/24, for chargers in Shepreth, Milton and Over.	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	<p>The Zero Carbon Communities (ZCC) Newsletter was sent in September and a questionnaire was sent to ZCC groups for feedback on future Green Connect sessions. As per responses, Green Connect will focus on funding/grants on 27 September.</p> <p>Two webinars to promote the Electric Vehicle Charging Point grant and to introduce EV charging, are scheduled for 27 September (Green Connect) and 12 October with Cambs ACRE.</p> <p>Local Climate Conference scheduled for 28 November with guest speakers on local issues (biodiversity, flooding, community energy, EV charging)</p>	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	There have been some technical issues with the Zephyr equipment including the installation on lampposts owned by County Council. We are still on track for 6 targeted areas for the Zephyrs.	Green
6) - see above	6a) - see above	6aii) Communications campaign highlighting the impacts of air quality, to coincide with Clean Air Day	Q1	<p>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.</p> <p>An article idea promoting air quality has been submitted to South Cambs magazine board for the Winter edition of magazine.</p>	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	Remains on course. New Scientific Officer who will lead on IPPC now in place. During Q3 an internal meeting is due to take place to allocate inspections and invoice for subsistence fees.	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 Q2	Q2 RAG*
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	Partnership work has focussed on responding to the proposed implementation of the Environment Bill. 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
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	<p>To tackle the largest waste component of black bins, the Fight Food Waste campaign was launched in July (running up to end of Dec), asking residents to pledge to reduce food waste for 30 days. They then receive short emails with tips each week (e.g. plan meals, increase freezer use etc). Each month there is a £60 food shop voucher prize draw (the average amount wasted on uneaten food each month by a family).</p> <p>As part of our work to foster a circular economy we have launched a pilot scheme offering free period cups to those on low incomes as an alternative to disposable period products, which along with other sanitary waste make up around 7% of black bin waste. Participants receive a free Moon cup menstrual cup to keep, and are asked for feedback after 3 months on whether they are using it and whether they would recommend to a friend. This is also a way to tackle period poverty. Foodbank users and students are among those to take part in the scheme so far.</p> <p>We also continue to support Repair Cafes by promoting them on our social channels, providing printing services for posters, providing waste statistics, collecting e-waste from events and grant funding through the Zero Carbon Communities fund</p>	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	<p>Significant communications have taken place this quarter has been relating to route optimisation work, which is now reaching its conclusion.</p> <p>Metals matters social media campaign has been successfully delivered. It's aim was to increase the amount of metal packaging recycled in blue bins. This was carried out on Facebook and Instagram, with the following observations being made. Engagement and recall rates were even better than forecast and the impact of metal capture is to be confirmed in Q3.</p> <p>See also campaigns detailed above at 7aii).</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	A further 2 Carbon Literacy courses have been delivered in Q2 – bringing the total to 35 colleagues participating in the course. Our certification application was approved on 26 September 2023 and we are now a Bronze certified Carbon Literate Organisation.	Purple
8) - see above	8a) - see above	8aii) Develop reporting on our Scope 3 (supply chain) carbon emissions reporting	Q4	Our focus for the development of supply chain (Scope 3) carbon emissions reporting is on our highest value contracts, including the housing maintenance contract. The setting of the annual reporting on net zero and social value is underway with measures including a road map to carbon neutrality in delivery of the repairs service.	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	All Managers submitting a financial bid or saving with a value of +£20k completed a Climate Impact Assessment and a RAG status was issued. This information will be included within the financial review process over the next two quarters.	Purple
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	Councillors have attended local events sharing best practice. In Q3 this included attendance at West Wickham's 'Gardening with Climate Change' event, where the Climate and Environment Advisory Committee Chair provided the closing address. This follows attendance and chairing of the speaker panel at Histon and Impington Eco Fest in Q1. Further promotion activities will take place throughout the remainder of the year.	Green
9) - see above	9a) - see above	9aii) Representation at key regional, national and international events relating to climate change and environment	Q4	The Climate and Environment Advisory Committee Chair has represented South Cambridgeshire in the Combined Authority areas meeting regarding Locally Determined Contributions (LDCs) for carbon reduction. There was also attendance at the Oxford-Cambridge Pan-Regional Partnership Environmental Sub Group. In Q3, plans are also in place for attendance at further Oxford-Cambridge events and at the LGA Parliamentary Drop-in on climate change.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 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 Revenues and Benefits Phase 2 service reviews are on target for completion in Q3. System Admin Review commenced and Waste & Environment Services in the pipeline.	Green
1) - see above	1a) - see above	1aii) Service Review recommendations implemented	Q4	Management restructure completed by Revenues and Benefits Manager. This means the Revenues and Benefits Manager now has a management team in place to oversee the delivery of project benefits, including cost savings. The recommendations from the Executive Assistant review have been implemented and completed. We now have a team of Executive Assistants in place along with a team leader with clearly defined roles and responsibilities to support the Council's Leadership Team. 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. It was also agreed that a 3-month trial would commence in September 2023 for the Shared Waste service. This commenced for domestic collections on 19th September. A report will be produced 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	1ci) 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	Repair surveys underway, surveys are undertaken on a monthly basis – July & August completed. Results to be shared with Housing Performance Panel. Working with tenant reps to development the tenant satisfaction survey which is due to go out during Q3 to a random selection of 25% of tenants.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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). We are currently exploring options for the most effective route for the review of customer survey data to ensure this is acted upon, with the aim to have an agreed approach in place by end Q3.	Green
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	6 colleagues have started their apprenticeships in Q2. We have also appointed 9 new apprentices - across HR, Planning, Communications and Housing. We had a meeting in July with Growthworks to explore developing apprenticeship opportunities going forward.	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. Two remaining mop up sessions to be booked in for Q3, after which this output will be complete. The programme has been a success and the Council's Leadership Team have approved concept and structure of a phase 2 programme.	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)	

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>In Q1 we attended a careers fair at Cambridge Jobcentre – approx. 25 potential candidates signposted to potential roles across the Council. The Shared Planning Service also attended Long Road Sixth Form Careers Fair (Cambridge) in May 2023 to promote opportunities within SPS</p> <p>We are in the process of confirming our attendance at a further careers fair on 17th October, with another in the pipeline (date to be confirmed).</p> <p>1 work experience placement was completed in Q1. Further work experience placements will be considered for June/July 2024, to coincide with schools timetables.</p>	Green
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	We have gained 35 new customers over the summer, this brings our current total to 79 new customers for the financial year to date. This is a chargeable service and therefore represents increased revenue for the Council.	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	Q2 monitoring has again pointed to improved cost recovery through Planning Performance Agreements (PPA) and the pre-application process. The PPA process for more complex development proposals has been successfully reviewed this quarter, with recommendations agreed by the Shared Planning Service's Operational Management Team. Officer training has been undertaken, with website update planned for Q3.	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)	
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)	

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>Three more services are now online - Historic Planning File Request form (paid service), a new booking facility enabled the Book a Duty Planning eform and Mutual Exchange in Housing). This brings the current total to 6 (previous form delivered in Q1 were Elected Tenant Enquiry form, Council Tax Payment form, and Council Tax and Benefits forms).</p> <p>The new forms are easy for customers to fill out and we are receiving better quality data as a result.</p> <p>Six further services are underway with the aim of completing in Q3.</p>	Green
4) - see above	4a) - see above	4aii) Provide an integrated portal for businesses to access SCDC online services	Q4	We are looking at a CRM system for the business team use that aligns with those of our neighbouring authorities. This will help with comparative and consistent data across the region	Green
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 the 3C Digital team and will have further enhancements, including improved look and feel, and signposting to 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	A supplier has been appointed to support the delivery of our new website and initial designs have been created for agreement.	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 the Community Led Plan Toolkit and the support available to pursue a Community Led Plan, including the availability of officer support.	Green
5) - see above	5a) - see above	5aii) Continued support for the creation of neighbourhood plans and village design guides	Q4	We continue to support Parishes preparing plans including Linton & Hildersham, Pampisford, Harston and Shelford and Stapleford. The Neighbourhood Plan Toolkit review is underway and work has started on the toolkit for Village Design Guides which will be ready by Q4.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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 have worked with The Consultation Institute (TCI) to develop a toolkit for all officers to refer to. The toolkit is now live on the Council's intranet.</p> <p>Council officers from key service areas have attended up to three in-person training events run by TCI to support how we can improve consultation. Work will now be undertaken internally to raise awareness and embed new practices.</p>	Purple
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	Draft Statement of Community Involvement (SCI) outlining how we will engage with communities on planning related matters is to be considered by Cabinet 28 September, prior to public consultation by end of Q3, and adoption anticipated in Q4.	Green
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 has been circulated to District Councillors to establish the scope the Council should be considering for work on arts and culture. This will be assessed and a plan for next steps this autumn.	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	<p>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.</p> <p>SCDC officers are working with Cambridgeshire County Council to ensure the communications plans are in place so that 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. A parish, district and county member briefing session is being planned for before the scheme launches.</p>	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 were carried out with the support of tenant reps during the summer months. These have helped to ensure our estates are kept clean and tidy. Any issues identified are recorded and taken forward as actions. A new programme will be looked at for the following year in the next quarter.	Green
5) - see above	5f) Take action to minimise fly tipping	5fii) Deploy additional cameras at new locations to deter fly tipping	Q4	<p>A new covert camera system has been purchased and received, ready for deployment to take place.</p> <p>The covert camera is a single camera that will make guest appearances to combat fly tipping at high profile sites. This covert camera is in addition to the 12 already purchased cameras.</p>	Green
5) - see above	5f) - see above	5fiii) Prompt clearance of fly tips to reduce further occurrences at the same site	Q4	Fly tip removal response times (Within 10 days) for Q2 were 95% against a target of 85%.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
5) - see above	5f) - see above	5fiii) Deter criminal activity through development and use of 'fly tip under investigation sticker' highlighting ongoing investigations	Q4	We are awaiting delivery of the 'fly tip under investigation' stickers to highlight where ongoing investigations are taking place.	Green
5) - see above	5f) - see above	5fiv) Undertake joint roadside checks initiatives with the Police, HMRC and other partners	Q4	On 18 September our Environmental Enforcement team joined with police officers and other agencies from Cambridgeshire, Hertfordshire, Essex, Environment Agency, East Herts Council, National Vehicle Crime Intelligence Police Service and the Joint Unit for Waste Crime at Stansted Airport in disrupting criminality across the road network in rural and cross border locations. This followed Operation Chambers - attended on 25th April at Duxford. This exercise has further strengthened our ties with local enforcement partners / agencies which allows greater benefits for SCDC through collaborative working and the sharing of intelligence on criminal activities.	Green
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 Q2:</p> <ul style="list-style-type: none"> - Gas Compliance is 100% - Electrical Compliance with our new policy of 5 year cycle is 89% (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). - This year's cycle of Fire Risk Assessments has started, the results of which will be prioritised and actioned where needed. Procurement for outstanding issues has been completed and works started on site. - 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. We also have 810 garage blocks being resurveyed each year and are 100% compliant on these. <p>Q3 will see the ongoing 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 Q2 (up to 26/9/2023) the Visiting Support Service had supported 136 clients. Below is a summary of some of the support needs of clients:</p> <ul style="list-style-type: none"> - 22 with mental health issues and 16 with dementia. - 70 with Physical disabilities and 71 with mobility issues. - 9 clients with Hoarding issues. - 16 clients with their home care needs. - 35 saw an improvement in self-confidence and 30 felt less isolated. 	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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 up to the end of Q2 = £233,613 - Committed Spend so far this year - £482,016 - Pipeline spend identified so far this year - £231,250 	Green
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	<p>A damp and mould article was included in the spring edition of the South Cambs magazine.</p> <p>Information on damp and mould and advice on renting housing in poor conditions has also been made available on the SCDC website.</p>	Green
6) - see above	6b) - see above	6bv) Undertake inspection visits to all caravan sites to ensure that residents have suitable housing provision	Q4	<p>All additional sites that need inspecting have been identified. Almost all remaining sites have been visited to ascertain if there are caravans still present.</p> <p>The next stage is to ensure that all sites are correctly licenced, which will commence in Q3/Q4.</p>	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	<p>A review of the schemes has been carried out and a report taken to Grants Advisory Committee (GAC) in August 2023. Following GAC recommendations, the Lead Cabinet Member for Resources approved a £100,000 one-year extension in funding for Mobile Warden Schemes (MWS) for 2024-25. This will enable further development work with schemes to take place to find a more sustainable and long-term funding model. Although this particular element of the work has been marked as Purple (complete), the next phase of development work will be reflected in the Business Plan for the next financial year.</p>	Purple
6) - see above	6b) - see above	6bvii) Support tenants facing mental health issues to maintain their tenancies and prevent homelessness	Ongoing	<p>The recruitment of our mental health worker has been a real success. Since the turn of the year 40 referrals have been made. Our new officer has been able to work with residents we have previously struggled to engage with via regular contact and support. Multiple bids for external funding have been applied for with lots of positive results. We will produce a report providing more detailed information in the next quarter.</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>The programme at Milton Country Park (MCP) that was set to begin on 10th Sept has been postponed due to lack of referrals. Officers have been working to improve the referral process with health partners, including YOUNited. Cambridgeshire and Peterborough NHS Foundation Trust contacted to see how the programme could be embedded into the referral pathway.</p> <p>Feedback on the programme remains very positive but the number of referrals must be addressed which is the priority.</p>	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	<p>The service support grant process for 2023-2026 has been reviewed and allocations are complete, including support for the Citizens Advice Bureau, voluntary organisations that provide local transport and CCVS to support the voluntary sector).</p> <p>Let's Get South Cambs Active grant is now complete and all 29 grants totalling £8,664 have been awarded.</p> <p>The Exercise4Fun scheme was launched in Sawston in August 2023, and further programmes have started at Melbourn and Linton. A contract is due to be signed for a programme in Cambourne to be launched in October.</p> <p>All programmes are running well with participants reporting positive outcomes and one participant reporting 9kgs weight loss.</p>	Purple
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 continues to be a fall in the number of new arrivals under the Homes for Ukraine scheme. However, all processes continue to be in place to ensure a safe and secure arrival with hosts. These processes are working effectively and are fully resourced. We currently have around 300 Ukrainians living in South Cambridgeshire under the scheme.</p> <p>A suite of options provided to hosts and guests has helped 246 groups in South Cambridgeshire to move on from being hosted so far. 167 hosts currently still have guests and further arrivals are still possible. Events have been held to support people to move on and now videos are being commissioned to explain the options to people and ensure they seek further support where needed. Difficulty accessing the private rented sector was highlighted by guests and a landlord incentive scheme to try and secure more homes was agreed by Cabinet at the meeting on 28 September.</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
6) - see above	6d) - see above	6dii) Support further requests to aid and support refugees, should they be located in the district	Q4	<p>The Housing Advice officers based within the Homes For Ukraine team have focussed on preventing homelessness and have assisted 26 families since June. This includes supporting 8 households to move into the private rented sector, re-matching 5 families with new hosts and supporting 13 households into social housing.</p> <p>In addition, the Housing Advice team have supported one household from Afghanistan who moved out of a bridging hotel. The team continue to liaise closely with Housing Development and Ermine Street Housing colleagues about the Local Authority Housing Fund (LAHF) funding for new homes and potential nominees.</p>	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>All initiatives on Cost-of-Living support are on track. The Mobile Food Hub is visiting 6 locations across South Cambridgeshire and a stop at Shepreth has now been added to that list. All foodbanks in the district have now formed a network with the help of SCDC Officers.</p> <p>A contract has been awarded to Cambridgeshire ACRE to deliver Community Hubs and Village Agents (who will be employed by ACRE to engage with a wider sector of the community and bring outreach services into the hubs).</p> <p>A contract has also been awarded for the delivery of electric blankets this winter. A Council Tax support leaflet has been distributed amongst local community groups and further outreach is taking place. A full update report will be taken to Cabinet on 7 November.</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	<p>Our lead officer has been working with Police, county, and parish councils to establish which ATMs are still in situ and, of those, which are at risk. During this time, the Cambourne ATM was ram-raided, and the Town Council and Co-op shop are keen to replace and protect it. Some parishes are content ATMs in their areas do not need additional protection from this one-off project. In some locations the measures to protect the ATM would involve pavement widening and road adaptations which are unlikely to be deliverable within the scope and budget for this project.</p>	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	<p>A one hour domestic abuse awareness session was arranged and delivered by County Council Domestic Abuse specialists. There were approximately 30 attendees at the session from across the council. A second round of Mandatory Safeguarding training has also been delivered to staff in specific roles.</p> <p>Reminders have been issued via Safeguarding Vlogs and via Management Brief that the Domestic Abuse training is mandatory.</p>	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 have now been identified and trained. A second round of Domestic Abuse Champions training took place on 6th and 13th September with a follow-up meeting planned with Champions to allocate actions.</p>	Purple

*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 Q2	Q2 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	Practical completion was delivered 11th October. Tender for an operator has returned and a successful bidder has been identified	Purple
7) - see above	7a) - see above	7aii) Start land transfer process for Phase 2 Sports Pavilion	Q4	<p>We are engaged in discussion with Homes England (HE) regarding the location of the Phase 2 Sports Pavilion. HE has submitted a planning application for groundworks for the pitches on the site which will impact on the pavilion Land Transfer.</p> <p>The SCDC New Build team have commented on the planning application and shared further details with Homes England directly. We continue to have further discussions with Homes England in order to find a joint solution to this challenge.</p>	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	<p>The Interim Community Facility was officially opened on 17/07/23.</p> <p>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:</p> <ul style="list-style-type: none"> - 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	Planning application was submitted September 2023. Determination is expected in Q3.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q2	Q2 RAG*
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	<p>Working group with key stakeholders has been established and first meeting held.</p> <p>The plans for Northstowe Town Centre have been impacted by Homes England (HE) decision not to deliver with the initially anticipated contractor, and decision that HE will now directly deliver key elements of the town centre infrastructure. This will have an impact on the precise location of Civic Hub and the Land Transfer of allocated land. We are working with HE to plan accordingly and have also engaged with Greater Cambridge Shared Planning to ensure plans are in accordance with the wider vision for Northstowe, as laid-out in approved planning documents.</p>	Green

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