

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

Action	Measure (and target timescale)	Position at end Q1	Q1 RAG*
A1) Support Businesses through COVID with help, advice and support for a green recovery that enables them to survive, adapt and grow, and to respond flexibly as the national and local situation develops.	A1i) Increase our Open for Business Newsletter reach to over 2,000 businesses (currently 900) (Quarter 4)	<ul style="list-style-type: none"> Numbers have increased to over 1,000. The Business Support and Communications teams are working to refresh business webpages more generally. More businesses will be captured through the Visitor Economy website (launching at end of August) and by reengaging with businesses we have been in contact with or supported over the previous year. 	Green
A1) See previous description	A1ii) Implement a Customer Relationship Management system for better management / engagement with local businesses (Quarter 4)	<ul style="list-style-type: none"> A working group is in place to identify and progress the chosen approach. 	Green
A1) See previous description	A1iii) Launch a Visit South Cambridgeshire brand alongside wider collaboration with Cambridgeshire and Peterborough partners (Quarter 1)	<ul style="list-style-type: none"> Due to launch at end of August. 	Amber
A1) See previous description	A1iv) Continue to support the local hospitality sector including pubs and restaurants (Ongoing)	<ul style="list-style-type: none"> New SCDC Growth Fund launched at beginning of July to support start-ups and those looking to invest for growth. 	Green
A2) Help start-ups, home-based businesses and those moving into South Cambridgeshire to find workspace	A2i) Complete a feasibility study looking at how South Cambs Hall can be used to provide workspace for businesses, including start-ups (Quarter 3)	<ul style="list-style-type: none"> This action is due to take place later in the year, once work to retrofit South Cambs Hall with a number of green energy measures (see action C3) nears completion and further reviews of the current Covid restrictions that are in place at the building have taken place. 	Green
A2) See previous description	A2ii) Provide a new space for up to 5 growing small businesses (Quarter 4)	<ul style="list-style-type: none"> This will follow on from the feasibility study detailed above at A2i). 	Green
A2) See previous description	A2iii) Establish an up-to-date list of Business Premises for start-ups (Quarter 2)	<ul style="list-style-type: none"> The Business Support Team is currently collating data on business premises in South Cambs. 	Green
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit	A3i) Hold 8 business support workshops, including Retrofit training from ENE project (Quarter 4)	<ul style="list-style-type: none"> Four events are due to have been held by the end of July 2021 (including two on mental health, one on procurement and one on supply chain). Further events are planned for the upcoming months. 	Green

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A3) See previous description	A3ii) Working with partners, provide business support advice to 100 businesses (Quarter 4)	<ul style="list-style-type: none"> The Business Support Team (including the Reopening the High Streets team) have spoken to over 50 businesses as of end of Q1. 	
A3) See previous description	A3iii) Develop a fund that supports innovations and startups as we start a green post pandemic recovery phase (Quarter 3)	<ul style="list-style-type: none"> Work is underway to secure funding for a Growth Coach position to help progress this measure. 	
A4) Promote the area and Enterprise Zones to retain businesses and attract new ones which will protect and create local jobs	A4i) 500 additional jobs created on Enterprise Zones (end of 2024/25 financial year)	<ul style="list-style-type: none"> This is a longer term target to be achieved by end of 24/25 financial year. 	
A4) See previous description	A4ii) Complete strategy for Northstowe and begin actively promoting the Enterprise Zone to secure new businesses locating there (Quarter 3)	<ul style="list-style-type: none"> We are currently engaging in business stakeholder workshops to help define the vision and routemap to success, including working with a client advisor. This work will go on to inform the strategy. 	
A4) See previous description	A4iii) Business Team to engage businesses for the enterprise Zones (Quarter 4)	<ul style="list-style-type: none"> We are currently engaging in business stakeholder workshops to help define the vision and routemap to success, including working with a client advisor. 	
A5) identify gaps in the land and premises available for businesses as an input to our new Local Plan	A5i) Development of the Statutory Housing and employment Land Availability Assessment (HELAA) as part of the emerging Greater Cambridge Local Plan (Quarter 2)	<ul style="list-style-type: none"> Completed full assessment and methodology will be published in August as part of the suite of documents, studies and content for the preferred option consultation in October. 	

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

Action	Measure (and target timescale)	Position at end Q1	Q1 RAG*
B1) Increase the number of Council homes each year to support people on lower incomes. These will include high energy standards and renewable energy.	B1i) 60 New Homes completed (acquired or built) this year (part of a plan to double delivery to 350 over a five-year period).	<ul style="list-style-type: none"> We are on course to exceed the 60 new homes targetted for the year. Currently on site at a number of locations within the district including Great Abington, Sawston, Impington and Toft. Risks around building material shortages that may have a possible impact are being tracked closely. 	Green
B2) Work with local people to set out where and how new homes and communities will be built across the Greater Cambridge area	B2i) 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)	Completed	Purple
B2) See previous description	B2ii) Complete and publish a North East Cambridge draft Area Action Plan for consultation (Quarter 2)	Completed	Purple
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	B3i) Continue to support the liaison meetings in Cottenham, Sawston, Hardwick, Caldecote, Swavesey and Barrington and community forums in Northstowe, Waterbeach, North-West Cambridge, Cambridge East and North-East Cambridge (Quarter 4)	<ul style="list-style-type: none"> All Liaison Meetings running successfully and supporting good local engagement. Community Forums have been virtual during the pandemic with next cycle of meetings planned for October and November. 	Green
B3) See previous description	B3ii) Establish new community forums covering Bourn and Cambourne West (Quarter 2)	<ul style="list-style-type: none"> New forum for Bourn Airfield and Cambourne West is in the process of being set up. 	Green
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	B4i) Commission a Stock Condition Survey including an audit of energy efficiency of existing housing stock relative to zero carbon target (Quarter 2)	<ul style="list-style-type: none"> To procure consultants to undertake stock condition survey in autumn following re-tender of our Repairs and Maintenance contract. The stock condition survey, alongside the 'Net-Zero' project (from which we are soon to receive initial results to inform pilot energy efficiency works at 5 properties, the impacts of which will be monitored to inform wider works) will help to inform the properties that we need to target to progress towards net zero. 	Green
B4) See previous description	B4ii) Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target (Quarter 3)	<ul style="list-style-type: none"> This work programme will be informed by the Net-Zero project and stock condition survey referred to in the update for measure B4i) above. 	Green

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B4) See previous description	B4iii) Produce an Asset Management Plan (Quarter 1)	<ul style="list-style-type: none"> Some elements of the Asset Management Plan are linked to the tender for the Repairs and Maintenance contract. It is anticipated that the plan will be completed in quarter 2. 	Amber
B5) Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5i) Submit planning permission for the new sports pavilion (Quarter 1)	<ul style="list-style-type: none"> The Sport pavilion planning application has been submitted. 	Purple
B5) See previous description	B5ii) Complete local engagement to understand what the community wants in the new community centre (Quarter 2)	<ul style="list-style-type: none"> A Client Advisor has been appointed and survey and stakeholder workshop activities have commenced to canvas opinion from Northstowe residents. 	Green
B5) See previous description	B5iii) Submit planning permission for new Civic Hub (Quarter 4)	<ul style="list-style-type: none"> We are currently planning workshops with key stakeholders to inform plans and building design. 	Green

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Appendix B - Business Plan Update Report (Being green to our core)

Action	Measure (and target timescale)	Position at end Q1	Q1 RAG*
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	C1ia) Identify and deliver further opportunities to reduce carbon emissions from our estate and operations, in line with our Zero Carbon Strategy.	<ul style="list-style-type: none"> The opportunities which are being pursued are detailed under measures C1ib and C2ic (Comment provided by Siobhan Mellon). 	
C1) See previous description	C1ib) Review community rooms and other small sites to identify and deliver opportunities for carbon reduction, in line with our Zero Carbon Strategy.	<ul style="list-style-type: none"> 8 remote heating monitors and controls have been fitted in communal rooms, with a plan to install another 15 in Q2 to maximise efficiency. A project is underway to investigate the potential for green energy measures at Elm Court Sheltered Housing scheme (at Over). Wider project work exploring energy efficiency measures on sheltered sites has been on hold during the pandemic due to communal room closures. This will be taken off of hold in coming months as communal rooms open. 	
C1) See previous description	C2ic) Investigate options to reduce carbon emissions from business mileage including salary sacrifice electric car scheme for staff (end of Quarter 2 for an assessment of options), in line with our Zero Carbon Strategy.	<ul style="list-style-type: none"> Officers from HR, Procurement and Finance are working with a green leasing car provider to deliver a scheme for SCDC officers and Members in 2021. 	
C1) See previous description	C1ii) Develop planning policies consistent with zero carbon by 2050 for adoption in the Greater Cambridge Local Plan, in partnership with Cambridge City Council	<ul style="list-style-type: none"> A number of policies and the proposed approach to a policy framework have now been drafted and are included in the preferred options consultation which will take place in autumn 2021. These will be published in August for committee cycles. 	
C1) See previous description	C1iii) identify and deliver opportunities to install publicly accessible electric vehicle charge points in priority locations in the district, working with partners (Quarter 4)	<ul style="list-style-type: none"> Work on this will begin later in the year. 	
C1) See previous description	C1iv) Continue to pursue opportunities to invest in green energy schemes	<ul style="list-style-type: none"> We continue to explore opportunities to invest in green energy schemes. 	
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ia) Identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways enhance nature on our own estate, in consultation with residents, as outlined in our Doubling Nature Strategy (Quarter 4).	<ul style="list-style-type: none"> Programme of formal estate inspections commenced, which amongst other things, will identify opportunities for planting trees and wildflower strips. Audit of trees on our estate is underway (see measure C2id). 	

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Action	Measure (and target timescale)	Position at end Q1	Q1 RAG*
C2) See previous description	C2ib) Work to ensure that development in South Cambridgeshire contributes to the goal of doubling nature by developing planning policies for adoption in the Greater Cambridge Local Plan, and by adopting a new Biodiversity Supplementary Planning Document in partnership with Cambridge City Council (Quarter 3)	<ul style="list-style-type: none"> The First Proposals Local Plan is being published for consultation in Autumn 2021. This includes biodiversity, green infrastructure, tree canopy cover and river corridor policies, all seeking to contribute towards the goal of doubling nature. The Biodiversity Supplementary Planning Document is currently out for public consultation and will be returning to committees in the late Autumn / Winter of 2021 for proposed adoption by both Councils. 	
C2) See previous description	C2ic) Work with partners to develop landscape-scale habitat creation projects	<ul style="list-style-type: none"> The First Proposals Local Plan is being published for consultation in Autumn 2021. This includes 14 strategic scale green infrastructure strategic initiatives identified in the Greater Cambridge Green Infrastructure Opportunity Mapping Final Report being published alongside the Local Plan. Most of the strategic initiatives support habitat enhancement and creation. These have been developed drawing on discussion with Natural Cambridgeshire partners and Natural England. 	
C2) See previous description	C2id) Complete a survey of all trees on council owned open spaces (Quarter 3)	<ul style="list-style-type: none"> An audit to identify the type, size, location and condition of all trees on SCDC owned communal land which has commenced. Four phases to be completed. First phase results received and these have highlighted instances where some urgent tree surgery was required, with replanting of any trees that require removal where ever possible. 	
C2) See previous description	C2ie) Deliver '6 Free Trees' initiative (Quarter 3)	<ul style="list-style-type: none"> Aiming to launch the online application form in Sept once the supplier has been chosen. All parish councils will be able to apply for 6 free trees. Plan to deliver during National Tree week (27 November - 5 December 2021) where possible, otherwise before the end of December 2021. 	
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	C3i) Complete retrofit of Cambourne office (Quarter 3)	<ul style="list-style-type: none"> Project mobilisation commenced March 2021 and on track to be completed at the end of Q3. Work on the ground source heat pump has begun. A more efficient air handling unit has been installed. 	
C3) See previous description	C3ii) Reduce mains gas and electricity demands from our Cambourne office by over 50% per year (from March 2021 onwards compared to baseline in 2019) (Quarter 4)	<ul style="list-style-type: none"> These benefits will be realised post project completion. 	
C3) See previous description	C3iii) Reduce carbon emissions from our Cambourne office by 47% compared to the baseline in 2019 (Quarter 4)	<ul style="list-style-type: none"> These benefits will be realised post project completion (see C3i). 	

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C3) See previous description	C3iv) Undertake energy efficiency and generation audits of other Council owned commercial properties (Quarter 4)	<ul style="list-style-type: none"> An energy efficiency audit has been undertaken at 270 Science Park as part of the project to install solar PV panels. 	Green
C4) Continue to transition to Electric recycling and waste vehicles, including the investigation of on-site solar panel energy generation	C4i) Implement depot changes to prepare for electric refuse collection vehicle (eRCV) charging (Quarter 4)	<ul style="list-style-type: none"> Progress to be reported later in the year. 	Grey
C4) See previous description	C4ii) Procure 5 eRCVs to replace diesel version (Ongoing)	<ul style="list-style-type: none"> An order is prepared and pending agreement of the spec for two E-RCVs. 	Green
C4) See previous description	C4iii) Develop outline business case for on-site solar panel energy generation with partners (Quarter 4)	<ul style="list-style-type: none"> Progress to be reported later in the year. 	Grey
C5) Support Parish Council and community group projects to reduce reliance on fossil fuels, move toward the zero-carbon target and help Double Nature through habitat enhancement, advisory support for community land acquisition, local green space designation and tree-planting	C5i) Deliver a third round of funding through our Zero Carbon Communities grant scheme, awarding grants totalling £100,000 to community-based projects (Quarter 4)	<ul style="list-style-type: none"> 5 applications received and around 20 in progress with a deadline of 30th July. Applications will be scored by our Officer panel in Aug/Sept with the aim of being brought to Grants Advisory Committee on 24th Sept. Once agreed with the Lead Cabinet member for finance, payments will be processed at the beginning of Oct. 	Green
C5) See previous description	C5ii) Continue to strengthen the Zero Carbon Parish and Community Network through our programme of workshops, web-based resources and e-bulletins for community-based zero carbon and nature recovery initiatives (Quarter 4)	<ul style="list-style-type: none"> Q2 event on Parish EV charge points is in the planning stages with the aim of going ahead in Sept as an online event including guest speakers and local case studies. Web-based resources are regularly updated. The Zero Carbon Communities e-newsletter is due to be published at the beginning of Sept. 	Green
C6) Upgrade our stock of 1,800 streetlights to LED, which will reduce energy consumption and save Parish Councils money	C6i) Install energy saving LED fittings in all council owned streetlights (Quarter 4)	<ul style="list-style-type: none"> Update to be provided for Q2 report. 	Grey
C7) Agree and deliver our strategy and actions needed to protect and improve the air quality of our district	C7i) Strategy and action plan revised (Quarter 1)	<ul style="list-style-type: none"> The strategy and action plan is due to be presented to Climate and Environment Advisory Committee in Sept, followed by Informal Cabinet. The Q1 target was not met due to Covid-19, staff restructure, resource issues and election period. 	Amber

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C7) See previous description	C7ii) Air quality monitor in place to gather data at one new location (Quarter 1)	<ul style="list-style-type: none"> • A new air quality monitor has been deployed in Harston and the data will be released shortly. • Two additional new monitors have been recently deployed in different locations. 	
C7) See previous description	C7iii) Complete a review of how and where we monitor air quality (Quarter 2)	<ul style="list-style-type: none"> • Review complete. • Additional monitoring equipment are currently being tendered for and we aim to have these fully installed and operational by end of December 2021. 	
C8) Improve recycling and reduce waste at community events	C8i) Publish a resource toolkit for community groups and parish councils (Quarter 1)	<ul style="list-style-type: none"> • Publication will take place in Q2 alongside the easing of lockdown. 	
C8) See previous description	C8ii) Equipment and information kit to minimise and separate recycling at community events available (Quarter 1)	<ul style="list-style-type: none"> • This will be promoted in Q2 as per C8i. 	
C9) Run an information campaign to help reduce the amount of food waste in the black bin	C9i) Continue with extended weekly separate food waste collection trial (Quarter 3)	<ul style="list-style-type: none"> • Trial is continuing and working well. 	
C9) See previous description	C9ii) Develop feasible plan for wider role out of separate food waste collection in line with Environment Bill and National Waste Strategy (Quarter 3)	<ul style="list-style-type: none"> • Work to implement this is underway and on schedule for Q3 delivery. 	
C9) See previous description	C9iii) Undertake waste compositional analysis to identify food waste in bins (Quarter 4).	<ul style="list-style-type: none"> • A waste analysis will be undertaken in autumn. This will allow us to determine whether we achieved the 200 tonnes per month reduction of food waste in the black bin, as was targeted in the 2020-21 Business Plan. 	
C10) Reduce the amount of non-recyclable household waste collected	C10i) Waste prevention and reduction campaign.	<ul style="list-style-type: none"> • Campaign concept and plan is being finalised for delivery during the rest of the year. 	

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Appendix B - Business Plan Update Report (A Modern and Caring Council)

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D1) Make sure that the Council is structured and appropriately resourced to deliver the ambitions of our communities	D1i) Complete 3 service reviews as part of a plan to complete reviews of all services by 2023 (Quarter 4)	<ul style="list-style-type: none"> The Revenues & Benefits service review will be complete by end Q3. The Planning service review is scheduled to be complete by Q2 2023. The HR service review will commence in Oct 21 with end date to be agreed. 	Green
D1) See previous description	D1ii) Review employment policies relating to recruitment and retention (Quarter 3)	<ul style="list-style-type: none"> We are working to review our recruitment policy and feeding into the transformation programme to ensure all aspects of the Council are appropriately structured and resourced We are also introducing the new recruitment module as part of the new HR/Payroll system. 	Green
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice	D2i) Complete and analyse an annual staff satisfaction survey and review our benefits package (Quarter 4)	<ul style="list-style-type: none"> A staff survey will be undertaken later in the year. 	Green
D2) See previous description	D2ii) Increase the number of job applications from people from under-represented groups from 2019-20 levels (Quarter 4)	<ul style="list-style-type: none"> Working to obtain this data from the new HR System. 	Grey
D2) See previous description	D2iii) Achieve Level 2 of the Disability confident standard (Quarter 4)	<ul style="list-style-type: none"> Complete 	Purple
D2) See previous description	D2iv) Review Apprenticeship Strategy for existing staff and new staff to include under-represented groups and care leavers (Quarter 2)	<ul style="list-style-type: none"> An update will be provided on this for next quarter. 	Grey
D3) Generate income through delivering the Council's investment strategy	D3i) Income from investments and other commercial activity to be at least 25% of our Taxation and Central Government Grant income by 2023/24.	<ul style="list-style-type: none"> It is expected that this target will be met earlier than target, in 2021-22. 	Green
D4) Make it easier for customers to access and carry out transactions online	D4i) Make an additional 10 services available for customers to self-serve online (Quarter 3)	<ul style="list-style-type: none"> 13 eforms created in Q1, with a total of 1059 submissions received across these, including: <ul style="list-style-type: none"> 'Apply for a restart grant' (668 submissions) 'Council Tax contact us' (116 submissions) 'Book an appointment' (97 submissions) 2x Holiday Camp booking forms (119 submissions). Further eforms are planned in Q2 for Revenues and Benefits, Licensing and Land Charges. 	Green

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D4) See previous description	D4ii) Provide a portal for businesses to access SCDC online services (Quarter 3)	<ul style="list-style-type: none"> • A working group is in place to identify and progress the chosen approach. 	Green
D5) Council and committee meetings will be run paper-free wherever possible	D5i) Councillors to be provided with an option for paper-free Council and committee meetings (Quarter 2)	<ul style="list-style-type: none"> • Cabinet Members have transitioned to digital agendas for all Cabinet meetings, • Climate and Environment Advisory Committee has expressed the intention to be paperless as part of its Zero Carbon and Doubling Nature Action Plan, so will follow Modern.Gov app registration next. • There are technical difficulties preventing some from accessing the Modern.Gov app, and we are exploring solutions to overcome this, in order to enable complete phase-out of paper agendas. 	Green
D6) Work with communities to tackle issues that are affecting them locally	D6i) Create a resourced Council support package to help communities identify the issues they want to address and how they could do it (Quarter 1)	<ul style="list-style-type: none"> • A Community-led Planning Toolkit is currently being updated for parishes who wish to undertake a survey of their residents, develop an action plan and lead their own projects on themes such as sustainability, health and well-being, loneliness and isolation. • An initial 12 communities are already actively being supported for projects they are running and then further publicity to other parishes will follow to ensure appropriate support and signposting can be provided. 	Green
D6) See previous description	D6ii) Co-create and agree flood plans with communities in the 13 most impacted areas of the district to help minimise the impact in future (Quarter 2)	<ul style="list-style-type: none"> • All 13 communities have been fully engaged in a bid to create flood plans for all. • 3 flood plans completed, 1 will be completed imminently, 7 are actively working on them and are happy they have all the information and support in place to do this. • 2 very small villages have opted against a community flood plan after giving it full consideration. 	Green
D6) See previous description	D6iii) Support 150 new clients through the housing department's visiting support service (Quarter 4)	<ul style="list-style-type: none"> • Progress to be reported later in the year. 	Grey
D6) See previous description	D6iv) Provide the lifeline service to 100 new users (Quarter 4)	<ul style="list-style-type: none"> • Progress to be reported later in the year. 	Grey
D6) See previous description	D6v) To spend £500,000 in total in the form of disabled facilities grant and repairs grant to allow people to live independently and safely in their homes (Quarter 4)	<ul style="list-style-type: none"> • Q1 spend reports are not yet available due to a change in software system at the beginning of the financial year and will be reported at the end of Q2. 	Grey

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D6) See previous description	D6vi) Prevent homelessness for at least 50% of the people who approach us who are at risk of becoming homeless throughout the year	<ul style="list-style-type: none"> • Q1 data will become available to report at end of August. 	Grey
D6) See previous description	D6vii) Continue the proactive working relationship with the job centre in delivering mentoring circles plus upskilling and cross training initiatives throughout the year	<ul style="list-style-type: none"> • Monthly meetings are being held with with the Job Centre and Combined Authority colleague to help drive forward implementation of regional skills strategies. • A Mentoring session was held in quarter 1 for potential job seekers to promote awareness of the council as an employer and the types of roles available. Further sessions to be planned in the future. 	Green
D7) Ensuring that our homes are safe places for our tenants and their families.	D7i) 100% compliance with landlord safety checks to council housing including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests	<ul style="list-style-type: none"> • At end of Q1 there was one overdue gas record that we were seeking to rectify out of 3252 properties with gas, equating to a 99.99% gas service compliance rate. • All Legionella and Fire Risk Assessments have been completed and results from these, in addition to Q1's electrical certificate compliance rates, will be reported in the Q2 report. 	Grey

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