



## Appendix A

# Business Plan 2020-25

What we're about

Putting the heart into South Cambridgeshire by:

- Helping business to grow
- Building homes that are truly affordable to live in
- Being green to our core
- Putting our customers at the centre of everything we do



## Our Priority Areas

**A) Growing local businesses and economies** – We will support businesses of all sizes, including rural enterprise and farming, to help create new jobs and opportunities near to where people live.

**B) Housing that is truly affordable for everyone to live in** – We will build vibrant communities in locations where people have good access to facilities and transport links, so they can genuinely afford to lead a happy and healthy life.

**C) Being green to our core** – We will create a cleaner, greener and zero-carbon future for our communities.

**D) A modern and caring Council** – We will provide our customers with high-quality services, strive to reduce costs, build on what we are good at to generate our own income and make decisions in a transparent, open and inclusive way.

Note: Measures include a completion date by quarter of the financial year.

Quarter 1 – April to June

Quarter 2 – July to September

Quarter 3 – October to December

Quarter 4 – January to March

## A) Growing local businesses and economies

2020-21 priorities:

Action	Measure
A1) Create a business team with a single point of contact for business enquiries when they involve more than one team	<ul style="list-style-type: none"> <li>Establish of a Business Team (quarter 2)</li> </ul>
A2) Help start-ups and home-based businesses to find workspace	<ul style="list-style-type: none"> <li>Complete a feasibility study looking at how South Cambs Hall can be used to provide workspace for businesses, including start-ups (quarter 2)</li> <li>Provide a new space for up to 5 growing small business (quarter 4)</li> </ul>
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit	<ul style="list-style-type: none"> <li>Hold 8 business support workshops (quarter 4)</li> <li>Provide business support advice to 100 businesses (quarter 4)</li> </ul>
A4) Promote the area and Enterprise Zones to retain businesses and attract new ones which will protect and create local jobs	<ul style="list-style-type: none"> <li>Complete strategy and begin actively promoting Enterprise Zones to secure new businesses locating there (quarter 3)</li> </ul>

	<ul style="list-style-type: none"> <li>• 500 additional jobs created on Enterprise Zones by end of 2024/25 financial year</li> </ul>
A5) Identify gaps in the land and premises available for businesses as an input to our new Local Plan	<ul style="list-style-type: none"> <li>• Complete employment land and premises study (quarter 2)</li> </ul>

### Ongoing objectives:

- Support major employers to help homes and jobs be closer together or linked through high quality public transport, walking and cycling routes
- Work with parish councils and village-based businesses to support local economies
- Work with the Police through the Crime and Disorder Reduction Partnership to tackle crime impacting rural businesses
- Encourage local people to use their shops and food outlets so that high streets are retained and expanded
- Provide information and advice to help businesses to understand the benefits of generating their own energy, improving their energy efficiency, increasing water and waste recycling
- Promote South Cambridgeshire to tourists to boost local businesses and economies
- Work with major employers to design and provide housing for Essential and Key Workers.

## B) Housing that is truly affordable for everyone to live in

2020-21 priorities:

Action	Measure
B1) Increase the number of Council homes built each year to support people on lower incomes. These will include high energy standards and renewable energy.	<ul style="list-style-type: none"> <li>• Complete 50 new Council homes in 2020-21 (quarter 4) as part of doubling the number being built by 2024</li> </ul>
B2) Work with local people to set out where and how new homes and communities will be built across the Greater Cambridge area	<ul style="list-style-type: none"> <li>• Produce a report assessing feedback provided by local people from the first Local Plan consultation. This will inform the next steps in the Local Plan process (quarter 1)</li> <li>• Complete and publish a North East Cambridge draft Area Action Plan for consultation (quarter 2)</li> </ul>
B3) Create and continue to run liaison meetings and forums where significant new developments are being planned to minimise disruption and help new residents settle in	<ul style="list-style-type: none"> <li>• Establish liaison meetings in Sawston and Duxford/Hinxton (and other locations if required) in 2020/21</li> <li>• Continue to carry out liaison meetings in Cottenham</li> <li>• Continue to carry out community forums in Northstowe, Waterbeach, North-West Cambridge, and Cambridge East.</li> <li>• Establish new community forums covering Bourn and Cambourne West, and North-East Cambridge in 2020/21</li> </ul>

<p>B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs</p>	<ul style="list-style-type: none"> <li>• Carry out an audit of energy efficiency of existing housing stock relative to zero carbon target (quarter 1)</li> <li>• Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target (quarter 4)</li> </ul>
<p>B5) Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe</p>	<ul style="list-style-type: none"> <li>• Submit planning permission for the new sports pavilion (quarter 3)</li> <li>• Complete local engagement to understand what the community wants in the new community centre (quarter 4)</li> <li>• Award design contract for a new Civic Hub (quarter 4)</li> </ul>

### Ongoing objectives:

- Support the delivery of more affordable housing – including through Combined Authority funding
- Promote Neighbourhood Plans and encourage our communities to develop them
- Support self-builders to build high quality homes
- Focus on the health and wellbeing of our communities through everything we do
- Provide advice and support to prevent homelessness and help vulnerable people in line with our Homelessness Action Plan
- Provide dedicated support to people in receipt of Universal Credit
- Work with national, regional and local partners to support the needs of refugees and asylum seekers

## C) Being green to our core

2020-21 priorities:

Action	Measure
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	<ul style="list-style-type: none"> <li>• Complete a zero-carbon strategy for the district to inform an action plan (quarter 3)</li> <li>• Agree action plan to reduce the Council's emissions for all our buildings and operations (quarter 1)</li> </ul>
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	<ul style="list-style-type: none"> <li>• Hold a local Climate Summit (quarter 3)</li> </ul>
C3) Retrofit our Cambourne office with renewable energy generation and energy efficiency measures	<ul style="list-style-type: none"> <li>• Complete retrofit of Cambourne office (quarter 4)</li> <li>• Reduce mains gas and electricity demands from our Cambourne office by over 50% per year (from March 2021 onwards compared to baseline in 2019).</li> <li>• Reduce carbon emissions from our Cambourne office by 49% per year (from March 2021 onwards compared to baseline in 2019).</li> </ul>
C4) Trial electric recycling and waste vehicles, including the investigation of on-site solar panel energy generation	<ul style="list-style-type: none"> <li>• One electric bin lorry and two small vans operating to assess feasibility (quarter 3)</li> <li>• Prepare a business case on further investment in alternative fuel bin lorries and power generation for 2021-22 budget setting</li> </ul>



C5) Support Parish Council and community group projects to reduce reliance on fossil fuels and move toward the zero-carbon target	<ul style="list-style-type: none"><li>• Provide £100,000 to community and voluntary groups through the Zero Carbon Communities grant and support programme.</li></ul>
C6) Upgrade our stock of 1,800 streetlights to LED, which will reduce energy consumption and save Parish Councils money	<ul style="list-style-type: none"><li>• Completion of lighting upgrade to LED (quarter 4)</li><li>• Achieve 60% reduction in energy consumption of streetlighting for Parish Councils (quarter 4)</li></ul>
C7) Agree and deliver our strategy and actions needed to protect and improve the air quality of our district	<ul style="list-style-type: none"><li>• Strategy and action plan revised (quarter 1)</li><li>• Air quality monitor in place to gather data at one new location (quarter 1)</li><li>• Complete a review of how and where we monitor air quality (quarter 2)</li></ul>
C8) Improve recycling and reduce waste at community events	<ul style="list-style-type: none"><li>• Publish a resource toolkit for community groups and parish councils (quarter 1)</li><li>• Equipment and information kit to minimise and separate recycling at community events available (quarter 1)</li></ul>
C9) Run an information campaign to help reduce the amount of food waste in the black bin	<ul style="list-style-type: none"><li>• Cut the amount of food waste in the black bin by 200 tonnes per month (quarter 4)</li></ul>
C10) Deter fly-tipping at locations where it happens frequently	<ul style="list-style-type: none"><li>• Agree fly-tipping hotspots and action plans to address this at each one (quarter 2)</li></ul>

### Ongoing objectives:

- Promote walking, cycling and public transport improvements through planning and by working with local communities and partners





- Influence the planning of new major transport routes, such as the proposed East West rail line, to ensure the environment is fully considered and a net gain to natural capital is delivered
- Work with communities and partners to combat environmental crimes, such as fly-tipping
- Reduce waste and raise awareness by promoting recycling

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## D) A modern and caring Council

2020-21 priorities:

Action	Measure
D1) Make sure that the Council is structured and appropriately resourced to deliver the ambitions of our communities	<ul style="list-style-type: none"> <li>• Review all service areas (quarter 4)</li> </ul>
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice for people with disabilities	<ul style="list-style-type: none"> <li>• Complete and analyse an annual staff satisfaction survey and review our benefits package (quarter 4)</li> <li>• Successfully fill at least 70% of jobs advertised through first round of recruitment</li> <li>• Increase the number of job applications from people with disabilities from 2019-20 levels</li> </ul>
D3) Generate income through delivering the Council's investment strategy	<ul style="list-style-type: none"> <li>• 25% of our income is generated from investments and other commercial activities by end of 2023/24 financial year</li> </ul>
D4) Make it easier for customers to access and carry out transactions online	<ul style="list-style-type: none"> <li>• Double number of households registered for a OneVu account – 9% registered at December 2019 (quarter 4)</li> <li>• Reduce the number of calls per household by 5% - compared to 2019-20 levels (quarter 4)</li> </ul>
D5) Council and committee meetings will be run paper-free wherever possible	<ul style="list-style-type: none"> <li>• Paper free cabinet meetings to be held (quarter 2)</li> <li>• Members to be provided with an option for paper-free Council and committee meetings (quarter 4)</li> </ul>



D6) Increase the number of villages covered by mobile warden schemes to help people to live in their homes for longer	<ul style="list-style-type: none"><li>• At least 3 new mobile warden schemes set up (quarter 3)</li></ul>

### Ongoing objectives:

- Expand and grow our commercial services
- Provide grants to community and voluntary groups to help them carry out projects to benefit local people and the environment
- Develop and support Councillors and officers to ensure that they can best serve our communities
- Create an organisational culture to deliver continuous improvement

## Actions completed from the 2019-20 Business Plan

Some of the things we have done over the last 12 months include:

- Completed 43 new Council houses and remain on track to double the number of homes we will build each year by 2024
- Signed contracts to deliver over 150 new Council houses



- Targeted people we are normally underrepresented in consultations to make sure their voice is heard by going to where they are to talk to them rather than expect them to come to us
- Invested over £1.5 million in our Council houses to make them more energy efficient
- Supported around 1,000 people on benefits who moved to Universal Credit, including providing funding for a coach to help people into work
- Provided a home for five refugee families
- Awarded around £300,000 of funding to help local communities – including launching our new zero carbon grant scheme
- Ran an anti fly-tipping campaign that reached over 40,000 people
- Improved our IT so our officers can work remotely and provide a better service to our communities
- Agreed a homeless strategy to target support to those in the greatest need
- Generated almost £2.5 million from investments and agreed an investment strategy to do even more
- Expanded our commercial waste to deliver an extra £50,000 income
- Improved the way we plan our street sweeping and introduced a system so residents know when we will be coming to their area
- Reviewed our management structure to become more efficient
- Given outline planning permission for the first phase of a new town north of Waterbeach
- Completed detailed planning guidance for how the new town north of Waterbeach and new village at Bourn Airfield will develop
- Created a new planning document that encourages development to be more environmentally friendly