



Business Plan 2020-25

(Revision 2022-23)

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

Context

The Business Plan for South Cambridgeshire District Council (SCDC) 2020-25 was agreed and published in 2020, before the Coronavirus Pandemic reached the UK and the first lockdown was introduced. The Plan identified four priority areas for the Council to focus on over the next five years, and these priorities remain the same in this annual update.

This plan outlines the actions that will be undertaken during 2022-23 to deliver on the Council's priorities. It also reflects on some of the achievements from the last year and the context within which the Council is currently operating. The plan should be read alongside some other key documents for the Council:

- The Investment Strategy
- The Medium-Term Financial Plan
- The Cambridgeshire and Peterborough Combined Authority (CPCA) Recovery Plan
- SCDC Local Plan 2018
- Zero Carbon Strategy
- Doubling Nature Strategy
- Housing Strategy

And alongside some on-going areas of activity:

- Work to develop the Joint Local Plan and North East Cambridge Area Action Plan
- The Ox-Cam Arc Ambitions

Currently, the Council, like the rest of the Country, is working within the context of an on-going global pandemic and the impact of the UK's decision to leave the EU. As a consequence, it is possible that some of the timescales for activity within this plan may still be affected over the coming months, though we hope this impact will reduce during the first quarter of the delivery period. The resources of the Council, including large numbers of staff, are still engaged with activity related to our response to the pandemic, and what continues to be a very dynamic environment.



The strength of partnerships that have been reinforced throughout the pandemic will be key to the delivery of many of South Cambridgeshire's ambitions over the coming year. The need to support our communities, vulnerable individuals, and businesses in recovering from the impact of the virus will continue to shape delivery over the coming year.

South Cambridgeshire is committed to promoting a Green Recovery, and this is a key theme throughout the Business Plan, not just in the 'Green to our Core' section. The Green Economy offers considerable opportunities to support new and existing businesses, create jobs and use our natural environment to promote healthy living, reduce social isolation and support good mental health.

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 and support the local economy to recover post-pandemic.

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.

A) Growing local businesses and economies

2022-23 priorities:

Action	Measure
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.	<ul style="list-style-type: none"> • Implement a Customer Relationship Management system to improve our engagement with, and services for, local businesses (Quarter 3) • Expand our Visit South Cambridgeshire brand alongside wider collaboration with Cambridgeshire and Peterborough partners, to support local businesses. (Quarter 3) • Deliver at least 8 Sector specific events/webinars/support initiatives as part of an ongoing engagement programme (Quarter 4) • Implement a new and improved policy to support the street trading sector across South Cambridgeshire. This policy will ensure high levels of safety compliance and enable the sector to thrive through the introduction of flexible trading models. (implementation by March 2023) • Support the private hire and hackney carriage sector through an updated and improved taxi strategy and policy. These policy measures will contribute to the overall green agenda and support the taxi trade through this transition. Public safety measures will also be progressed including the advancement of taxi



	CCTV provisions. (Implementation over 2022 - 2023 and ongoing)
A2) Develop a District specific skills and training package to ensure career enhancement, and that re-skilling and up-skilling opportunities for residents and business are widely known and accessed. Adjusting the skills and training agenda to mitigate the impact of covid on the local workforce.	<ul style="list-style-type: none">• Create an SCDC specific operational/implementation plan based on the Nov 2021 refreshed CPCA Employment and Skill Strategy (Quarter 1).• Develop a formal engagement programme with local schools and employers (Quarter 2).
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them set up, grow, create new local jobs and deal with the impacts of Brexit	<ul style="list-style-type: none">• Hold 8 business support workshops including Retrofit training from ENE project (Quarter 4)• Working with partners, provide business support advice to 100 businesses (Quarter 4)• Complete a feasibility study looking at how South Cambs Hall could be used to provide workspace for businesses, including start-ups (Quarter 2)• Provide a new space for growing small businesses or shared workspace for start-ups or micro businesses (Quarter 4)• Establish an up-to-date list of Business Premises for start-ups (Quarter 2)• Appraise our own commercial inventory (including South Cambs Hall) and investigate meanwhile/partial let use for start-ups during void periods and/or designate space specifically for this purpose (Quarter 4)
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity	<ul style="list-style-type: none">• 500 additional jobs created on Enterprise Zones by end of 2024/25 financial year• Submit the planning application for the Northstowe Enterprise Zone (Quarter 4)



	<ul style="list-style-type: none">• Complete the strategy for Northstowe Enterprise Zone and begin actively promoting the site to secure new businesses locating there (Quarter 3)• Business Team to engage businesses for the Enterprise Zones (Quarter 1)• Alongside DTI and other colleagues, develop ongoing sector specific narratives to attract, grow and retain high growth sectors in our area (Quarter 4)• Increase rates for recycling and food waste collections for new start-ups and new SMEs within the District (Quarter 4)
A5) Continue to deliver on our Investment Strategy to ensure positive local Economic Development and growth outcomes	<ul style="list-style-type: none">• Review our approach to identify new Green Investment opportunities (Quarter 2)• Undertake a market review to inform the development of plot 4010 at Cambourne (Quarter 2)

Ongoing objectives into 2022-23:

- Work with parish councils and village-based businesses to support local economies and communities as part of our wider economic recovery work. This will include helping to establish new local markets, and continuing to visit local businesses to offer advice and support
- Encourage people to use their local shops and food outlets so that high streets are retained and expanded wherever possible and local, independent businesses are championed. On-going communications and marketing campaigns such as our #On your Doorstep Campaign and continued evolution of *Visit South Cambs - best days out and weekends away in Cambridgeshire* to support and promote local commerce will be key vehicles for this
- Continue to work with the CPCA Inward Investment (Growth) Service to ensure Inward investment into our region remains a priority
- Continue to be the voice and advocate for South Cambridgeshire businesses with wider partners and networks (including our Joint Local Plan) and ensure we are adequately represented in key economic policy/decision-making initiatives



- Support Green Council initiatives, ensuring our business community are able to deliver on 2021-2050 net zero objectives. This includes helping with apprenticeship, skills and training support as appropriate to deliver outcomes and providing advice to help businesses to understand the benefits of generating their own energy, improving their own energy efficiency and wider post COP 26 initiatives and developments
- Support major employers to help homes and jobs be closer together or linked through high quality public transport, walking and cycling routes
- Work with the Police and other agencies through the Community Safety Partnership to tackle crime impacting rural businesses

Actions and achievements completed from the 2021-22 Business Plan

- We increased our Open for Business Newsletter reach to over 2,000 businesses
- We launched a Visit South Cambridgeshire brand alongside wider collaboration with Cambridgeshire and Peterborough partners to support and promote retail, tourism, leisure and hospitality businesses
- 'On Your Doorstep' social media campaign promoted and championed to support local businesses throughout the pandemic
- Hosted a series of 9 webinars and one face to face event ranging from Mental Health support for businesses through procurement, green business, funding opportunities and wider local business partnership support. The latter was a jointly hosted event with the Chambers of Commerce
- Our High Street Support Officer teams visited over 2,000 businesses face to face since the onset of the pandemic
- We have supported 4 businesses in successfully finding their start up premises in South Cambridgeshire, 3 of whom were also SCDC growth fund recipients
- We held 9 business support workshops including a growth coaching focus as well as ongoing partnering with the Combined Authority's Growth Works.
- We worked with partners to provide business growth/ support/advice to over 100 businesses
- Developed a fund that supported innovations and start-ups as we start a green post pandemic recovery phase. (102 SCDC business were awarded a pot of £1.383m)



- Development of the Statutory Housing and employment Land Availability Assessment (HELAA) as part of the emerging Greater Cambridge Local Plan (Quarter 2) Milestone completed with publication of the First Proposals of the Joint Local Plan November 2021. Review of evidence base through Local Plan process will continue.
- Distribution of over £38 Million in government grants to support businesses through the Pandemic and £43.9m of grants in total

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

2022-23 priorities:

Action	Measure
B1) Increase the number of Council homes each year to support people on lower incomes. These will include high energy standards and renewable energy.	<ul style="list-style-type: none">• 60 New Homes Completed (acquired or built) this year (part of a plan to double delivery to 350 over a five-year period) (Quarter 4)
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">• Produce a report assessing feedback provided by local people from the Local Plan consultation. This will inform the next steps in the Local Plan process (Quarter 1)• Complete and publish a North East Cambridge draft Area Action Plan for consultation (Quarter 2)
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">• 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, North-East Cambridge and Bourn Airfield and Cambourne (Quarter 4)
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	<ul style="list-style-type: none">• Produce an Asset Management Plan (Quarter 1)

	<ul style="list-style-type: none"> • Commission a Stock Condition Survey including an audit of energy efficiency of existing housing stock relative to zero carbon target (Quarter 2) • Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target (Quarter 4)
B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	<ul style="list-style-type: none"> • Complete local engagement to understand what the community wants in the new community centre (Quarter 2) • Submit planning application for the Community Centre (Quarter 2) • Submit planning application for new Civic Hub (Quarter 4)

Ongoing objectives into 2022-23:

- Support the delivery of more affordable housing – and we will seek related external funding to do this wherever possible
- Promote Neighbourhood Plans and encourage our communities to develop them
- Focus on the health and wellbeing of our communities through everything we do, in line with our Health and Wellbeing Strategy
- Private sector housing stock condition survey to be undertaken by the end of the year
- 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 and other welfare support
- Work with national, regional and local partners to support the needs of refugees
- Keep under review the development and resourcing of more liaison meetings in South Cambridgeshire, if capacity allows



Actions and achievements completed from the 2021-22 Business Plan

- Completed 47 new Council homes in 2020/21 and remain on track to deliver at least 60 homes in the current year
- Signed contracts to deliver over 100 new Council homes
- Targeted people who are normally underrepresented in consultations to make sure their voice is heard by going to where they are to talk to them, rather than expecting 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
- Played an active role in national schemes to rehouse refugees
- Agreed a Homeless Strategy to target support to those in the greatest need
- Implementation of the new Resident Involvement Framework, including the establishment of the Housing Engagement Board, Housing Performance Panel and improved communications with our tenants
- Granted 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
- Ensured vulnerable tenants were given the support they needed, and linked into other services available, to help them cope during the pandemic
- Published the First Proposals for the Greater Cambridge Joint Local Plan for consultation setting out where new homes and jobs will take place
- Publishing the regulation 19 draft plan for NEC Area Action Plan setting out a vision for the area
- Carried out 19 liaison forums and 9 community forums to minimise disruption to existing residents and help new residents settle in
- Received planning permission for the new sports pavilion at Northstowe

C) Being green to our core

2022-23 priorities:

Action	Measure
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050	<p>In line with our Zero Carbon Strategy, we will</p> <ul style="list-style-type: none"> • identify and deliver further opportunities to reduce carbon emissions from our estate and operations <ul style="list-style-type: none"> ○ review community rooms and other small sites to identify and deliver opportunities for carbon reduction (Quarter 4) • develop planning policies consistent with zero carbon by 2050 for adoption in the Greater Cambridge Local Plan, in partnership with Cambridge City Council (Quarter 4) • identify and deliver opportunities to invest in publicly accessible electric vehicle charge points in priority locations in the district, working with partners - pilot installations of fast EV Chargers at Sheltered Housing Schemes for public use, and install one rapid charger for public use -(Quarter 4) • continue to pursue opportunities to invest in green energy schemes (Quarter 4) • Develop carbon reduction targets as part of the Asset Management Strategy (Quarter 3)
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	<p>As outlined in our Doubling Nature Strategy, we will</p> <ul style="list-style-type: none"> • identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways enhance



	<p>nature on our own estate, in consultation with residents (Quarter 4)</p> <ul style="list-style-type: none">• 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 (Biodiversity SPD Quarter 3)• work with partners to develop landscape-scale habitat creation projects (Quarter 4)• Deliver '6 Free Trees' initiative to increase the amount of tree cover of parish council land, enhancing biodiversity and carbon capture (Quarter 4)
C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures	<ul style="list-style-type: none">• Complete retrofit of Cambourne office (Quarter 2)• Reduce mains gas and electricity demands from our Cambourne office by over 50% per year (from March 2021 onwards compared to baseline in 2019).• Reduce carbon emissions from our Cambourne office by 47% compared to the baseline in 2019 (Quarter 4)• Undertake energy efficiency and generation audits of other Council owned commercial properties (Quarter 4)
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation	<ul style="list-style-type: none">• Define and implement required improvements at the depot to prepare for further electric refuse collection vehicle (eRCV) charging (Quarter 4)• Procure up to 3 eRCVs to replace diesel version (Quarter 4)• Develop outline business case for on-site solar PV energy generation with partners to aid the charging of vehicles (Quarter 4)



<p>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</p>	<ul style="list-style-type: none"> • Deliver fourth round of funding through our Zero Carbon Communities grant scheme, awarding grants totalling £100,000 to community-based projects (Quarter 4) • 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 - at least 6 workshops to be delivered)
<p>C6) Upgrade our stock of 1,800 streetlights to LED, which will reduce energy consumption and save Parish Councils money</p>	<ul style="list-style-type: none"> • Install energy saving LED fittings in remainder of council owned streetlights (ornate lights) to bring them in line with standard lights already upgraded (Quarter 4)
<p>C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts</p>	<ul style="list-style-type: none"> • Submit annual statutory reporting to DEFRA on-time; monitor air quality in at least 6 targeted areas utilising portable equipment; compile report following each monitoring period and publish this on the council's website (Quarter 4) • Provide required technical inputs to consultations on major developments to ensure good air quality is experienced (Quarter 4) • Subject to air quality monitoring results, explore the feasibility of creating a Public Space Protection Order (PSPO) specifically targeting idling vehicles (Quarter 4)
<p>C8) Improve recycling and reduce waste at community events</p>	<ul style="list-style-type: none"> • Provide equipment and information kit to minimise waste and separate recycling at community events - at least 12 kits to be issued (Quarter 4)
<p>C9) Review of service and development of a plan to address the outcomes of the New Environment Bill, to include:</p> <ul style="list-style-type: none"> • Food waste service • Impact of the Bill on dry recycling 	<ul style="list-style-type: none"> • Review impact and outcomes of existing food waste collection trial and determine future of the scheme including budget requirements. (Quarter 3)



<ul style="list-style-type: none">Working with RECAP on a shared county-wide approach to implementation	<ul style="list-style-type: none">Develop feasibility plan for the wider roll out of separate food waste collection in line with the Environment Bill and National Waste Strategy (Quarter 3)
C10) Reduce the amount of non-recyclable household waste collected	<ul style="list-style-type: none">Develop campaigns to improve recycling based on the outcomes of the waste composition analyses (Quarter 3) to achieve key targets: monthly average of 17.08kg dry recycling per household; monthly average of 34.17kg of residual waste or below per household; monthly 6% or below rate of rejection from the recycling materials processed at the Materials Recycling Facility
C11) Run a pro-recycling & food waste promotional campaign aimed at businesses in the area throughout 2022/23	<ul style="list-style-type: none">Reporting of all sites (existing and new) that take up recycling / food bins & note our increased volumes / tonnes collected with associated savings. (On-going/Quarter 4)
C 12) Take action to minimize fly tipping	<ul style="list-style-type: none">Install trial cameras at 6 locations and monitor numbers of visits required at those sites to establish a baseline (Quarter 4)Deliver targeted educational campaign in the area about fly tipping and increase awareness of responsible methods for disposal. To include the delivery of at least 12,000 leaflets (Quarter 4)

Ongoing objectives into 2022-23:

- Promote walking, cycling and public transport improvements through planning decisions 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
- Support homeowners to upgrade the environmental performance of historic buildings through planning advice and guidance



- Promote effective implementation of supplementary planning guidance supporting low carbon developments
- Strengthen the ability for local communities to deliver on local environmental ambitions and priorities included in the Zero Carbon and Doubling Nature Strategies
- Work with communities and partners to combat environmental crimes, such as fly-tipping and deter fly-tipping at locations where it happens frequently
- Reduce waste and raise awareness by promoting recycling
- Encourage the expansion of electric vehicle charging points across our sub-contractors and partners
- Explore the expansion of electric vehicle charging points in sheltered housing schemes

Actions and achievements completed from the 2021-22 Business Plan

- Held a local Climate Summit
- First phase of installation of LED fittings in all council owned streetlights to be completed by March 2022 (standard light poles) and achieved already a 60% reduction in energy consumption of streetlighting for Parish Councils
- Delivered a third round of funding through our Zero Carbon Communities grant scheme, awarding grants totalling £100,000 to community-based projects; continued 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
- Ran an anti-fly tipping campaign that reached over 40,000 people and resulted in significant increase in reported incidents and increased tonnages collected
- Improved the way we plan our street sweeping and introduced a system so residents know when we will be coming to their area
- Created a new Planning document [NAME OF DOC] that encourages development to be more environmentally friendly
- Introduced one electric bin lorry and two small vans into the fleet
- Installed 4 additional charge points for staff/visitors at Waterbeach depot
- A survey of trees on council owned open spaces was completed in three of four sections; fourth section to be completed by March 2022
- Required enhancements made at the depot to enable on-site charging for two new electric refuse collection vehicles by March 2022



- Report issued to CEAC on the air quality monitoring network; Air Quality Strategy developed; air quality monitoring equipment deployed to monitor quality at defined location -additional equipment on order and should be in place by March 2022 - to be deployed in growth areas
- Published a resource toolkit for community groups and parish councils to improve recycling and reduce waste at community events; issued 11 community litter picking kits for events
- Delivered three-pronged social media campaign on waste prevention and reduction
- 54 parish councils accepted the offer for 3 Free Trees and 162 trees were planted
- 72 applications were received from parish councils for the 6 Free Trees scheme for 2022
- Published First Proposals Local Plan setting out ambitious targets for reduced water usage, building in climate resilience, supporting low carbon development options and highlighting opportunities for strategic scale landscape and biodiversity enrichment.
- Continued weekly separate food waste collection trials; now covering circa 10,000 homes weekly collections; undertook waste compositional analysis to identify food waste in bins - Waiting for final report to be published

D) A modern and caring Council

2022-23 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">• Complete 3 service reviews as part of a plan to complete reviews of all services by the end of 2023 (Quarter 4)• Review employment policies relating to recruitment and retention (Quarter 3)
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice	<ul style="list-style-type: none">• Complete and analyse a staff satisfaction survey (Quarter 3)



	<ul style="list-style-type: none">• Introduce hybrid working arrangements further increasing our attractiveness as an employer (Quarter 2)• Introduce a modular management skills program for middle managers (Quarter 2)
D3) Generate income through delivering the Council's investment strategy	<ul style="list-style-type: none">• Income from investments and other commercial activity to be at least 25% of our Taxation and Central Government Grant income by 2023/24
D4) Make it easier for customers to access and carry out transactions online	<ul style="list-style-type: none">• Make a further 12 services available for customers to self-serve online (Quarter 3)• Provide an integrated portal for businesses to access SCDC online services (Quarter 2)
D5) Council and committee meetings will be run paper-free wherever possible	<ul style="list-style-type: none">• Councillors to be provided with increased access to Teams and Office 365 enabling file sharing and collaboration. (Quarter 1)
D6) Work with communities and individuals to tackle issues that are affecting them locally	<ul style="list-style-type: none">• Use the Council's Community Led Plan toolkit to support local communities identify, plan and address the issues they identify in their communities (Quarter 4)• Support 150 new clients through the housing department's visiting support service (Quarter 4)• Provide the lifeline service to 100 new users during the year (Quarter 4)• 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)• Prevent homelessness for at least 50% of the people who approach us who are at risk of becoming homeless throughout the year, and offer support to those who are homeless (Quarter 4)



	<ul style="list-style-type: none">• Continue the proactive working relationship with the job centre in delivering mentoring circles plus upskilling and cross training initiatives throughout the year (Quarter 4)• To complete a survey of all council tenants to better understand their priorities and to be able to compare satisfaction with other organisations (Quarter 1)• Adopt an Empty Homes Strategy (Quarter 1)• To work with partners to produce an agreed cultural strategy and action plan for South Cambs (Quarter 3)
D7) Ensuring that our homes are safe places for our tenants and their families.	<ul style="list-style-type: none">• 100% compliance with landlord safety checks to council housing including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests
D8) Assess current mobile home sites and ensure all are licenced correctly	<ul style="list-style-type: none">• Refresh caravan site licencing policy, fees and charges (Quarter 2). The new policy will ensure that caravan sites are inspected periodically and that residents have suitable housing provision.

Ongoing objectives into 2022-23:

- Expand and grow our commercial services
- Develop and support Councillors and officers to ensure that they can best serve our communities
- Create an organisational culture to deliver continuous improvement
- Continue to work with public sector partners and a network of parish councils and voluntary groups to support the most vulnerable people in the district and our businesses throughout the response phases of the Covid-19 pandemic



Actions and achievements completed from the 2021-22 Business Plan

- Successfully filled at least 70% of jobs advertised through first round of recruitment
- Achieved Level 1 and 2 of the Disability confident standard
- Paper free cabinet meetings were held through the year
- 7 new Mobile warden schemes delivered
- Updated and published the council's Equality Scheme and raised awareness of key events and weeks throughout the year to help promote equality and deliver on our business plan objectives
- Delivered 10 new services available for customers to self-serve online
- Call back service for enquiries as part of implementation of new telephony system
- Apprenticeship Strategy reviewed and strengthened
- Completed service review of Revenues and Benefits
- Launched a new toolkit to help communities take forward Community Led Plans to address the issues they feel are important to them as we recover from the pandemic
- Worked with 13 areas of the district that have been more prone to flooding to provide training and create a local flood plan where the community required it

Note: The Quarters referred to under the Measures relate to the financial year.

Quarter 1 – April to June

Quarter 2 – July to September

Quarter 3 – October to December

Quarter 4 – January to March