

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

| Action  | Measure (and target timescale)   | LT Owner       | Lead Officer(s)                   | Position at end Q3   | Q3 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)                                | Anne Ainsworth | Adele Gritten;<br>Tracey Brockman | <ul style="list-style-type: none"> <li>Numbers remain at around 1500.</li> <li>Sign-up will continue to be promoted through face-to-face opportunities, email footers and planned events, as we embark on a series of roadshows that we plan to take to our business communities from summer 2022.</li> <li>We also have plans to promote the newsletter through new avenues, such as Business Support and Development Team social media channels that are planned for launch during Q4.</li> </ul>  | Green   |
| 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. | A1ii) Implement a Customer Relationship Management system for better management / engagement with local businesses (Quarter 4)           | Anne Ainsworth | Adele Gritten;<br>Tracey Brockman | <ul style="list-style-type: none"> <li>We now have an outline project plan and work is progressing, with support from the Project Management Office to develop a timeline for delivery, with funding having been agreed through 2021 budget.</li> <li>We have created a database of South Cambs businesses that will feed into the work to develop a Customer Relationship Management (CRM) System and allow us to better manage engagement with businesses until such time as the CRM system is live (expected Q3 of the 2022-23 financial year).</li> </ul>  | Amber   |
| 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. | A1iii) Launch a Visit South Cambridgeshire brand alongside wider collaboration with Cambridgeshire and Peterborough partners (Quarter 1) | Anne Ainsworth | Adele Gritten;<br>Tracey Brockman | <ul style="list-style-type: none"> <li>www.visitsouthcambs.co.uk launched 17 September 2021 and local residents and visitors are being encouraged to use the site to explore, discover and enjoy what South Cambs has to offer in terms of activities, places to eat, attractions and green spaces, campsites and accommodation.</li> <li>Since launch, the website has received over 2,100 unique visitors, with around 13,000 page views in total and 859 clicks through to businesses and events listed.</li> <li>Phase 2 development has begun, which will see more content creation focussing on specific itineraries, such as 'family fun', 'walkers' and 'nature lovers', plus details on sustainable travel options.</li> <li>This is taking place alongside work to continue to drive business and event listings, as well as to increase our following and engagement on social media, along with site visits and page impressions.</li> </ul> | Purple  |
| 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. | A1iv) Continue to support the local hospitality sector including pubs and restaurants (Ongoing)  | Anne Ainsworth | Adele Gritten;<br>Tracey Brockman | <ul style="list-style-type: none"> <li>Paid out £1.483m to 101 businesses through the SCDC Growth Fund.</li> <li>We will undertake an economic impact assessment/review of affected markets in 2022.</li> <li>We are now preparing to distribute approximately £1.9m of additional funding to the hospitality sector following the announcement of an 'Omicron Hospitality and Leisure Grant', to be administered by Local Authorities by 31 March 2022.</li> </ul>  | Green   |

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| 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 2) | Anne Ainsworth | Adele Gritten   | <ul style="list-style-type: none"> <li>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 at the building have taken place, in line with national and local public health guidance.</li> </ul>  | Amber   |
| A2) Help start-ups, home-based businesses and those moving into South Cambridgeshire to find workspace   | A2ii) Provide a new space for up to 5 growing small businesses (Quarter 4)   | Anne Ainsworth | Adele Gritten   | <ul style="list-style-type: none"> <li>This will follow on from the feasibility study detailed above at A2i.</li> </ul>   | Amber   |
| A2) Help start-ups, home-based businesses and those moving into South Cambridgeshire to find workspace   | A2iii) Establish an up-to-date list of Business Premises for start-ups (Quarter 2)   | Anne Ainsworth | Adele Gritten   | <ul style="list-style-type: none"> <li>We now have a database of business premises in South Cambs, with 5476 premises - 4808 occupied and 667 vacant at end of June 2021.</li> <li>This aims to support local businesses with identification of premises so they can launch, scale or grow.</li> </ul>  | Purple  |
| 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)   | Anne Ainsworth | Adele Gritten   | <ul style="list-style-type: none"> <li>In the 2021 calendar year we organised 16 events, 15 virtual and 1 in person.</li> <li>3 events are schedule for 2022 so far, and we are in the process of devising a wider annual programme as part of our 2022+ Business Engagement Strategy. This is likely to include a mix of virtual sessions as well as in- person and roundtables / business forums and some joint-events with regional partners.</li> </ul>       | Purple  |
| 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 | A3ii) Working with partners, provide business support advice to 100 businesses (Quarter 4)   | Anne Ainsworth | Adele Gritten   | <ul style="list-style-type: none"> <li>Ongoing coaching and advice is being provided by the Business Support Team and through partnerships with the Combined Authority. Over 100 one-to-one conversations and webinars have been held by the Business Support Team.</li> <li>Over 1000 visits have been made by the High Street Support Team - including face-to-face interaction and advice on Covid-19 measures, grants and other support available.</li> </ul> | Purple  |
| 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 | A3iii) Develop a fund that supports innovations and startups as we start a green post pandemic recovery phase (Quarter 3)                          | Anne Ainsworth | Adele Gritten   | <ul style="list-style-type: none"> <li>The SCDC Growth Fund, referred to under A1iv, has fulfilled this action.</li> </ul>  | Purple  |
| 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)   | Anne Ainsworth | Adele Gritten   | <ul style="list-style-type: none"> <li>This is a longer term target to be achieved by end of 24/25 financial year. We will be able to start measuring additional jobs next year once there is build in Northstowe and Cambourne.</li> </ul>   | Green   |

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| A4) Promote the area and Enterprise Zones to retain businesses and attract new ones which will protect and create local jobs | A4ii) Complete strategy for Northstowe and begin actively promoting the Enterprise Zone to secure new businesses locating there (Quarter 3)                    | Anne Ainsworth | Adele Gritten   | <ul style="list-style-type: none"> <li>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.</li> <li>An investment route to market is to be formalised between February and April 2022.</li> </ul>   | Amber   |
| A4) Promote the area and Enterprise Zones to retain businesses and attract new ones which will protect and create local jobs | A4iii) Business Team to engage businesses for the enterprise Zones (Quarter 4)   | Anne Ainsworth | Adele Gritten   | <ul style="list-style-type: none"> <li>We are currently engaging in business stakeholder workshops to help define the vision and routemap to success, including working with a client advisor.</li> </ul>  | Green   |
| 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) | Stephen Kelly  | Paul Frainer    | <ul style="list-style-type: none"> <li>Completed. Full assessment and methodology was reported to Councillors in Sep 2021 and is published on the Greater Cambridge Planning Service website as part of the local plan consultation document library.</li> <li>The Housing Employment Land Availability Assessment (HELAA) looks at the potential supply of land for development within the district. This includes an assessment of sites that could be suitable and available for residential and economic development.</li> </ul> | Purple  |

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

| Action  | Measure (and target timescale)  | LT Owner       | Lead Officer(s)   | Position at end Q3  | Q3 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).   | Peter Campbell | Kirstin Donaldson | <ul style="list-style-type: none"> <li>In Q3 SCDC New Build Team delivered at total of 45 new homes. Combined with Q1 and Q2 totals the team have delivered at total of 71 homes this year.</li> <li>We expect to complete a further 18 new affordable homes in Q4 bringing our 2021-22 total to 89. Given our Business Plan target was to double the number of homes we deliver annually to 70 by 2024, this is a remarkable achievement by a small team.</li> </ul>   | Purple  |
| 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)   | Stephen Kelly  | Paul Frainer      | Completed.  | Purple  |
| B2) Work with local people to set out where and how new homes and communities will be built across the Greater Cambridge area   | B2ii) Complete and publish a North East Cambridge draft Area Action Plan for consultation (Quarter 2)   | Stephen Kelly  | Paul Frainer      | 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) | Jeff Membery   | Gareth Bell       | <ul style="list-style-type: none"> <li>19 forums were successfully held in the last year, supporting good local engagement. A new set of forums are beginning to run in January.</li> </ul>   | Green   |
| 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 | B3ii) Establish new community forums covering Bourn and Cambourne West (Quarter 2)  | Jeff Membery   | Gareth Bell       | <ul style="list-style-type: none"> <li>Following further engagement with communities along the A428 growth cluster in November, two forums covering Bourn Airfield and Cambourne have been proposed to take place in Q4.</li> </ul>   | Amber   |
| 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)   | Peter Campbell | Eddie Spicer      | <ul style="list-style-type: none"> <li>Following approval of the Asset Management Strategy at Feb Cabinet (as detailed at B4iii), work will commence to design and procure the stock condition survey, with the tender process expected to take place in the middle of the 2022-23 financial year.</li> <li>As a side note, we have also received the survey results of our Net Zero project and we are working with the project group to agree retrofit works, consult with residents and set a time frame for commencement. This is now likely to be in March (previously Jan/Feb) as the consultants have revisited some of the specified savings due to changes in advice and technology. Once the renewable technologies are installed performance will be monitored and will help inform a wider programme of retrofit works across the Council stock of properties.</li> </ul> | Amber   |

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

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|---|---|----------------|-------------------|--|---------|
| B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs                               | B4ii) Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target (Quarter 3) | Peter Campbell | Eddie Spicer      | <ul style="list-style-type: none"> <li>This work programme will be informed by the Net-Zero project and stock condition survey referred to in the update for measure B4i) above.</li> <li>We will also continue to carry out improvements works, fit renewable technologies and improve insulation to our poorest performing properties when they become vacant. Examples include fitting Internal Wall Insulation Systems to non traditional style properties.</li> </ul>   | Amber   |
| B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs                               | B4iii) Produce an Asset Management Plan (Quarter 1)   | Peter Campbell | Eddie Spicer      | <ul style="list-style-type: none"> <li>The Asset Management Plan will be presented to Cabinet for approval in February.</li> <li>This is a pivotal document for the Housing Service, setting out our goals and ambitions with a clear action plan to achieve them. This includes details of how we will ensure residents are involved in shaping delivery, the building new homes and details of how our existing stock will be managed and improved to meet or exceed local and national targets, ultimately providing good quality, efficient homes for our residents and a good environment to live in.</li> </ul>  | 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)   | Peter Campbell | Kirstin Donaldson | <ul style="list-style-type: none"> <li>Completed. Planning permission for the the Sports Pavilion was granted in Nov 2021.</li> </ul>  | Purple  |
| B5) Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe | B5ii) Complete local engagement to understand what the community wants in the new community centre (Quarter 2)                          | Peter Campbell | Kate Swan         | <ul style="list-style-type: none"> <li>Phase 1 consultation (Jun-Aug 2021) was promoted through our website and with door to door flyers. This comprised an online residents survey (244 participants), 2x online residents workshops, an online survey for businesses (19 participants), a workshop for businesses, and interviews with key stakeholders.</li> <li>Phase 2 consultation (Sep-Nov 2021) included 2x face-to-face drop-in events (one all-day and one in the evening), 2x online workshops for businesses and 2x online workshops with local schools (with 145 students attending). The latter included writing and design exercises and a competition, with 10 winners published in the school newsletter to all parents, to further raise awareness and engagement levels.</li> <li>Public consultation has now closed and the information obtained has been used as the basis for the draft masterplan that has been presented to Leadership Team, Cabinet members and Local Councillors. Following these sessions the Client Advisor is working on the draft Economic Report, which will work up option routes to delivery, based on the draft master plan.</li> <li>It has been recognised at all levels that the Community Centre should be high priority for early delivery. Further engagement opportunities will be provided following the unveiling of the draft masterplan following May elections.</li> </ul> | Purple  |

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| B5) Deliver a new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe | B5iii) Submit planning permission for new Civic Hub (Quarter 4) | Peter Campbell | Kirstin Donaldson | <ul style="list-style-type: none"><li>• We have been working very closely with CCC libraries, CCC communities and the Care Commissioning Group (NHS) to secure agreements on what will be delivered and how this will take place, at the Civic Hub. These key partners will be anchor tenants delivering crucial statutory functions. Once final agreement has been reached, wider consultation will be undertaken.</li><li>• SCDC have appointed project management consultants to drive the project through next phases (design, planning, construction) in line with agreed principles.</li><li>• Submission of planning application to take place Q3/Q4 2022-23.</li></ul> | Amber   |

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

| Action   | Measure (and target timescale)  | LT Owner       | Lead Officer(s)              | Position at end Q3  | Q3 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. (Quarter 4)  | Bode Esan      | Siobhan Mellon               | <ul style="list-style-type: none"> <li>The opportunities that are being pursued are detailed under measures C1ib and C2ic. Other new opportunities are also being finalised, including LAD3 funding to support low-income households living in hard-to-heat private-sector homes by installing energy efficiency measures and low carbon heating.</li> </ul>  | Green   |
| C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050 | C1ib) Review community rooms and other small sites to identify and deliver opportunities for carbon reduction, in line with our Zero Carbon Strategy. (Quarter 4)   | Peter Campbell | Eddie Spicer                 | <ul style="list-style-type: none"> <li>10 remote heating monitors and controls have been fitted in communal rooms. Plans to install a further 15 are ongoing and due to be completed in March.</li> <li>A recent heating upgrade at Elm Court Sheltered Housing Scheme, Over, has shown encouraging savings, with Nov 2021 gas consumption 5000kwh less than for Nov 2020. This equates to approximately £2000 per year if taken as an average.</li> <li>A project is underway to investigate green energy measures at Elm Court and a proposal is due to be received by the end of Jan, ready for evaluation.</li> <li>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 hold in coming months as communal rooms re-open. Covid-19 infection rates will continue to be monitored before deciding when to commence face-to-face consultation with residents.</li> </ul> | Amber   |
| C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050 | 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. | Jeff Membery   | Helen Cornwell               | <ul style="list-style-type: none"> <li>A report will be submitted to Leadership Team regarding an electric car salary sacrifice scheme for staff in January.</li> </ul>   | Amber   |
| C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050 | C1ii) Develop planning policies consistent with zero carbon by 2050 for adoption in the Greater Cambridge Local Plan, in partnership with Cambridge City Council  | Stephen Kelly  | Paul Frainer and Emma Davies | <ul style="list-style-type: none"> <li>The Greater Cambridge Local Plan - First Proposals document includes a net zero carbon buildings policy as well as wider policies related to the role of new development in responding to the climate emergency.</li> <li>Following consultation on the First Proposals document between November and December 2021, officers are now reviewing responses received. A full draft plan will be developed during 2022.</li> </ul>  | Green   |

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| C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050 | C1iii) identify and deliver opportunities to install publicly accessible electric vehicle charge points in priority locations in the district, working with partners (Quarter 4)  | Bode Esan      | Siobhan Mellon  | <ul style="list-style-type: none"> <li>• Work on this has started and a Project Initiation Document for both the installation of the first chargers and the supporting Policy has now been written and will be presented to the Green to Our Core Cluster Board in January for approval.</li> <li>• A broad approach has been agreed, which is to investigate upgrading one of the electric vehicle charge points (EVCPs) planned for South Cambs Hall to a rapid charger for use by taxis; progress plans to install open-access EVCPs in SCDC-owned parking areas attached to communal rooms in sheltered schemes; engage with the Combined Authority to understand their emerging EVCP strategy and engage with commercial EVCP installers to develop our understanding of likely gaps as EVCP provision in the district develops, and opportunities for SCDC to facilitate or provide funding to fill these gaps.</li> </ul> | Green   |
| C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050 | C1iv) Continue to pursue opportunities to invest in green energy schemes  | Anne Ainsworth | Kate Swan       | <ul style="list-style-type: none"> <li>• Our Green Energy Investment Manager will return to post from 2 Feb, providing additional dedicated resource to progress green energy investment schemes, initially focussing (alongside other staff) on: <ul style="list-style-type: none"> <li>- Green Northstowe Enterprise Zone (EZ) - working with the project team to ensure the EZ is delivered as a green, clean exemplar, whilst delivering within budget parameters.</li> <li>- Green work related to the Business Park at Cambourne, plus involvement in the Cambourne West development.</li> <li>- Green business support, including tools, packages, events, partnership brokering and procurement related support for businesses looking to green.</li> <li>- Greening our commercial asset portfolio.</li> <li>- Other work arising post COP 26.</li> </ul> </li> </ul>   | Green   |
| 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). | Peter Campbell | Geoff Clark     | <ul style="list-style-type: none"> <li>• A programme of formal estate inspections was completed over the summer, identifying opportunities for planting trees and wildflower strips on our communal land. Informal inspections will continue for the rest of the year.</li> <li>• A new programme of formal estate inspections will be introduced in the new financial year which will repeat this exercise.</li> <li>• Conversations are also taking place with Parish Councils to identify opportunities for tree planting. This is also helpful in terms of ensuring that arrangements are in place for the maintenance of young trees once they have been planted.</li> <li>• The total number of trees planted on our estate during the 2021-22 financial year will be reported following end of Q4.</li> </ul>   | Green   |

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| C2) Work with partners to protect and enhance the environment with the aim of doubling nature | 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) | Stephen Kelly  | Stuart Morris / John Cornell | <ul style="list-style-type: none"> <li>The Greater Cambridge Local Plan - First Proposals document 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.</li> <li>The Biodiversity Supplementary Planning Document (SPD) consultation has concluded, and a revised SPD will be returning to committees in the late Autumn / Winter of 2021 for proposed adoption by both Councils.</li> </ul>  | Green   |
| C2) Work with partners to protect and enhance the environment with the aim of doubling nature | C2ic) Work with partners to develop landscape-scale habitat creation projects  | Stephen Kelly  | John Cornell                 | <ul style="list-style-type: none"> <li>In partnership with Natural Cambridgeshire and Natural England, 14 strategic green infrastructure initiatives have been identified and published alongside the First Proposals Local Plan.</li> </ul>   | Green   |
| C2) Work with partners to protect and enhance the environment with the aim of doubling nature | C2id) Complete a survey of all trees on council owned open spaces (Quarter 3)  | Peter Campbell | Geoff Clark                  | <ul style="list-style-type: none"> <li>Three of four phases of our audit to identify type, size, location and condition of all trees on SCDC owned communal land have been completed.</li> <li>The results from the final phase of the tree audit is expected in February.</li> <li>In the small number of cases where surveys have identified a need for urgent tree surgery, these have been ordered and where this will result in the removal of unhealthy trees we have agreed that these will be replaced.</li> <li>A report outlining the findings of the tree audit and any works that have taken place as a result will be produced following completion of the final phase of the audit.</li> </ul> | Amber   |
| C2) Work with partners to protect and enhance the environment with the aim of doubling nature | C2ie) Deliver '6 Free Trees' initiative (Quarter 3)  | Bode Esan      | Siobhan Mellon               | <ul style="list-style-type: none"> <li>57 Parish Councils have now successfully taken up the offer of 6 Free Trees (or 1 larger tree). 221 trees were delivered to Parish Councils around the district. This is less than the expected total last quarter as many Parishes opted for one larger tree rather than 6 smaller ones.</li> </ul>  | Green   |

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| 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 4)   | Bode Esan      | Phil Bird       | <ul style="list-style-type: none"> <li>• Project mobilisation commenced March 2021. Slight delays due to delivery of materials mean that completion is now likely to take place in Q1 of 2022-23.</li> <li>• Ground source heat pump has been installed and borehole drilling is now complete. The next step in the carpark is for channeling to start for cables followed by erection of carports, fittings of solar panels, installation of EV chargers and resurfacing of the carpark.</li> <li>• A more efficient building management system has been installed</li> <li>• Phase one to six of the LED lighting works have been completed. There are 7 phases in total.</li> <li>• This project will deliver the benefits listed in C3ii) and C3iii).</li> </ul> | Amber   |
| C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures   | 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) | Bode Esan      | Phil Bird       | <ul style="list-style-type: none"> <li>• These benefits will be realised post project completion.</li> </ul>   | Amber   |
| C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures   | C3iii) Reduce carbon emissions from our Cambourne office by 47% compared to the baseline in 2019 (Quarter 4)   | Bode Esan      | Phil Bird       | <ul style="list-style-type: none"> <li>• These benefits will be realised post project completion (see C3i).</li> </ul>   | Amber   |
| C3) Retrofit our Council Commercial Property including South Cambs Hall with renewable energy generation and energy efficiency measures   | C3iv) Undertake energy efficiency and generation audits of other Council owned commercial properties (Quarter 4)   | Anne Ainsworth | Kate Swan       | <ul style="list-style-type: none"> <li>• As mentioned in relation to C1iv) the Green Energy Investment Manager will continue activity to green our commercial asset portfolio, working in partnership with the Commercial Development and Investment Team following return at the beginning of Feb.</li> <li>• See comment C3i) in relation to progress regarding the Greening South Cambs Hall project.</li> </ul>  | 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)   | Bode Esan      | Mike Parsons    | <ul style="list-style-type: none"> <li>• On-site solar PV is being explored as a medium-term action to enable charging of additional future electric refuse collection vehicles (eRCVs).</li> <li>• Draft Outline Business Case Report provided by Bouygues and reviewed by the Shared Waste Team in November.</li> <li>• Site visits by Bouygues in December took place to validate key assumptions and data; feasibility study and electrical design for on-site charging of 2 eRCVs to be provided by Bouygues by end of January 2022</li> <li>• Investment grade proposal for overall Solar PV project to be developed by April 2022</li> <li>• Key decisions on project phasing and implementation to take place in March / April 2022.</li> </ul>              | Green   |

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

| Action  | Measure (and target timescale)  | LT Owner  | Lead Officer(s) | Position at end Q3   | Q3 RAG* |
|---|---|-----------|-----------------|--|---------|
| C4) Continue to transition to Electric recycling and waste vehicles, including the investigation of on-site solar panel energy generation   | C4ii) Procure 5 eRCVs to replace diesel version (Ongoing)   | Bode Esan | Mike Parsons    | <ul style="list-style-type: none"> <li>First of two further electric refuse collection vehicles (in addition to the one already in use) purchased and to be delivered by mid-February. The second vehicle will be delivered by March / April 2022.</li> </ul>  | Green   |
| C4) Continue to transition to Electric recycling and waste vehicles, including the investigation of on-site solar panel energy generation   | C4iii) Develop outline business case for on-site solar panel energy generation with partners (Quarter 4)  | Bode Esan | Mike Parsons    | <ul style="list-style-type: none"> <li>Outline business case prepared by Bouygues.</li> <li>Detailed review, comments and feedback undertaken by Shared Waste Services Team in Nov 2021.</li> <li>On-going final feasibility and electrical design for connection of two new electric refuse collection vehicles.</li> <li>Investment grade proposal for overall Solar PV project to be developed by April 2022.</li> </ul>  | Green   |
| 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)  | Bode Esan | Siobhan Mellon  | <ul style="list-style-type: none"> <li>27 applications were received by the closing date.</li> <li>Recommendations for awards totalling £103,796 to 15 projects agreed by the lead Cabinet Member for Finance, with one exception pending further investigation.</li> <li>The unspent funding that was identified last quarter was discussed at Grants Advisory committee and it was agreed that this money would go back into the funds to be allocated next year.</li> <li>In addition, SCDC is also delivering in partnership with the County Council, the Cambridgeshire Solar Together project, a group buying scheme for solar panels available to residents and businesses. Figures will become available on number of installations at end of Q4.</li> </ul> | Green   |
| 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 | 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) | Bode Esan | Siobhan Mellon  | <ul style="list-style-type: none"> <li>An 8-session online training programme for community action on climate change, funded through Round 1 of the Zero Carbon Community grant scheme and delivered by Cambridge Carbon Footprint, ran successfully from June to October.</li> <li>A series of monthly Zero Carbon Community networking events started on 9 Nov with the first one during and on the subject of COP26. A second was held in Dec on trees, with 132 participants across both events. The next one in Jan will be on Food, Sustainability and Community.</li> <li>The planned EV charging points workshop has been put back to allow further development of SCDC plans for this area of work.</li> </ul>  | 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)   | Bode Esan | Helen Taylor    | <ul style="list-style-type: none"> <li>A handful of lights from phase one have been worked on this quarter and completed. The next phase of work is to agree an approach to the rectification period and looking at completion of contract.</li> <li>Discussions are taking place around plans to upgrade lights that are located on HRA land.</li> </ul>  | Green   |

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

| Action   | Measure (and target timescale)   | LT Owner  | Lead Officer(s)                 | Position at end Q3   | Q3 RAG* |
|--|--|-----------|---------------------------------|--|---------|
| 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)  | Bode Esan | Peter Gibson and Soraya Hashemi | <ul style="list-style-type: none"> <li>Completed - the Strategy has been approved by the Lead Cabinet Member for Environmental Services and Licensing, following presentation to Climate and Environment Advisory Committee in September.</li> </ul>   | Purple  |
| C7) Agree and deliver our strategy and actions needed to protect and improve the air quality of our district | C7ii) Air quality monitor in place to gather data at one new location (Quarter 1)                                | Bode Esan | Peter Gibson and Soraya Hashemi | <ul style="list-style-type: none"> <li>Completed. New air quality monitor deployed in Harston and data was reported to Climate and Environment Advisory Committee with a report now available on our website.</li> <li>Additional new monitors have also been recently deployed at school locations at Histon, Northstowe and Cambourne.</li> </ul>  | Purple  |
| C7) Agree and deliver our strategy and actions needed to protect and improve the air quality of our district | C7iii) Complete a review of how and where we monitor air quality (Quarter 2)                                     | Bode Esan | Peter Gibson and Soraya Hashemi | <ul style="list-style-type: none"> <li>Complete.</li> <li>As a result of the review, additional monitoring equipment is currently being procured and we aim to have these fully installed and operational by end of Q4.</li> </ul>   | Purple  |
| C8) Improve recycling and reduce waste at community events   | C8i) Publish a resource toolkit for community groups and parish councils (Quarter 1)                             | Bode Esan | Rebecca Weymouth Wood           | <ul style="list-style-type: none"> <li>The toolkit has now been published and is available on our website.</li> <li>Waste prevention webpages have been updated, to reflect the waste prevention initiative and campaign done in the first 6 months of the year.</li> </ul>  | Purple  |
| C8) Improve recycling and reduce waste at community events   | C8ii) Equipment and information kit to minimise and separate recycling at community events available (Quarter 1) | Bode Esan | Rebecca Weymouth Wood           | <ul style="list-style-type: none"> <li>Community litter picking kits, for events or one-off clean ups have been popular. To the end of Q3 11 events have been held engaging 260 volunteers in clean up events.</li> </ul>  | Purple  |
| 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)                              | Bode Esan | Rebecca Weymouth Wood           | <ul style="list-style-type: none"> <li>Phase 1 (the first 6 month trial) had participation rates of 59%, which is good for a food waste collection service.</li> <li>Phase 2 (the two months following Phase 1) had participation rates of 52%, which is typical for a food waste collection service.</li> <li>Phase 3, covering 5,000 additional households, has now been implemented and collections began in Dec.</li> <li>Throughout, the scheme has been used correctly (with no loads rejected by the composting contractor) and residents have indicated high satisfaction with the scheme (4.5 out of 5).</li> <li>Between Apr and end of Dec, the scheme has performed well, with 367 tonnes of waste now collected.</li> </ul> | Purple  |

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

| Action   | Measure (and target timescale)   | LT Owner  | Lead Officer(s)       | Position at end Q3  | Q3 RAG* |
|--|--|-----------|-----------------------|---|---------|
| C9) Run an information campaign to help reduce the amount of food waste in the black bin | C9ii) Develop feasible plan for wider role out of separate food waste collection in line with Environment Bill and National Waste Strategy (Quarter 3) | Bode Esan | Rebecca Weymouth Wood | <ul style="list-style-type: none"> <li>A decision is expected from DEFRA in relation to mandatory food waste collections in Q1 of next year.</li> <li>The separate food waste collection trial has been expanded as part of 'Phase 3', covering an additional 5,000 households, as detailed under C9i above. All trial phases will inform future plans to meet the requirements due to be set out by DEFRA in the coming months.</li> </ul>   | Amber   |
| C9) Run an information campaign to help reduce the amount of food waste in the black bin | C9iii) Undertake waste compositional analysis to identify food waste in bins (Quarter 4).  | Bode Esan | Rebecca Weymouth Wood | <ul style="list-style-type: none"> <li>A waste compositional analysis has been undertaken, and we now await the full results. 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.</li> </ul>   | Green   |
| C10) Reduce the amount of non-recyclable household waste collected                       | C10i) Waste prevention and reduction campaign.   | Bode Esan | Rebecca Weymouth Wood | <ul style="list-style-type: none"> <li>A multi-pronged waste prevention and reduction campaign has been delivered: <ul style="list-style-type: none"> <li>'Plastic Free July' encouraged people to avoid using plastic for a month. This generated an average of 652 views (or impressions) and 12 interactions (including comments, likes, link clicks and shares) per post.</li> <li>'Remember Your Reusables' focussed on reducing use of single use plastic through use of reusable items instead. This generated an average of 824 impressions and 13 engagements per post.</li> <li>'Refill Revolution' included posts showcasing local businesses that are providing zero-waste or refill shopping opportunities to our residents. These posts were very popular with an average of 1,493 impressions and 35 interactions per post.</li> <li>The Washable Nappy Discount Scheme allows residents to apply for a code which will give them a 15% discount off the cost of washable nappies or wipes from selected retailers. 83 applications have been received to date across the shared service area.</li> <li>Plans are being made for National Food Waste Action Week in Q4.</li> </ul> </li> </ul> | Green   |

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## Appendix B - Business Plan Progress Report (A Modern and caring Council)

| Action   | Measure (and target timescale)  | LT Owner      | Lead Officer(s) | Position at end Q3   | Q3 RAG* |
|--|---|---------------|-----------------|--|---------|
| 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)                                     | Jeff Mambery  | Phil Bird       | <ul style="list-style-type: none"> <li>The Revenues &amp; Benefits service review closure report is being produced and presented in January 2022.</li> <li>The Planning service review is scheduled to be complete by Q2 2023.</li> <li>The HR service review has commenced.</li> </ul>  | Amber   |
| D1) Make sure that the Council is structured and appropriately resourced to deliver the ambitions of our communities | D1ii) Review employment policies relating to recruitment and retention (Quarter 3)  | Jeff Mambery  | Lindsey Smith   | <ul style="list-style-type: none"> <li>We are reviewing our recruitment policy as part of an on-going piece of work supporting the Transformation programme.</li> <li>We are also introducing a new recruitment module as part of the new HR system. A 'soft launch' of this module will take place from April 2022</li> </ul>   | Amber   |
| 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)                                     | Jeff Mambery  | Lindsey Smith   | <ul style="list-style-type: none"> <li>A staff survey will be undertaken in the 2022-2023 financial year following the completion of a piece of work to introduce and adopt a series of Team Charters across the organisation.</li> </ul>  | Amber   |
| D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice  | D2ii) Increase the number of job applications from people from under-represented groups from 2019-20 levels (Quarter 4)                       | Jeff Mambery  | Lindsey Smith   | <ul style="list-style-type: none"> <li>Data has recently become available covering the past year, and this will be compared against data from the recruitment module of the new HR once launched. This module is currently being developed and a 'soft launch' is planned from April 2022.</li> </ul>  | Grey    |
| D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice  | D2iii) Achieve Level 2 of the Disability confident standard (Quarter 4)   | Jeff Mambery  | Lindsey Smith   | <ul style="list-style-type: none"> <li>Complete.</li> </ul>  | Purple  |
| D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice  | D2iv) Review Apprenticeship Strategy for existing staff and new staff to include under-represented groups and care leavers (Quarter 2)        | Jeff Mambery  | Donya Taylor    | <ul style="list-style-type: none"> <li>Leadership Team approved the Apprenticeship Strategy in Q3. Costings are now being obtained for the delivery of the strategy.</li> </ul>  | Purple  |
| 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. | Peter Maddock | Adele Gritten   | <ul style="list-style-type: none"> <li>We are on target to achieve the target by 2023/24.</li> </ul>   | 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)  | Jeff Mambery  | Nicole Stimson  | <ul style="list-style-type: none"> <li>A further 5 eforms were created in Q3, meaning 29 eforms have been created so far this year, with a total of 3,156 completed submissions received for these, including <ul style="list-style-type: none"> <li>'Council tax contact us' (1787 submissions)</li> <li>'Pay for your vehicle licence' (397 submissions)</li> <li>'Order commercial waste sack collections' (201 submissions)</li> <li>'Book a stall at our Christmas market' (152 submissions)</li> </ul> </li> </ul> | Purple  |

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## Appendix B - Business Plan Progress Report (A Modern and caring Council)

| Action   | Measure (and target timescale)   | LT Owner     | Lead Officer(s)              | Position at end Q3  | Q3 RAG* |
|--|--|--------------|------------------------------|---|---------|
| D4) Make it easier for customers to access and carry out transactions online | D4ii) Provide a portal for businesses to access SCDC online services (Quarter 3)                         | Jeff Membery | Adele Gritten                | <ul style="list-style-type: none"> <li>A Customer Relationship Management System is due to be completed in Q3 of 2022-23 (see action A1ii), and this will subsequently be linked to a online portal for South Cambs businesses.</li> <li>In the meantime the Business Support Team are working to develop a range of e-forms on an ongoing basis, to allow businesses to access and submit requests for services online. For example, all business grant applications are can be accessed and submitted digitally.</li> </ul>   | Amber   |
| 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) | Jeff Membery | Rebecca Dobson, Aaron Clarke | <ul style="list-style-type: none"> <li>Cabinet (and approximately 5 other councillors) are operating fully paperless.</li> <li>Work is ongoing to address authentication issues, which are preventing Councillors from gaining access to electronic documents on any device. This may be partly overcome by a proposal to provide councillors with access to the Microsoft Office 365 suite.</li> <li>In the meantime, the provision for setting up councillors with access to the ModernGov private app has continued on an adhoc, one to one basis but requires substantial technical resource. Funding for a new resource within the Democratic Services team has been agreed in principle, with a review of the team structure to implement this role, is due to take place in Q4.</li> <li>A Councillor survey to establish preferences in relation to hardware, plus a review of data information security, is due to take place by the end of Q4. Hardware in the form of laptops for councillors is being procured and the aim is to enable the roll out of devices in time for the start of the new term of office in May 2022.</li> </ul> | Amber   |

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