

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 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 258 individual venues are listed, and 652 events have been promoted through the website, in year to date.	Green
1) - see above	1a) - see above	1aii) Through social media engagement, monthly visits to Visit South Cambs website exceeds 1500	Q4	Average of 1,874 monthly visitors to the Visit South Cambs website in the year to date, at end of Dec 2023. Q3 saw an average of 1,897 users which is 50% higher than the number of users for the same period in 2022.	Green
1) - see above	1a) - see above	1aiii) Create topical content to increase our reach through social media by 50%	Q4	In comparison to Q3 2022, Visit South Cambs reach on Facebook increased by 14% and Instagram by 28%. Business Support and Development decreased by 17% on Facebook and 29% on Instagram. We created 20 posts on visit South Cambs and 10 posts on Business support and Development. A detailed content plan will be created for 2024/25 to help drive engagement.	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	8 business support webinars have been provided in the year to date at Dec 2023, attracting 122 registrations. These have covered subjects ranging from apprenticeships to mental health wellbeing support for businesses. One webinar took place in Q3, which was demystifying apprenticeships and this attracted 23 registrations. For Q4 we currently anticipate 3 webinars - 'how to do business with the council, Cyber Security for businesses, and one ahead of National Apprenticeship week, which takes place in February.	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 work with the web team, reviewing business support content for our new website.	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	59 detailed surveys have now taken place and we are responding to challenges/requests as they arise. For example, 8 of those surveyed have said they would like more information on recycling trade waste and have been supported accordingly.	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 1222 which is 75 (6.53%) more on this time last year, and a 13.3% increase from subscription numbers as of 2022 baseline. This continues to be supported by our business engagement survey from which 41 businesses 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 have promoted the Green Impact Business programme in South Cambs magazine and through our social media channels. So far, 4 businesses from South Cambs have signed up to the programme. We will meet with the project management team at Allia and Peterborough Environment City Trust (PECT) in Jan 2024 to explore how we can further encourage businesses to join the programme and obtain support in developing their free 5-year net zero roadmap. The 24-25 financial year will see the delivery of £90,000 of match funding capital grants of up to £5,000 to help 18 Businesses to become greener (through the Green Business Programme - a joint project with Cambridge City and Huntingdonshire District Councils, to be delivered by Allia and PECT). This is reflected in the draft 24-25 Business Plan.	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	Refurbishment of rental space is complete and we have been exploring measures to increase security in preparation for first use. The floor design has been completed and furniture ordered. We are still on target to have this space open by April 2024.	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	All commercial premises are now occupied with secure leases bar suite 1 at 270 Cambridge Science Park, which is being marketed by our commercial agents. Our 95% occupancy target has been reached.	Green

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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>We held the Cambourne Christmas Market on the 10th December, hosting 72 trader and, 5 food vans, welcoming 1500 visitors. We have received overwhelming positive feedback from traders and visitors and next year we intend to hire additional space to grow this further.</p> <p>A number of additional trading opportunities have been created for small businesses, including the Wilford Furlong Christmas Market, and the hosting of 18 traders and 9 food vans at our South Cambs Hall offices.</p> <p>Marked as purple as the 100 target has now been exceeded.</p>	Purple
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	<p>The Business and IP Centre Jumpstart Grant scheme closed for application on 1 Dec 2023 and the scoring of applications is underway. More detail will be provided at the end of Q4 on the number of businesses supported and the number of businesses sharing the £25,000 grant fund pot.</p> <p>Work is underway for the launch of the second of the UK Shared Prosperity Funding stream to support new start-up businesses, ahead of launching in April 2024.</p>	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	<p>Part of the application process for Business and IP Centre Jumpstart scheme (detailed in the update for 2di above) was for businesses to attend 3 webinars on various business-related topics. We promoted webinars through our social media channels throughout October and November.</p>	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	<p>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 as we move into the 24-25 financial year.</p>	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	<p>We are currently in discussion about how webinars can be used to promote and support 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.</p> <p>In Q3 we also supported Business and IP Centre with a webinar on 'why measuring your carbon footprint is important'. Applications for the Jumpstart Grant scheme have also been asked to outline their impact on the environment and the measures they will take to reduce carbon emissions.</p>	Green
3) - see above	3a) - see above	3aiii) Provide thermal imaging camera loans to help businesses assess heat loss	Ongoing	<p>A thermal imaging article was featured in the winter edition of the South Cambs Magazine and through social media channels, and we currently have 4 businesses that have expressed an interest in using them.</p>	Green

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3) - see above	3a) - see above	3aiv) Run social media campaigns encouraging businesses to recycle using the Commercial Waste Service	Q2	See GLBE 3bi)	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	We will support Commercial Shared Waste with featured content in our Jan 2024 newsletter and continue to share social media messaging. Our business engagement survey has identified 8 businesses who wanted more information on recycling waste and have been provided with details.	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 and the programme launched in September. The delivery of this funding is reflected in the draft 24-25 Business Plan.	Green
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	We will support 'Form the Future' with Apprenticeship week in Feb 2024 and plan to hold a further event in September 2024, with a focus on all-age careers.	Green
4) - see above	4a) - see above	4aii) Apprenticeships focussed communications campaign to businesses	Q2	A webinar was held to support businesses on apprenticeships and understanding apprenticeship levy and how. We also plan to support National Apprenticeship week in February.	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. Discussion is taking place to consider potential pilots and innovative ways to support residents and businesses at district level.	Green

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4) - see above	4a) - see above	4aiv) Develop and adopt the Good Employer Charter as an employer (subject to funding)	Subject to funding	<p>The work to develop the Good Employer Charter is being led by the Cambridgeshire and Peterborough Combined Authority, as part of the Cambridgeshire and Peterborough Work, Health and Wellbeing Strategy.</p> <p>We continue to work closely with our external partners on the Work, Health and Wellbeing strategy and are ready to support the Good Employer Charter as required.</p> <p>We will also be taking the lead on a pilot project to support long term economically inactive people, and those unemployed with a disability or long-term condition, gain skills and/or support to get back into work. We will develop a work and health hub and engage with employers to secure good quality jobs. This is included within the 24-25 business plan and will be tracked throughout the year.</p>	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 Q1 24/25.	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 earlier in the year, and an additional feature on Linton is proposed for the spring edition of the magazine.	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>Work in this area is continuing with conversations being had for further market development next year. Northstowe Market will continue its pilot and we will provide support to help build and grow this market.</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. Additional work has been commissioned to explore the needs of key economic sectors.	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	11 new builds were completed by end of Q2 and a further 35 acquisitions are expected by end of Q4, as part of the new build programme. Over the past 12 months housebuilding has slowed in the district. This has therefore created a challenge in achieving the original objective of 75 houses this financial year. However, an additional 66 homes will have been delivered for refugees by end of 23-24 (see point 1di). Therefore the total number of new council homes to be completed for rent and / shared ownership in the financial year is expected to exceed target.	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	Immediate focus for this item has centred around the Joint Venture application between SCDC and Hill, approved at January Planning Committee. Of the 102 affordable homes to be delivered on the scheme, 72 will be built to Passivhaus principles. 30 homes will be available for purchase through shared ownership. The use of insulation, air-source heat pumps, photovoltaic panels and sustainable building controls will make the properties at the gas-free development highly energy efficient.	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	Planning for the SCIP housing scheme has been approved at January Planning Committee. The scheme will deliver 256 new low-carbon homes beside Cambourne Business Park, of which 102 will be affordable. The 9.6 hectare residential development will incorporate a range of community amenities, including a cafe, public open spaces and abundant green space and play areas. As part of the development, biodiversity will be increased by 20%, surpassing the required 10% mandated by national planning legislation. For details of energy efficiency standards of the homes, please see the update for 1bi) above.	Purple
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 (of which 46 are new build and 20 have been purchased from existing market stock) will be delivered before the end of the year, made possible by successful applications for funding, which have been matched by the new homes programme budget.	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 forums and liaison meetings working as intended to encourage two-way local engagement. The next series of meetings will take place before the pre-election period in March 2024.	Green

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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	This output is Amber to account for a number key external dependencies that have meant that the timetable expectations agreed for delivery of the Greater Cambridge Local Plan in the 2022 Local Development Scheme, cannot now be met. In particular, these dependencies relate to uncertainties regarding water availability and transport strategy, and more recently the Government's programme for Greater Cambridge. This is detailed in full within the Greater Cambridge Plan-making Timetable report to Cabinet (12 March 2024), which includes an indicative timetable for the new local plan that is now expected to be prepared under the government's new plan-making system.	Amber
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	The draft Housing Strategy will go out to public consultation in January.	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 complete. The data is in the process of analysis and during Q4 will be collated and entered onto the Asset management system. 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 surveys are complete. The data obtained will go on to inform 5-, 10- and 15- year plans for improved energy efficiency of Council housing, as detailed in 3ai) above.	Purple
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	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	11 privately owned or rented properties have been approved for work to commence by Department for Energy Security and Net Zero and a further 36 properties are awaiting approval. Targeted marketing has commenced to promote the HUG2 scheme, with good uptake to date.	Green

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4) - see above	4a) - see above	4a) All necessary processes (including marketing) in place for households to access self-funded work through Action on Energy Cambridgeshire	Q4	A communications plan has now been established and regular communications are being shared through social media, the Council's website, the Action on Energy website, the Zero Carbon Communities Newsletter and the South Cambs Magazine. A number of in-person events have been attended to promote the scheme including a library drop in session. Further work to engage this group of residents is to be considered at the upcoming CERP strategic meeting.	Green
4) - see above	4b) Ensure Private Rental Sector meets legislative requirements in relation to energy efficiency	4b) Run Minimum Energy Efficiency Standards (MEES) project to identify Private Rental Sector properties which fall below minimum standards and actions required	Q4	A plan has been produced outlining the registered exemptions that will be scrutinised in Q4, with relevant properties to be written to and exemptions challenged where necessary.	Green
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 was scheduled for 14/12/23 but was postponed until Q4 as there were very few expected attendees. The event will be moved to online to attract more attendees.	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	5a) 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
5) - see above	5a) - see above	5a) 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	5b) 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	5c) 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

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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 public transport and active transport schemes to improve links.	Green
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	Site selection has started based on relevant data and expert analysis. A shortlist of 7 sites is being reviewed internally, and will then go out for feedback and input from parishes and stakeholders. This process will help move to four final sites ready to work with communities to enhance local green spaces.	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 with Lead Member 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 increasing reporting and monitoring capabilities, revised statistics now reported to SCDC planning committee monthly. Operational Planning KPIs are monitored and reported quarterly within the KPI section of the performance report (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	The priority classification exercise has evolved and properties are prioritised based on other factors, with all properties having been categorised under this new system.	Purple
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 on target with 15 properties back in use and a good number of properties that are close to being back in occupation by the end of Q4.	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	This output is Amber to account for a number key external dependencies that have meant that the timetable expectations agreed for delivery of the Greater Cambridge Local Plan in the 2022 Local Development Scheme, cannot now be met. In particular, these dependencies relate to uncertainties regarding water availability and transport strategy, and more recently the Government's programme for Greater Cambridge. This is detailed in full within the Greater Cambridge Plan-making Timetable report to Cabinet (12 March 2024), which includes an indicative timetable for the new local plan that is now expected to be prepared under the government's new plan-making system.	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 on Biodiversity Net Gain (BNG) continues, although delays to the rolling out of legislation by the Government have caused delays to where we would expect to be in Q3 of 23/24. The BNG Pre-App service for Agents/Applicants is in the final stages and should go live within next few weeks	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	The Funding bid to the Heritage Lottery Fund (HLF) was unsuccessful. Project paused pending regroup.	Amber
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	As per update for GTOC 1biii).	Amber

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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	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.	Amber
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	This work is ongoing and a report providing details of the pilot study (with Harston and Boxworth parishes) and outcomes is expected in March 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 earlier in the year, 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. We are now considering opportunities to plant additional tree's on HRA land through a series of programmes. Some of these will be completed by the end of Quarter 4 others will form part of our Business Plan for 24/25.	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) were well received by local residents. We are in discussion with our grounds maintenance contractor to consider opportunities to extend the programme and the likelihood is the 4 pilot areas will continue into next year's 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	We are currently reviewing our grounds maintenance service standards with tenant reps which includes the control of weed growth. Discussions will continue into Q4 and new measures will form part of 24-25 business plan objectives.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
3) - see above	3b) - see above	3biv) Engage with communities on sustainable agriculture and food production	Q4	<p>A Sustainable Food article was published in the South Cambs Magazine earlier in the year. 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.</p> <p>Planning is underway to develop a network of organisations, partners and individuals to link up work on sustainable food. Part of this work will include identifying opportunities to engage and share relevant work with communities. Work will continue to share notable work with communities where appropriate and relevant.</p>	Green
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	<p>Application numbers for grants to help biodiversity projects have been low in the year to date, with one 1 grant having been awarded of £2,000, to help enhance the natural environment on a wooded piece of land in Meldreth.</p> <p>The vision for the site involves planting native hedges and trees, aquatic plants and a wildflower meadow to support and enhance existing biodiversity. 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.</p>	Green
3) - see above	3c) - see above	3cii) Deliver trees to at least 50 parish councils through our '6 Free Trees' initiative	Q4	All tree orders now complete and due for delivery end of Jan. 46 Parish Councils have participated.	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	November 2023 Climate Conference included three speakers on 'doubling nature'. Case studies detailing visits to three community nature projects have been included in the Zero Carbon Communities newsletter and added to the website, with a further case study to go out in January 2024	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	The design and implementation tender is to be issued in January 2024 with proposed contract award by the end of Q4. This follows the agreement of a revised timeline to award contract in Q2 24-25, due to the decision to change contractor and procure a new Principle Designer and Principle Contractor (detailed in previous updates).	Green
4) - see above	4b) - see above	4bii) Start on-site	Q2	This output is now complete and the main works are planned to start from Q2 2024/25.	Purple

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
4) - see above	4b) - see above	4biii) Finalise installation and commissioning	Q4	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 (as detailed above at 4bi).	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	<p>Delays in the completion of the project mean that full year-1 cost and emissions reduction benefits will not be realised by end of Q4. We have taken on a technical Project Manager, Employers Agent and a Clerk of Works to provide enhanced project management through to completion. Systems and procedures are in place to ensure that problems are reported and rectification plans put in place.</p> <p>In Q3, we have comprehensively tested the electric vehicle chargers and fixed issues identified. Any replacements were undertaken at the contractor's cost.</p> <p>A design rectification has been proposed by the contractor to resolve an issue with concurrent operation of the chiller and solar carports. Further work is being undertaken to the design before approval can be granted. This will be undertaken at the contractor's cost.</p> <p>The Heating System has been reviewed by our technical team. We have identified some works that SCDC need to undertake to the trench heating and our main Air Handling Unit. We have made some adjustments to improve the temperature of the building. Our contractor is carrying out works to the Ground Source Heat Pump to ensure that this operates as designed.</p> <p>Workshops for each individual Energy Conservation Measure are taking place between our technical team and our contractor to bring these to a successful conclusion.</p>	Amber
4) - see above	4c) - see above	4cii) Explore opportunities to further decarbonise our office building	Q4	<p>Work has taken place to replace and refurbish the South Cambs Hall curtain-wall glazing and roof, thereby improving the thermal efficiency of the building.</p> <p>The process of decarbonisation will continue until we reach Net Zero, and the 'hard to treat' carbon emissions will be included in future works feasibility in 24-25.</p>	Purple
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	A design review and costing has been carried out and is due for review early Q4. Viability of the system is in review at this time.	Amber
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 Q4 - to be included in the repairs and maintenance plan for each building.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
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	Assessments on potential sustainability measures for our Science Park properties are underway. This will consider current EPC rating, potential EPC rating with measures, costs and tenancy breaks for scheduling of works. This is anticipated to be completed in Q4, with submission to Investment Governance Board members for consideration by March 2024.	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 throughout the year, including through the HR newsletter and also a webinar for staff to hear more about the scheme.	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	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). 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. This Business Plan action is now complete, however on-going work to promote the scheme and it's outcomes, including through community climate events, continues.	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. Further work has taken place to promote the grant, including two webinars.	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	Green Connect webinar session 'Funding My Project' held in September with 21 sign ups. A further Green Connect session is in development for February/March. This will talk about retrofitting heritage buildings. The fourth Zero Carbon Communities newsletter will be published go out end of January. Local Climate Action Conference held in November with 70 attendees (as detailed at 3di).	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	All 3 zephyrs are currently installed in a variety of locations. Air quality reports have been provided and discussed at Climate and Environment Advisory Committee using the data from these.	Green
6) - see above	6a) - see above	6aii) Communications campaign highlighting the impacts of air quality, to coincide with Clean Air Day	Q1	An article was published in South Cambs winter magazine promoting air quality and communications are scheduled to promote Clean Air Night (24 Jan - a new initiative for 2024).	Green

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
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	Plans and schedules were created in Q3 for the completion of inspections. All visits to be completed by end of Q4.	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	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. The "Simpler Recycling announcement" has been made by government and discussions around funding of food waste collections have begun.	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	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). 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. 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.	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	Samples of recycling taken during the Metals Matter campaign showed that aluminium packaging captured increased, with almost 3 tonnes of additional aluminium and steel collected during the campaign month of June compared to any other month in Q1-3. A Communication campaign focussed on correct use of the blue recycling bins has begun this quarter and will be developed further in Q4. This is important for maintaining the quality of recycling we collect, and it's value and reducing common recycling mistakes.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 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	Our certification application was approved on 26 September 2023 and we are now a Bronze certified Carbon Literate Organisation. We are now aiming to achieve Silver Carbon Literate organisation status (15% of SCDC workforce Certified Carbon Literate).	Purple
8) - see above	8a) - see above	8aii) Develop reporting on our Scope 3 (supply chain) carbon emissions reporting	Q4	An analysis of the highest value contract – the housing maintenance contract - has been undertaken to determine requirements for reporting as well as what should be included as part of this. Further work to determine actions taken will be undertaken. Work to identify other relevant contracts where reporting is deemed appropriate will also be undertaken.	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	Completed action for 23-24, with all managers submitting a financial bid or saving with a value of +£20k having completed a Climate Impact Assessment. For Business Plan 2024-25, the proposal is to build upon the Climate Impact Assessment tool's effectiveness at informing decisions alongside how we analyse climate risks and adaptation measures.	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, saw 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 Q3	Q3 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	<p>Corporate Admin Review is complete, with the exception of fixed term contract review - information is being gathered for review by Leadership Team. A manager will be recruited during Q4.</p> <p>Revenues and Benefits Service Review closure report has been agreed and a post-project delivery plan for delivery of benefits will be agreed in Q4.</p> <p>Waste Review commenced. A High Level report will be produced on savings and our target operating model. Clear targets have been agreed around outcomes and savings.</p>	Green
1) - see above	1a) - see above	1aii) Service Review recommendations implemented	Q4	<p>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.</p> <p>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.</p> <p>Revenues and Benefits Service Review closure report has been agreed and a post-project delivery plan will be agreed in Q4. This plan will outline timings for implementation and benefits realisation.</p> <p>Implementation of further recommendations will be subject to the completion of the service reviews details at output 1ai above.</p>	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	<p>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.</p> <p>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.</p>	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	Information and data for reporting on Shared waste service trial is being collated. A report will be produced in Q4 detailing findings.	Purple
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	<p>Annual tenant satisfaction survey sent to all tenants and leaseholders at the beginning of December 2023. Results to be finalised and published by February 2024.</p> <p>Monthly repair surveys are continuing and reported to the Housing Performance Panel.</p>	Green

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Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
1) - see above	1d) - see above	1dii) Implementation of new approaches to the collection and review of customer feedback	Q2	<p>A process is now in place for the collection and monitoring of Customer Feedback.</p> <p>Investigation is taking place looking at how to broaden scope to include all surveys in results and data reported.</p> <p>Working on a process for reporting to Corporate Management Team alongside Learning from Complaints data.</p>	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	<p>We have 9 apprentices completing courses at Levels 2-7 who are on track to complete their apprenticeships by April 2024. 1 apprentice left the Council before completing their apprenticeship.</p> <p>Apprenticeships represent a key opportunity for us to develop colleagues and to bring in new talent.</p>	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	<p>7 new starters and 2 colleagues have begun their apprenticeships.</p> <p>We now have 34 apprentices, which represents 4.9% of our workforce.</p>	Green
2) - see above	2a) - see above	2aiii) Complete the delivery of a modular leadership development program for 49 managers	Q2	<p>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.</p> <p>Two remaining mop up sessions will take place in Q4, after which this output will be complete.</p> <p>The programme has been a success and the Council's Leadership Team have approved concept and structure of a phase 2 programme.</p>	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	<p>This pilot programme has been assessed and a new line manager training programme is being developed and will launch in Q4.</p>	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)	Purple

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 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>We attended 1 career fair this quarter at Comberton Village College for local employers. Earlier in the year we attended a careers fair at Cambridge Jobcentre and the Shared Planning Service attended Long Road Sixth Form Careers Fair (Cambridge) to promote opportunities within the Planning Service.</p> <p>We provided a work experience placement in Q1 and looking forward are developing a week-long work experience programme for local Y10 students - to launch Q1 24-25.</p>	Purple
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	October and November were very busy months with December less so. During Q3 there have been 24 new customers bringing the total so far this year to 103. The total annualised value of all new work year to date is £425,406.22.	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	The successful review of the Planning Performance Agreement (PPA) has led to improved cost recovery through PPAs and the pre-application process. In Q4, the Shared Planning Service is planning to launch the updated collaborative PPA process via webpage updates and social media campaign.	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 2bi)	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	8 new services have now been made easier for customers to access online via self-service, the latest being Land Charges and Personal Alcohol Licence (iteration 1). Another 4 services are due to go live by end of April 2024.	Green
4) - see above	4a) - see above	4aii) Provide an integrated portal for businesses to access SCDC online services	Q4	Work has begun and we are looking at a business portal for accessing services online. This is a collaborative project between the Business Support and Transformation Teams, and conversations will continue between the two teams in Q4.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
4) - see above	4a) - see above	4aiii) Launch of web-chat functionality	Q4	<p>Webchat Iteration 1 is live and being used successfully.</p> <p>Iteration 2 has been paused while we investigate linkages with emerging Artificial Intelligence technology.</p> <p>In addition, Transformation and Web Teams are closely working with our Web Team colleagues to enhance our customer journey.</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	<p>Internal stakeholder workshops have been carried out to ensure the designs for the websites meet the needs of the organisation and our customers. The supplier appointed has created new designs and these have been signed off. Work to begin to technically build the new sites will start in late January, with the Shared Planning site build scheduled first.</p> <p>Website content is being reviewed in parallel to ensure the new sites make it easier for customers to carry out transactions online. The project will not be complete by end of March 2024 due to scale of work required to deliver a high quality product.</p>	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	<p>Review was completed in Q3. Toolkits and support have been made available on our website and communicated to parishes. Officer support is available for communities who choose to undertake a Community Led Plan.</p>	Purple
5) - see above	5a) - see above	5aii) Continued support for the creation of neighbourhood plans and village design guides	Q4	<p>We continue to support Parishes preparing plans including Linton & Hildersham, Pampisford, Harston and Shelford and Stapleford. Haslingfield and Bourn have been designated as Neighbourhood Areas, while Pampisford consulted on the Regulation 14 (Pre-submission version) of their Neighbourhood Plan in Q3.</p> <p>An updated support offer was included in the Statement of Community Involvement consultation, and will be finalised in March 2024.</p>	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 have worked with The Consultation Institute (TCI) to develop a toolkit for all officers to refer to. The toolkit has been available on the intranet since September. Colleagues from service areas including Housing and Policy and Performance, as well as Communications, have so far taken advantage of this new approach. Further work is needed 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	<p>Draft Statement of Community Involvement (SCI) has been subject to public consultation, and representations are currently being considered. Responses to comments and an updated SCI will be reported back to Cabinet in March 2024 for adoption.</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 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 District Councillor arts and culture survey has been completed to understand the preferred scope of this work. This work has taken longer than expected and the project may now not be completed before the end of the financial year, with reference to arts and culture work included within the draft 24-25 Business Plan. Taking more time to understand views of councillors has made sure more views could be considered before a position statement drafted to give options for consideration.	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	Scheme went live on 19 December following final notification from Department for Transport to Cambridgeshire County Council. Additional warnings provided to motorists until end of January 2024, with ticketing and fines then implemented from 1 February 2024. A parish, town, district and county member briefing session was held on 7 November 2023.	Purple
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 of formal estate inspections for 2024 will be agreed by the end of Q4. In the meantime, officers in the Housing Management Team continue to carry out informal inspections during the winter months.	Green
5) - see above	5f) Take action to minimise fly tipping	5fi) Deploy additional cameras at new locations to deter fly tipping	Q4	Cameras continue to be deployed / replaced at sites around the District. We have just appointed two new Enforcement officers who's duties will include the siting and deployment / monitoring of the covert camera system once in post (early 2024).	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 responded to and cleared within target response times (10 days). In Q3 98.5% were within timescale against a target of 85%	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	Our new 'fly tip under investigation' stickers have arrived and are being applied to fly tip and Envirocrime sites to highlight ongoing investigations.	Green
5) - see above	5f) - see above	5fiv) Undertake joint roadside checks initiatives with the Police, HMRC and other partners	Q4	No further joint roadside checks have been carried out in Q3; however joint enforcement exercises took place in April and September 202 year, as previously reported.	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
<p>6) We create places where people feel safe and communities thrive</p>	<p>6a) Undertake all landlord safety checks (including electrical safety, gas installations and where appropriate fire risk assessments and water safety tests).</p>	<p>6ai) 100% compliance with landlord safety checks to council housing (including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests)</p>	<p>Q4</p>	<p>As at end of Q3:</p> <ul style="list-style-type: none"> - Gas Compliance is 99.4% due to 2 properties having access issues, but appointments are in place to address. - Electrical Compliance with our new policy of 5 year cycle in dwellings is 95.08%, up from 89% at end of Q2. There are no properties certificated longer than 10 years ago. - This year's cycle of Fire Risk Assessments is complete, the results of which have been 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>Q4 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>	<p>Green</p>
<p>6) - see above</p>	<p>6b) Provide support to help people to live safely in their homes</p>	<p>6bi) Support 200 new clients through the housing department's visiting support service (Q4)</p>	<p>Q4</p>	<p>The visiting support service has exceeded the target of 200 new clients, with 211 new referrals received by end of Q3.</p> <p>In Q3, the Visiting Support Service was supporting 131 clients (including 49 new referrals between the 1st and the 26th of November). This includes:</p> <ul style="list-style-type: none"> - 21 with mental health issues and 16 with dementia. - 69 with physical disabilities and 71 with mobility issues. - 8 clients with hoarding issues. - 16 clients with their home care needs <p>30 clients reported an improvement in self-confidence and 28 felt less isolated.</p>	<p>Purple</p>

*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 Q3	Q3 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 is £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> <p>Budget position as at the end of November 2023:</p> <ul style="list-style-type: none"> - Spent: £416,380 - Committed Spend (applications approved): £472,749 - Pipeline cases: £257,800 <p>Some of the committed and pipeline spend are likely to fall within financial year 2024/25.</p>	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>A list of remaining sites that need inspecting has been produced and these inspections will take place in Q4. There are also some other sites that are being identified from historical records and these will be added to the list.</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>There is £105,908 in funding available for Mobile Warden Schemes (MWS) for 2024-25. This now includes £5,908 of Care Together seed funding. £15,000 of this funding has been set aside for new schemes wanting to set up and applications can be made between 3/1/24 until end Feb 2024. This will enable further development work with schemes to take place to find a more sustainable and long-term funding model. This work is expected to be complete in the summer of 2024.</p>	Purple
6) - see above	6b) - see above	6bvii) Support tenants facing mental health issues to maintain their tenancies and prevent homelessness	Ongoing	<p>Support for tenants struggling with their mental health continues to form part of the day to day activity for colleagues in our Housing Management and Housing Enforcement Teams. We are seeing evidence of more people coming forward who need our support and advice.</p> <p>We have now introduced a referral form for our specialist mental health worker role so that cases can be triaged, and expectations managed. This role is currently managing 29 active cases. More detailed information is available on cases support since Jan 23.</p> <p>This role continues to be a great success with valued outcomes recognised across a range of services and multiple compliments received from service users.</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 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	Referrals from health partners for our outdoor nature-based programme have been low in number. This saw the September programme postponed. The number of young people on a waiting list for support / interventions with NHS is high and YOUUnited, the single point of contact for children's mental health, run by CPFT, are now engaging with us to agree a way forward to increase referrals. The new referral approach is planned to be trialled in January with the next programme planned for late February / early March subject to availability at Milton Country Park.	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	The Service Support Grant process for 2023-2026 has been reviewed and allocations are complete. £167,400 awarded to the voluntary sector. Two 12 week fitness programmes for adults with a BMI of over 25 complete at Sawston and Melbourn with good uptake and outcomes. Linton will complete soon and Cambourne is part way through.	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	All processes are in place to ensure a safe and secure arrival with hosts. These processes are working effectively and are fully resourced. Arrival rate is now minimal. We currently have around 250 Ukrainians living in South Cambridgeshire under the scheme. Main focus for the programme is now support for the Moving On project.	Green
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 Government has extended host thank you payments into a third year. This has been communicated to hosts and a survey will be carried out in January to understand when each hosted family is likely to need to move on. Around 250 guests are living with hosts in South Cambridgeshire and a team in place to advise on the options for each family, including financial support.</p> <p>Homes for Ukraine team have assisted 57 households with some form of move on or rematch.</p> <ul style="list-style-type: none"> - 18 of these found private accommodation - 25 were provided with social housing - 14 rematches were facilitated, <p>We are supporting 2 families who have successfully claimed asylum from the hotel at Bar Hill and expect several more. These families have refugee status but are not eligible for the LAHF properties and so are progressing through homelessness applications with support from Cambridge City resettlement team when required.</p> <p>We currently have 3 matches for Afghan families to move into 4 bed LAHF properties.</p>	Green

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
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>The Mobile Food Hub continues to service 6 villages across South Cambridgeshire and has been increasing in visitor numbers.</p> <p>12 Community Hubs are in operation with the capacity for an extra 8 to be set up early in 2024.</p> <p>The free electric blanket scheme has been well received with a response rate of over 80%. Nearly 500 blankets have been sent out to those 'just about managing' so far.</p> <p>A winter advertising campaign has been undertaken encouraging people to claim the cost of living support they are entitled to, including adverts in the Cambridge Independent, on The Busway, and on Facebook.</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	Initial work to assess ATMs highlighted by the Police for priority has now been expanded to include an assessment of all known ATMs in the district. Engagement with relevant local district councillors and parish councils has been carried out to ensure this initiative is only progressed where funding criteria allows, where measures such as planters would be effective and there is local support. A report is expected in early 2024 to agree implementation of the viable projects.	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>53% of desk-based staff have completed mandatory domestic abuse e-learning training to date.</p> <p>In addition to mandatory training, in Q3 Domestic Abuse Champions focussed on internal communication and awareness raising linked to White Ribbon and 16 Days of Activism. This included daily awareness raising and signposting updates on the Council's intranet.</p> <p>During Q4, further communications will be delivered to increase the e-learning completion rate, and domestic abuse training will be delivered to 150+ operational staff within the Shared Waste Service.</p>	Green
6) - see above	6g) - see above	6gii) Role out and promotion of a network of Domestic Abuse Champions across the organisation	Q1	As Above at 6gi)	Purple
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 the successful bidder is now operating the facility.	Purple

Objective	How the outcome will be achieved	23-24 Business Plan Outputs	Target Timescale	Position at end Q3	Q3 RAG*
7) - see above	7a) - see above	7a) Start land transfer process for Phase 2 Sports Pavilion	Q4	Application remains live. SCDC New Build Team continue to engage with colleagues in Communities Team, Greater Cambridge Shared Planning Service and Sport England to ensure a coordinated approach, which learns the lessons from the delivery of Western Park.	Green
7) - see above	7b) Delivery of Community Centre (including the delivery of an Interim Community facility)	7b) Delivery of the Interim Community facility	Q1	<p>Interim Community Centre ('The Cabin') was delivered June 2023 and opened July 2023. Residents, community groups and NHS now using this building to deliver services.</p> <p>At end December 2023 the Community Centre had received 95 bookings, including from 16 different community groups 18 private bookings from local residents and 13 regular bookings taking place each week, since opening. One of the offices is rented out to Northstowe Town Council and licence agreements are also in place with the midwifery service, Cambridgeshire Community Service (health visitors) and Cambs County Council Child and Family Services</p>	Purple
7) - see above	7b) - see above	7b) Submit Planning application for delivery of Phase 1 Community Centre	Q2	<p>Planning for the Community Centre was approved at committee on 13 December. The centre will be built using Passivhaus principles, meaning it will have very high standards of insulation and air tightness, reducing energy demand. Solar panels and ground source heat pumps will be included to provide on-site renewable energy generation. The building will also feature green roofs and surrounding spaces for nature to help achieve a Biodiversity Net Gain of 19% within the site.</p> <p>The centre will be two storey and with a courtyard garden and 70 bicycle parking spaces have been included as it is expected most residents will walk or cycle to the centre.</p> <p>The construction of the community centre is now out to tender for a contractor.</p>	Purple
7) - see above	7c) Delivery of Civic Hub (containing health, library and community facilities)	7c) Full stakeholder consultation prior to submission of planning application for the Civic Hub	Q3	<p>SCDC met with Health colleagues to understand their space requirements and whether these have changed in light of structural changes to ICS (Integrated Care System) and ICB (Integrated Care Board).</p> <p>We are working with Health partners to ensure our programme timetables, governance arrangements and decision points do not impact negatively on delivery timescales.</p> <p>SCDC New Build Team attended Homes England Town Centre pre-app end Nov 2023. Significant work required to be undertaken by Homes England to mitigate planning risks to the project that will impede SCDC delivery.</p> <p>SCDC New Build arranged consultants to undertake feasibility testing of Homes England proposed options - to commence Q4.</p>	Green