

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

Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q4	Q4 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; Tracey Brockman	<ul style="list-style-type: none"> Numbers remain at around 1500. 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. New Business Support and Development branding and social media channels (Facebook, Twitter, LinkedIn, Twitter and Instagram) were launched in March and will be used to promote the team offering and encourage further sign-ups to the newsletter. 	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.	A1ii) Implement a Customer Relationship Management system for better management / engagement with local businesses (Quarter 4)	Anne Ainsworth	Adele Gritten; Tracey Brockman	<ul style="list-style-type: none"> 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. 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). Business Analyst support is being provided to gather system requirements for presentation to supplier, whilst recruitment to portal development positions is underway. 	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; Tracey Brockman	<ul style="list-style-type: none"> 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. Since launch, the website has received over 3,500 unique visitors, with around 20,000 page impressions. 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. A Spring marketing campaign has taken place to drive traffic to the website, including advertising at park and ride sites and in magazines and newspapers. 	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; Tracey Brockman	<ul style="list-style-type: none"> During Q4 an additional £1mill has been allocated to SCDC businesses through the Omicron Hospitality and Leisure Grant Fund, and a further £355k has been paid to local businesses through the discretionary ARG (Additional Restrictions Grant) fund. Prior to this, the Council had paid £1.48m to 101 businesses through the SCDC Growth Fund. We will undertake an economic impact assessment/review of affected markets in 2022. 	Purple

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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 and Jeff Membery	Lee Jones	<ul style="list-style-type: none"> A feasibility study has been completed presenting a range of usage options for the building, including the provision of workspace for small businesses. Work will take place in the 2022-23 financial year to build on this study, including for the provision of workspace for businesses and start ups. 	Purple
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 and Jeff Membery	Adele Gritten and Lee Jones	<ul style="list-style-type: none"> Our Business Support Team have supported 4 businesses in successfully finding start-up premises in South Cambridgeshire. Further work to provide new space small businesses at our South Cambridgeshire Hall offices has not been completed during the 21-22 financial year due to Covid restrictions at the building (in line with national and local public health guidance), and works to retrofit the building with a number of measures to reduce its carbon footprint (see action C3). The measure continues to be included in the 2022-23 refresh of the business plan and will see work taking place to build on the feasibility study referred to above (measure A2i), to provide new space for growing small businesses, start-ups or micro businesses. 	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"> This measure has been completed and we now have a database of business premises in South Cambs. At June 2021 this contained a total of 5476 premises details - 4808 occupied and 667 vacant. This information will be used to support local businesses with identification of premises so they can launch, scale or grow. We will continue to update this database going forward. 	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"> Over 19 webinars have been held covering a diverse range of issues from mental health support for small business owners, through to helping businesses become greener, how to tender for council contracts, and how to understand and tap into local supply chains. 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. 	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"> 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. 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. 	Purple

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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"> The SCDC Growth Fund, referred to under A1iv, has fulfilled this action. 	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"> 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. See action A4ii below for further detail. 	Green
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, Kate Swan	<ul style="list-style-type: none"> Funding has been received from the Department of Levelling Up, Housing and Communities for the promotion of the employment zone. Work is ongoing to procure a supplier for the creation of a promotional website platform and it is anticipated that engagement will start to be promoted from Sept onwards. 	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"> Funding has been received from the Department of Levelling Up, Housing and Communities for the promotion of the employment zone. We are in the process of procuring a supplier to develop a digital platform which is intended to showcase the vision for the EZ and be an engagement platform for businesses. 	Amber
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	Jonathan Dixon	<ul style="list-style-type: none"> 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. 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. 	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 Q4	Q4 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"> In Q4 the New Build team delivered a total of 18 New homes, bringing the total for the year to 89. This exceeds the 21-22 annual target of 62 homes, and also the target of delivering 74 homes per year by 2022-23, meaning the Business Plan 2019-24 target to "double the number of homes we build to 70" has been met considerably ahead of schedule. 	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	Jonathan Dixon	Completed. Feedback on the Local Plan First Conversation was considered and used to inform the subsequent First Proposals Local Plan consultation, which set out proposals for land use and planning policies for the area over the next 20 years and beyond. More information about the Local Plan is available at www.greatercambridgeplanning.org/emerging-plans-and-guidance/greater-cambridge-local-plan/	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	Jonathan Dixon	Completed. The North East Cambridge Area Action Plan (NECAAP) has been published in it's 'Proposed Submission' form. This is essentially a final draft that SCDC and Cambridge City Councils propose to adopt. Prior to formal public consultation the Councils have paused the process for the relocation of the Cambridge Waste Water Treatment Plant, which will enable this new district to come forward. Therefore we currently expect that the consultation period on the Proposed Submission for the NECAAP will take place around 2024. More information about the NECAAP is available at www.greatercambridgeplanning.org/emerging-plans-and-guidance/north-east-cambridge-area-action-plan/	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"> 19 forums were successfully held last year, supporting good local engagement. Community forums were held for all forum locations in January/February 2022. Dates now mapped for all forums for the next 12 months to help people plan for diaries. 	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	B3ii) Establish new community forums covering Bourn and Cambourne West (Quarter 2)	Jeff Membery	Gareth Bell	<ul style="list-style-type: none"> Following further engagement with communities along the A428 growth cluster in November, the first forums covering Bourn Airfield and Cambourne have now been held. These are now being planned and will part of the regular rota of forums that take place. 	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 Q4	Q4 RAG*
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"> We are currently in the process of scoping and specifying the tender requirements for the Stock Condition Surveys, with an intended start date late-2022 and completion during 2023. It is important to obtain a service that will provide the best value-for-money and to effectively inform our investment plan for the long-term future of our housing stock. We are working on a large piece of work, using EPC data and assessments of our lowest-performing properties to target these properties for improvements as early as possible. 	Amber
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"> This is an important work program, particularly due to increases in fuel costs and the fast-paced movement of technologies. A blanket approach to installing renewable technology or energy-efficient measures is no longer viable and a detailed review of options is underway with priorities placed on reducing carbon emissions but also preventing fuel poverty. We are installing solar PV systems on 60 properties and adding insulation to about 100 properties during Q4/Q1, while the longer-term plan is being prepared and due in Q2 22/23. We will continue to carry out improvements on our properties as they become vacant, engage with appropriate funding streams that become available and assess suitable properties to benefit from this. This will all feed into the continuing improvements plan for the stock. 	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"> The Asset Management Plan was approved at Feb Cabinet and an Action Plan has been prepared based on its key points. This is now implemented and will continue to develop over the next 3 years. A number of the actions have already been started and some are coming to completion. This will provide good direction and a robust basis for the future of our housing stock. 	Purple
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"> Completed. Planning permission for the the Sports Pavilion was granted in Nov 2021. 	Purple

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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"> 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. 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. Phase 1 and 2 public consultations have 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. It has been recognised at all levels that the Community Centre should be high priority for early delivery. Given the complex nature of the Northstowe project it is intended to split this information into further individual workstreams in future updates of this performance report. This measure remains 'Amber' on the basis that further engagement opportunities are still to be provided following the unveiling of the draft masterplan after elections. 	Amber
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"> 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. SCDC have appointed project management consultants to drive the project through next phases (design, planning, construction) in line with agreed principles. Submission of planning application to take place Q3/Q4 2022-23. 	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 Q4	Q4 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.	Bode Esan	Siobhan Mellon	<ul style="list-style-type: none"> In addition to the updates provided at C1b, C2c, C3 and C4, opportunities have also been pursued to support the reduction of emissions from privately-owned housing within the district, including: <ul style="list-style-type: none"> Work, through the Cambridgeshire Energy Retrofit Partnership, to secure funding from the government's Green Homes Grant 'LAD1b' and Sustainable Warmth Competition schemes for energy efficiency and low carbon measures for households living in hard-to-heat homes on below median incomes. Work will be delivered during 2022-23, with around 80 households in South Cambridgeshire expected to benefit. Delivering, in partnership with the County Council, the Cambridgeshire Solar Together project - a group buying scheme for solar panels available to residents and businesses. Final figures have been received in relation to this, confirming that a total of 416 solar panel and 32 battery system installations were completed through the scheme. 	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"> 10 remote heating monitors and controls have been fitted in communal rooms. Plans to install a further 15 are ongoing. 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 We have received a business case proposal for the installation of green energy measures at Elm Court and will present this for approval and funding over the next month or so. This project will be restarted in Q2 with the Communal rooms being assessed and proposals made for efficiency measures. 	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"> The electric car salary sacrifice scheme opened in April. Quarterly updates will be available on applicant numbers, and numbers accessing the scheme. 	Purple
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	Emma Davies	<ul style="list-style-type: none"> 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. 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. 	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	Luke Waddington	<ul style="list-style-type: none"> • Two public rapid chargers at South Cambs Hall are being ordered, to provide rapid charging primarily for taxis to support changes in Taxi Licensing policy. • Grant Agreement agreed with County Council for SCDC to fund public rapid charger at Babraham Rd Park & Ride, detailed specification to be decided end of May/early June. • Pilot installation of public chargers at 2 sheltered accommodation sites going ahead, procurement to commence end of May. • Broken public EV charger at Cambourne Business Park has been replaced. • SCDC to support bid to be made by the CPCA to UK Government's Local Electric Infrastructure (LEVI) fund, which targets large scale public EV charging infrastructure projects, for a joined up approach to public EV charging within South Cambs and the wider county. • We are in the process of scoping a SCDC EV infrastructure strategy. This will strengthen the Council's position for the LEVI fund (mentioned above) and other funding opportunities. 	Purple
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	Alex Snelling-Day	<ul style="list-style-type: none"> • Green Energy Investment Manager returned to post February. • Northstowe Enterprise Zone and Local Centre project team fed in to the masterplanning stage and will continue to feed into scheme development to ensure delivery as a green exemplar, whilst delivering within budget parameters. • Progressing new opportunities through Investment Selection Team and Investment Governing Board including a potential 'solar for business' scheme and biodiversity net gain scheme. • Business Cases for investment in a 'solar for business' scheme and biodiversity net gain scheme Q2 22/23. 	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"> • We have a programme of further estate inspections planned for this year, beginning early in Q1. These will be supplemented by informal estate inspections throughout the year. • Total number of trees planted on our own estates in 21-22 was 25. • In many cases PCs and local community groups have offered to water and monitor the trees we have planted. • We have set up a project group with tenant representatives to look at how we can support the Doubling Nature Strategy at a local level. Alongside that work we have identified two areas of HRA Land that we are looking to take forward as a bid in conjunction with the County Council to procure funding to purchase trees and after care support. • We hope to at least double the number of trees planted in the last financial year during 2022-23. 	Purple

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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	Stephen Kelly	Stuart Morris / John Cornell	<ul style="list-style-type: none"> The Greater Cambridge Local Plan 'First Proposals' document was 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. Project planning is underway to identify the tasks needed to develop these into full policies for the draft plan consultation. The Biodiversity Supplementary Planning Document (SPD) was adopted by both Councils in February 2022. 	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"> In partnership with Natural Cambridgeshire and Natural England, 14 strategic green infrastructure initiatives have been identified and published alongside the First Proposals Local Plan. Project planning is underway to identify the tasks needed to refine the initiatives and identify deliverable projects supporting them. 	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"> We have now received the results of the last phase of our tree audit and are working through that data. Once the information provided has been analysed. A report will be produced that will confirm the number of trees we have responsibility for, their condition, size and type. This will be completed in the first quarter of 22-23. 	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"> This scheme was largely completed at end of Q3. Two further applications from parish councils brought the total number of parish councils participating to 59, with 228 trees ordered through the scheme, (note although 6 trees could be ordered, some PCs opted for one big tree in lieu of 6 smaller trees). 	Purple
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"> LED Lighting, new heating system and new fire alarm systems have been installed, with a wi-fi nodes upgrade carried out at the same time. Ground Source heat pump installed and connected but not commissioned as yet. Wiring for solar car ports installed. Next step is to erect the car ports and install the solar panels. Expected finish is Q1 22/23. 	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"> These benefits will be realised post project completion (see C3i). 	Amber

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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"> • These benefits will be realised post project completion (see C3i). 	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"> • 270 Cambridge Science Park solar pv will be complete Q2 22/23 • At 140 Cambridge Science Park initial discussions are taking place with the tenant regarding shared Net Zero expectations. An Outline Business Case is to be completed for site (subject to tenant permission) by Q3 22/23 • We will review other opportunities on commercial properties by Q3 22/23. 	Amber
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"> • An Outline Business Case for Waterbeach Renewable Energy Network (WREN) has been received and the project is now into detail design / Investment Grade Proposal (IGP) stage. • A key aspect will be the charging infrastructure and this will interface with the fleet decarbonisation plan through the specification of vehicles being purchased. • We are exploring interim measures for charging with landlord and partners. • Looking forward, the IGP, including charging infrastructure detail, is due for completion by end of Q3 22/23. The overall WREN scheme completion will be due Q2 23/24. 	Amber
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"> • One Refuse Collection Vehicle has been delivered and two more will be delivered, one in the next few weeks and the other in May/June 2022. 	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"> • Outline Business Case received and reviewed. Bouygues have now been instructed to complete the next stage of project development - an Investment Grade Proposal (fully designed and costed) by Q3 22/23 • SCDC are now leading on overseeing scheme design and implementation. Landlord secured planning consent and it is proposed they will lease land to SCDC/City and SCDC/City instruct Bouygues to design and build the scheme. 	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 Q4	Q4 RAG*
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"> Awards totalling £103,796 were made at the end of December for 15 projects to reduce carbon and engage communities on climate change. These comprised 3 building projects, 7 nature-based projects, one project to engage communities around sustainable food, one to create a climate change website and one towards the cost of a community building for a Horticultural Association. A further round of the ZCC grant scheme has been launched with applications due by the end of May. 	Purple
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"> Our Zero Carbon Communities network of parish councils, community groups and residents has continued to strengthen, with seven online events held in Q4. These were a 'Green Connect' networking session held in January on the theme of food, sustainability and community, and six events held in February and March during a fortnight of Climate and Environment sessions including on Electric Vehicles, planning for climate change, community action and cycling. 	Purple
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"> Outstanding works have been completed and checking and verification of work is being carried out. The next phase of work is to agree an approach to rectification period for the next 6 months. Phase 2 for the ornate lights is progressing, with a plan for poor condition lights underway and a procurement plan for the remaining. Discussions are taking place around plans to upgrade lights that are located on HRA land. 	Amber
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"> 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. 	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"> 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. Additional new monitors have also been recently deployed at school locations at Histon, Northstowe and Cambourne. 	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"> Complete. 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. 	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 Q4	Q4 RAG*
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"> The toolkit has now been published and is available on our website. Waste prevention webpages have been updated, to reflect the waste prevention initiative and campaign done in the first 6 months of the year. 	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"> 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. 	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"> Phase 1 (the first 6 month trial) had participation rates of 59%, which is good for a food waste collection service. Phase 2 (the two months following Phase 1) had participation rates of 52%, which is typical for a food waste collection service. Phase 3, covering 5,000 additional households, has now been implemented and collections began in December. Participation is still good at 48% 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). This year just over 550 tonnes of Food waste has been collected. 	Purple
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"> A decision is expected from DEFRA in relation to mandatory food waste collections in Q1 of next year. 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. 	Purple
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"> A waste compositional analysis has been undertaken. This has provided confirmation of the amount of food waste being thrown away in rubbish bin and diverted into recycling bins and shows a successful capture rate of 65%. This information will be used to inform the development of the service going forward. 	Purple

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Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q4	Q4 RAG*
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"> • A multi-pronged waste prevention and reduction campaign has been delivered: <ul style="list-style-type: none"> - '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. - '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. - '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. - 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. - Implementation and delivery of cross-media campaign 'National Food Waste Action Week' was done in Q4 which supported the food waste reduction message as well as highlighting how important this issue in in tackling climate change. 	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 Q4	Q4 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 Membery	Phil Bird	<ul style="list-style-type: none"> The Revenues & Benefits Service Review closure report was approved in Mar 2022 by the Board. Final closure and handover to the service needs to be confirmed by Leadership Team. Planning service review is scheduled for completion by Q2 2023. HR Service Review paused, scoping of Finance Service Review underway. This measure is included within the 22-23 Business Plan Action Plan and as such, progress will continue to be monitored throughout the 22-23 financial year. 	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 Membery	Lindsey Smith	<ul style="list-style-type: none"> We are reviewing our recruitment policy as part of an on-going piece of work supporting the Transformation programme. We are also introducing a new recruitment module as part of the new HR system. A 'soft launch' of this module will take place in the coming months. 	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 Membery	Lindsey Smith	<ul style="list-style-type: none"> 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. This measure is included within the 22-23 Business Plan Action Plan and as such progress will continue to be monitored throughout the 22-23 financial year. 	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 Membery	Lindsey Smith	<ul style="list-style-type: none"> 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 currently underway. 	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 Membery	Lindsey Smith	<ul style="list-style-type: none"> Disability Confident Level 2 accreditation has been achieved. The Council organised a series of four webinars to mark Disability History Month in Nov and Dec 2021. These were delivered by the Papworth Trust and included a session on 'What does it mean to be a Disability Confident Employer?' Mandatory Disability Awareness training is currently being rolled out to all staff. So far 316 members of staff have attended. The HR Team has worked to develop a 'Reasonable Adjustment Disability Passport' policy, which is currently subject to a period of consultation with trade unions. This aims to simplify the process of accessing reasonable adjustments for disabled members of staff. 	Purple

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Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q4	Q4 RAG*
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 Membery	Donya Taylor	<ul style="list-style-type: none"> Leadership Team approved the Apprenticeship Strategy in Q3. In Q4 we have recruited existing staff to start Apprenticeships in Management, Project Management and Finance (at levels 3, 4, 5 & 7), with 2-3 (tbc) managers starting Chartered Manager Degree Apprenticeships in September 2022. We are also recruiting in Q1 for new-hire Apprenticeships in new roles, including in Transformation. Further, we are currently processing applications for our Environmental Health Degree Apprenticeships (level 6), with a view to successful candidates starting in September 2022. We are currently exploring how we can further work with under-represented groups and care leavers, and hope to work with the County Council in this area. 	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"> We are on target to achieve the target by 2023/24. 	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 Membery	Nicole Stimson	<ul style="list-style-type: none"> A further 7 eforms were created in Q4, meaning 36 eforms have been created this year, with a total of 6,465 completed submissions received for these, including: <ul style="list-style-type: none"> 'Apply for an Omicron Hospitality and leisure grant' - 392 submissions 'Pay for your vehicle licence' - 550 submissions 'Council Tax contact us' - 2210 submissions 'Apply for a restart grant' - 688 submissions The 21-22 refresh of the Business Plan action plan includes the commitment to make a further 12 services available for customers to self-serve online. 	Purple
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"> 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. 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). Business Analyst support is being provided to gather system requirements for presentation to supplier, whilst recruitment to portal development positions is underway. 	Amber

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Action	Measure (and target timescale)	LT Owner	Lead Officer(s)	Position at end Q4	Q4 RAG*
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"> • Work is now underway between Modern.Gov and 3C ICT to implement a new back-end system that will address previous authentication issues. An implementation date is being established between stakeholders across all three partner councils. • A new staff role has been established in Democratic Services to support Members with access to technological resources, including the Modern.Gov app. • Hardware in the form of 30 laptops for councillors have been procured to be rolled out at the start of the new term of office in May 2022. Depending on the success of this, further hardware could be purchased for the remaining councillors. 	Amber
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)	Jeff Membery	Gareth Bell	<ul style="list-style-type: none"> • A toolkit and support package to allow Community-led Plans to be carried out is now available. • This has been launched to all communities in South Cambridgeshire to allow them to lead, and be supported where necessary, on their own projects on themes such as sustainability, health and well-being, loneliness and isolation. • The support package includes regular workshops, grant advice and signposting to relevant services. A £50,000 Community-led Plan grant fund has also been set up and available to support work by parish and town councils. Ongoing support will continue to be provided to parish and town councils to help them develop their individual plans. 	Purple
D6) Work with communities to tackle issues that are affecting them locally	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)	Jeff Membery	Gareth Bell	<ul style="list-style-type: none"> • Work to support the 13 communities who were identified as priorities for flood plans is now complete. • A project summary is being carried out to ensure plans completed are integrated into the Council's emergency plans. • Not all communities opted to complete flood plan after considering it and being offered training and support. 	Purple
D6) Work with communities to tackle issues that are affecting them locally	D6iii) Support 150 new clients through the housing department's visiting support service (Quarter 4)	Peter Campbell	Heather Wood and Debbie George	<ul style="list-style-type: none"> • The number of new referrals taken on by the Visiting Support Service was 241 during the 2021-22 financial year. 	Purple
D6) Work with communities to tackle issues that are affecting them locally	D6iv) Provide the lifeline service to 100 new users (Quarter 4)	Peter Campbell	Sue Carter and Debbie George	<ul style="list-style-type: none"> • The lifeline service was provided to 117 new customers during the 2021-22 financial year. 	Purple

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D6) Work with communities to tackle issues that are affecting them locally	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)	Peter Campbell	Julie Fletcher	<ul style="list-style-type: none"> £715,451 of £730,000 funding received from the County Council 'Better Care Fund' was spent within the financial year, which is a great achievement during a challenging year resulting from the pandemic. Whilst there have been some delays in works due to the availability of contractors and materials, the Home Improvement Agency appointed 17 new contractors in November 2021, which is helping with the backlog and the waiting list implemented during the last quarter has now been lifted. For 2022/23, the grant allocation of £730,000 has been confirmed and there is already a healthy commitment and pipeline of works coming forward. 	Purple
D6) Work with communities to tackle issues that are affecting them locally	D6vi) Prevent homelessness for at least 50% of the people who approach us who are at risk of becoming homeless throughout the year	Peter Campbell	Heather Wood & Sue Carter	<ul style="list-style-type: none"> In Q4 we prevented homelessness for 59% of the people who approached us who were at risk of becoming homeless. This figure has remained above the 50% target throughout the year. 	Purple
D6) Work with communities to tackle issues that are affecting them locally	D6vii) Continue the proactive working relationship with the job centre in delivering mentoring circles plus upskilling and cross training initiatives throughout the year	Jeff Membery	Adele Gritten & Chloe Whitehead	<ul style="list-style-type: none"> The actions from this specific measure are complete and this will form the business as usual approach to partnership working/collaboration in this space going forwards. Ongoing partnerships have been developed with youth and skills provider, Form the Future, and going forward we will develop a formal engagement programme with local schools and employers in Q2 of 21-22. We are active participants of the evolving Cambridge and Peterborough Combined Authority (CPCA) skills and training strategy and going forward we will create an SCDC specific operational plan based on the Nov 2021 refreshed CPCA Employment and Skills Strategy in Q1 of 21-22. 	Purple
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	Peter Campbell	Eddie Spicer	<ul style="list-style-type: none"> We are currently 100% compliant on Gas safety inspections All yearly fire risk assessments are up to date and we are undertaking remedial work where necessary. Planned to be completed by end Feb. Legionella managed plans are up to date and remedial works have been completed. Electrical testing - we are working towards 100% compliance, some work has been held up due to difficulties with gaining access as a result of Covid. We are aiming to be at least 96% complete for the 21/22 programme by March. We will be looking at access issues and rebooking where possible to aim for 100% overall compliance during 2022. 	Amber

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