

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 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) Implement a Customer Relationship Management system to improve our engagement with, and services for, local businesses (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> Members of the Transformation team are currently liaising with the Business Support Team to review the best options for delivering this piece of work. This includes consideration of whether to use existing IEG4 Portal capabilities, or undertake further procurement. A decision will be made on this during Q3 with work to implement commencing after this. 	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) Expand our Visit South Cambridgeshire brand alongside wider collaboration with Cambridgeshire and Peterborough partners, to support local businesses. (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> Visit South Cambs has just celebrated its first anniversary and has now had 9000 unique users, viewing over 40,000 pages, with more than 240 events and 220 venues listed since launch. The anniversary marketing campaign is encouraging residents and businesses to use a new hashtag #WeLoveSouthCambs. Initial meeting has taken place with City to look at needs for tourism across Greater Cambridgeshire, including putting itineraries together. We continue to develop the site and hope to have new templates ready by end of Q3 so we can start adding more content. We intend to launch the newsletter during Q3, to share news of content development, up-coming events, welcome new listers, promote itineraries and also to feature local businesses in more depth. 	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.	A1iii) Deliver at least 8 Sector specific events/webinars/support initiatives as part of an ongoing engagement programme (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> Four webinars have taken place to date. 3 on 'How to tender for council contracts' and one hosted as part of Chambers of Commerce events around recruitment aimed at helping business understand how to rebrand as an employer of choice. A further procurement event is planned for December. We are exploring a series of mental health and wellbeing events around supporting businesses through the 'energy and cost of doing business' crisis. Topics will include financial wellbeing, resilience, wellbeing and better conversations. These will take place over Q3 and Q4. Roadshows remain on the agenda - to take place in Q4. 	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.	A1iv) Implement a new and improved policy to support the street trading sector across South Cambridgeshire. This policy will ensure high levels of safety compliance and enable the sector to thrive through the introduction of flexible trading models. (implementation by March 2023)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The policy is now fully implemented. The take-up for street trading consents has been steady, but there is a need to further promote the regime with the licensed trade. Officers have engaged with trade representatives and the Nationwide Caterers Association, reaching out to other representatives in the licensed trade (such as the British Innkeepers Institute). We expect the demand for licensing to steadily increase in the next quarter. 	Purple

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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.	A1v) Support the private hire and hackney carriage sector through an updated and improved taxi strategy and policy. These policy measures will contribute to the overall green agenda and support the taxi trade through this transition. Public safety measures will also be progressed including the advancement of taxi CCTV provisions. (Implementation over 2022 - 2023 and ongoing)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The policy to require new vehicles to be either ultra-low or zero-emission vehicles by 2023 is still on track. Good progress has been made in advancing the policy requirements of installing CCTV into taxis. Legal justification to ensure such a policy is proportionate, has been established and an appropriate CCTV specification is being finalised. Procurement procedures have also been clarified. CCTV particulars and vehicle age limits will be discussed at a Licensing Member Workshop on 26th Sep, which will form the basis of the Policy review at the Licensing Committee in October. The intention is to implement CCTV in a phased approach from 1 April 2023. This will enable smooth implementation for both the taxi trade and licensing authority. 	Green
A2) Develop a District specific skills and training package to ensure career enhancement, and that re-skilling and up-skilling opportunities for residents and business are widely known and accessed. Adjusting the skills and training agenda to mitigate the impact of covid on the local workforce.	A2i) Create an SCDC specific operational/ implementation plan based on the Nov 2021 refreshed CPCA Employment and Skill Strategy (Quarter 1)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The SCDC Employment and Skills operational plan has been created leading to the following the completion of a number of actions, as detailed within the update for A2ii), below. Additional initiatives are being explored and discussions taking place with external partners such as Region of Learning and Form the Future as to how these can be taken forward in partnership. 	Purple
A2) Develop a District specific skills and training package to ensure career enhancement, and that re-skilling and up-skilling opportunities for residents and business are widely known and accessed. Adjusting the skills and training agenda to mitigate the impact of covid on the local workforce.	A2ii) Develop a formal engagement programme with local schools and employers (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The HR team are engaging with 'Form the Future' regarding a careers event planned for Feb 2023, to coincide with National Apprenticeships Week. A follow up meeting has also been arranged to develop the formal engagement programme further. Students from several schools participated in work experience during summer 2022 and we continue to offer work experience placements. The SCDC apprenticeship scheme is on-going and we have several employees who have recently completed or are currently undertaking apprenticeships. We have recruited a new member of staff through the National Graduate Development Programme. 	Amber

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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.	A3i) Hold 8 business support workshops including Retrofit training from ENE project (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • Four webinars have taken place to date. 3 on 'How to tender for council contracts' and one hosted as part of Chambers of Commerce events around recruitment. A further procurement event is planned for December. • The Business Support Team have received a 'Train the Trainer' session delivered to allow them to run discussion sessions with businesses about sustainable business. Two sustainable 1-2-1 business advice sessions have taken place. 	Green
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit.	A3ii) Working with partners, provide business support advice to 100 businesses (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • We have conducted 115 in person visits in the year to date, some of which were topic specific, such as greening. • 17 webinar attendees have obtained advice and support on topics such as recruitment, greening and procurement. • We have received approximately 100 incoming enquiries to open4business, who have been signposted to support/partner organisations. • We have worked with Cambs Acre to set up 12 new markets. • Supported The Avenue Business Park in Elsworth with diversification of business units to become a community food centre. • We have worked with Job Centre Plus and helped employers with vacancies by promoting the Ukrainian Jobs fair. 26 employers and 377 Ukrainians attended, with 26 job offers made on the day and 108 second interviews arranged. Second Jobs Fair event planned for November. • We have developed support and advice for businesses to help navigate the energy fuel crisis, including publishing a new section on the webpages providing guidance. • We are promoting re-opening of Covid Additional relief fund (CARF) and encouraging businesses to apply. 	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) Complete a feasibility study looking at how South Cambs Hall could be used to provide workspace for businesses, including start-ups (Quarter 2)	Anne Ainsworth (COO)	<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. • A report will be presented to Scrutiny and Overview committee in October seeking support and direction on the proposed accommodation strategy for South Cambs Hall. • An overview of the strategy was presented to colleagues/members who logged on to the town Hall Q&A session 13th October 2022. 	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.	A3iv) Provide a new space for growing small businesses or shared workspace for start-ups or micro businesses (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • See update in relation to A3iii above detailing progress on the provision on work space for start-ups and small businesses at South Cambs Hall. In addition to this: - We now have data on available business spaces across South Cambs including opportunities for co-working spaces. - Work continues on compiling details of vacant shop premises. - Northstowe engagement platform will help shape and identify future workspace requirements. 	Green
A3) Deliver support to start-ups and small businesses that is not available elsewhere to help them grow, create new local jobs and deal with the impacts of Brexit.	A3v) Establish an up-to-date list of Business Premises for start-ups (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • This measure has been completed and we now have a database of business premises in South Cambs which will be updated going forward. • Our database is helping business space providers with diversification, as many offices have now moved to a hybrid model accommodating working from home. Some of these spaces are looking at providing 'hub' or 'co-working' spaces for those needing a shared serviced office facility. • We have helped a farm in Elsworth find business for units which were previously office facilities and are now becoming a community food hub. • We are hopeful to launch some new funding for start-up businesses through the Shared Prosperity Fund. 	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.	A3vi) Appraise our own commercial inventory (including South Cambs Hall) and investigate meanwhile/partial let use for start-ups during void periods and/or designate space specifically for this purpose (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • Two lease negotiations underway for our commercial property at 270 Cambridge Science Park. Hopeful one of these will be in situ by end of October 2022. • Work continues on the planning application for the Marketing suite to turn this into a café type offering for the local community, with two Expressions of Interest. • Work also continues on reviewing space at South Cambs Hall via facilities team. 	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4i) 500 additional jobs created on Enterprise Zones by end of 2024/25 financial year	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • This is a longer term target to be achieved by end of 24/25 financial year. • A decision to pause the development of the Northstowe Enterprise Zone for 9-12 months was taken at Full Council in July 2022. This is to allow further business surveys and due diligence to take place and to concentrate resources on delivering the Community Building at pace. 	Green

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A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4ii) Submit the planning application for the Northstowe Enterprise Zone (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • Please see the above update in relation to A4i. This is shown as Amber to reflect the impact of additional due diligence work on timescales. 	Amber
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4iii) Complete the strategy for Northstowe Enterprise Zone and begin actively promoting the site to secure new businesses locating there (Quarter 3)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • A digital platform and survey was launched on 19th Sep, which will run for 6 weeks. This was a result of funding from Department of Levelling Up, Housing and Communities. • So far 48 businesses have completed the online survey. Of those, 14 have completed an expression of interest form. • This website and the expression of interest details will be used for marketing over the next 12 months. 	Green
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4iv) Business Team to engage businesses for the Enterprise Zones (Quarter 1)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • The Business team have been engaged in work on the creation of the Digital business platform and survey (launched 19th Sep), and are now in the process of producing a business newsletter for Northstowe EZ to send to businesses who express interest. This will be sent once the survey finishes at the end of October. 	Amber
A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4v) Alongside DTI and other colleagues, develop ongoing sector specific narratives to attract, grow and retain high growth sectors in our area (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> • Work ongoing by the Business Development Team to continue to build relationships and engage with businesses in our local area. • Site specific work is underway at both Northstowe and Cambourne Enterprise Zones. • Business Support Officers have been key in championing The Growth Fund and have so far allocated £1,377,500 to support and grow businesses in our district with recipients finding premises in the region, implementing green measures, expanding and creating new jobs. 	Green

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A4) Promote SCDC as a vibrant, attractive and commercially welcoming place in which to launch and scale businesses across multiple sectors. Continue to focus on Enterprise Zone development and regional GVA creation, complementing wider activity.	A4vi) Increase rates for recycling and food waste collections for new start-ups and new SMEs within the District (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The Commercial Waste Service currently has a 36% recycling rate, this includes dry recycling and food waste. 2019-20 was at 26% 	Green
A5) Continue to deliver on our Investment Strategy to ensure positive local Economic Development and growth outcomes	A5i) Review our approach to identify new Green Investment opportunities (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> The approach to Green Investment opportunities is being reviewed within the context of the overall review of SCDC's Investment Strategy, following changes to Public Works Loan Board (PWLB) borrowing. Business cases are being scoped to invest in solar and heat pumps for commercial premises to support local businesses to decarbonise. 	Green
A5) Continue to deliver on our Investment Strategy to ensure positive local Economic Development and growth outcomes	A5ii) Undertake a market review to inform the development of plot 4010 at Cambourne (Quarter 2)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> Cambourne Demand and Needs Assessment has been undertaken for plot 4010. The development of plot 4010 is linked to SCDC's refreshed Investment Strategy as well as the delivery of South Cambs Investment Partnership (SCIP) Cambourne scheme and the wider Cambourne Business Park opportunities. A detailed plan for plot 4010 will be dependent on these other workstreams and is expected in Q4. 	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	Position at end Q2	Q2 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) 74 New Homes Completed (acquired or built) this year (part of a plan to double delivery to 350 over a five-year period) (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> We are on target to meet the annual business plan target. Year to date we have delivered 37 new affordable homes. 	Green
B2) Work with local people to set out where and how new homes and communities will be built across the Greater Cambridge area.	B2i) Produce a report assessing feedback provided by local people from the first Local Plan consultation. This will inform the next steps in the Local Plan process (Quarter 1)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> Work on the draft Local Plan is continuing, with a report to Cabinet on the proposed development strategy scheduled for January 2023. 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 (Director of GCSPS)	<ul style="list-style-type: none"> 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/ 	Amber
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, North-East Cambridge and Bourn Airfield and Cambourne (Quarter 4)	Jeff Mambery (Head of Transformation)	<ul style="list-style-type: none"> All Community forums and liaison meetings are now fully operational and running on a regular basis. The latest series of forums are being held October and November 2022. 	Green
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	B4i) Produce an Asset Management Plan (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> The Asset Management Plan was approved at Feb Cabinet. 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

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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	Position at end Q2	Q2 RAG*
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	B4ii) Commission a Stock Condition Survey including an audit of energy efficiency of existing housing stock relative to zero carbon target (Quarter 2)	Peter Campbell (Head of Housing)	<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 looking at suitable options for engaging a surveying company to commence the project in early 2023 alongside PAS2035 assessments for energy-saving improvements. 	Amber
B4) Improve the energy efficiency of existing Council housing to reduce carbon impact and running costs.	B4iii) Approve a work programme for insulation measures over the next four years to narrow the gap on the zero-carbon target (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> A detailed review of options is underway. Our priority is to reduce carbon emissions but also to prevent fuel poverty. We have installed solar PV systems on 60 properties and added insulation to about 100 properties during Q4/Q1&2 2022. The longer-term plan is to finalise and secure grant funding under Social Housing Decarbonisation Fund (SHDF). Using the new repairs contract terms has enabled us access to powerful and advanced planning and forecasting tools to prepare advanced option appraisals for the project. The first phase will commence in April 2023 consisting of bringing our portfolio up to EPC band C by 2025, with the majority completed, this if accepted will gain funding via SHDF of over £2M. We will continue to carry out improvements on our properties as they become vacant. This will feed into the continuing improvements plan for creating the medium to long term plan. 	Green
B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5i) Complete local engagement to understand what the community wants in the new community centre (Quarter 2)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> Approval received from full Council to proceed with the development of the community centre at pace. We are finalising a contract extension for the Client Advisory Team, who will design the community building and decide the location on plot 6. They will engage with the local community and will be attending the Community Forums going forward. The digital platform for stakeholder engagement launched on 9th September, this is focused primarily on the enterprise zone (EZ) and is asking for responses from businesses. Preliminary feedback indicates that community centre provision will be beneficial for the EZ as it will offer benefits to workers, including a cafe and lunchtime/after work leisure activities. This will help shape the 'place making' element of this area of Northstowe. 	Amber
B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5ii) Submit planning application for the Community Centre (Quarter 2)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> Work is currently underway to extend the contract of our Client Advisor. They will lead on the Planning Performance Agreement with the aim to submit this in Q1 2023. 	Amber

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B5) Deliver 2 new sports pavilion, community centre and civic hub (containing health, library and community facilities) at Northstowe	B5iii) Submit planning application for new Civic Hub (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> • Discussions are ongoing to agree the blueprint for the Civic Hub, once agreed, wider consultation will take place. • We have appointed project management consultants to drive the project through it's next phases (design, planning, construction) in line with agreed principles. • Submission of planning application to take place Q3/Q4. 	Green

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1i) identify and deliver further opportunities to reduce carbon emissions from our estate and operations	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • With the aim of meeting the 45% reduction by 2025-26. The WREN project (on-site generation of renewable electricity to power electric refuse collection vehicles) is progressing to investment decision in Q3. • We are now proceeding with plans to increase use of HVO (hydrogenated vegetable oil) to replace diesel use which presents significant net carbon reduction. 	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1ii) review community rooms and other small sites to identify and deliver opportunities for carbon reduction (Quarter 4)	Bode Esan (Head of Climate and Environment)	<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 and pending the arrival of some stock. • We have received a business case proposal for the installation of green energy measures at Elm Court sheltered housing facility and will present this for approval and funding in Q3. The contractor is repricing the proposal due to market fluctuations and delays in securing funding. This project will restart in Q3. • The Communal rooms project is being assessed under PAS2035 and proposals are being made for efficiency measures. • Further measures are being explored for flat blocks. There are some possible external funding options being explored for this element. 	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1iii) develop planning policies consistent with zero carbon by 2050 for adoption in the Greater Cambridge Local Plan, in partnership with Cambridge City Council (Quarter 4)	Stephen Kelly (Director of GCSPS)	<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. • A full draft plan will be developed during 2022/23 with further consultation in 2023. 	Green
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1iv) identify and deliver opportunities to invest in publicly accessible electric vehicle charge points in priority locations in the district, working with partners - pilot installations of fast EV Chargers at Sheltered Housing Schemes for public use, and install one rapid charger for public use (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • Two dual socket EV chargers have been installed at two sheltered accommodation communal buildings (Willingham and Meldreth) for public use. A rapid charger at Babraham Road Car park is being progressed with the County Council but is subject to the final build out being undertaken by the County as part of their wider site redevelopment. 	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.	C1v) continue to pursue opportunities to invest in green energy schemes (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> Investment opportunities are curtailed due to change in economic conditions for borrowing - the focus will be on specific opportunities that meet a number of 'public good' criteria. 	Amber
C1) In response to the global climate crisis we will continue to work towards a zero-carbon future by 2050.	C1vi) Develop carbon reduction targets as part of the Asset Management Strategy (Quarter 3)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The Asset Management Strategy for all commercial properties is due to be reviewed and prioritised to identify appropriate timing for environmental improvements. This has been categorised as Amber as we now think it's more likely that this will be completed in Q4, rather than by the original Q3 target. 270 Cambridge Science Park solar pv install completed. 	Amber
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2i) 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 (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> Formal Estate Inspections have continued and this has given us an opportunity to consider area's for additional tree planting and wildflower areas. We have continued to carry out scheduled tree surgery work that was identified as part of our tree audit which is helping to maintain our existing stock. The bid we made with the County Council to the Local Authority Treescape Fund was successful and we now have funding to plant about 35 new trees in two previously identified locations in the district. This funding also provides after care to ensure the tree planting is successful. We are reviewing the use of weedkiller with our grounds maintenance contractor after resident feedback received asking us to explore alternatives due to the negative effects it can have on the environment. 	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2ii) work to ensure that development in South Cambridgeshire contributes to the goal of doubling nature by developing planning policies for adoption in the Greater Cambridge Local Plan, and by adopting a new Biodiversity Supplementary Planning Document in partnership with Cambridge City Council (Biodiversity SPD Quarter 3)	Stephen Kelly (Director of GCSPS)	<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 and is now being used. 	Green

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C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2iii) work with partners to develop landscape-scale habitat creation projects (Quarter 4)	Stephen Kelly (Director of GCSPS)	<ul style="list-style-type: none"> The Heritage Lottery Fund bid is currently being written for submission to fund a new post in the ecology team to facilitate the delivery of the C2iii projects working with Parishes. 	Green
C2) Work with partners to protect and enhance the environment with the aim of doubling nature	C2iv) Deliver '6 Free Trees' initiative to increase the amount of tree cover of parish council land, enhancing biodiversity and carbon capture (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> Preparations are on track to deliver a third round of this scheme with trees available in time for the winter planting season. 	Green
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 2)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The carpark resurfacing has had some issues with the sublayer as well as the surface and after investigation, these will need to be replaced which will impact the delivery of the solar panels and EV chargers. Expected completion is now Q4. 	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)	Bode Esan (Head of Climate and Environment)	<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	C3iii) Reduce carbon emissions from our Cambourne office by 47% compared to the baseline in 2019 (Quarter 4)	Bode Esan (Head of Climate and Environment)	<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 (COO)	<ul style="list-style-type: none"> A key part of the Asset Management Strategy (referred to at C1vi) will be to assess all commercial properties to understand the baseline and opportunities for decarbonisation. This has been categorised as Amber as we now think it's more likely that this will be completed in Q4, rather than by the original Q3 target. 	Amber
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4i) Define and implement required improvements at the depot to prepare for further electric refuse collection vehicle (eRCV) charging (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> Final business case and Investment Grade Proposal is to be delivered in Q4. Grid connection application has been submitted; planning application discharging of condition is in process; financial commitment approvals been obtained. 	Green

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Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4ii) Procure up to 3 eRCVs to replace diesel version (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The service is awaiting delivery of the third electric RCV which now has an estimated delivery date of Dec 2022. 	Green
C4) Continue to transition to electric vehicles for the waste service, including the investigation of on-site solar panel energy generation.	C4iii) Develop outline business case for on-site solar PV energy generation with partners to aid the charging of vehicles (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> Outline business case progressing. We have submitted electricity grid connection request and have received planning opinion and no new applications are required. Cambridge City capital bid request for their portion of project costs has been approved, with South Cambs having already allocated funding for the project. 	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 fourth round of funding through our Zero Carbon Communities grant scheme, awarding grants totalling £100,000 to community-based projects (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> Payments have gone out to 13 parish councils and community groups under the Zero Carbon Communities grant scheme totalling £128,544. This included an underspend from last year. Progress and outcome reports are expected over the next two quarters and into 23/24 from grant recipients. 	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 - at least 6 workshops to be delivered)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The Zero Carbon Parish and Community Network continues to grow through active engagement including attendance at Eco-Fairs around the district. Green Connect online networking sessions are both in-person and online including an eco community building tour at Gamlingay Eco Hub and talks on circular economy and grant-funded projects. The quarterly e-bulletin includes information and news targeted at different audiences with topics on the climate and ecological emergencies. A Facebook page has been set up to engage with a wider audience and provide targeted messaging around the Council's action on the climate and ecological emergencies. 	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 remainder of council owned streetlights (ornate lights) to bring them in line with standard lights already upgraded (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The close out programme for phase 1 is planned for October. The tender returns for ornate lights (phase 2 of the project) have been received and the contract award and start will be in Q3. 	Green

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Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7i) Submit annual statutory reporting to DEFRA on-time; monitor air quality in at least 6 targeted areas utilising portable equipment; compile report following each monitoring period and publish this on the council's website (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The Annual Status Report has been submitted to DEFRA and the findings accepted. Portable monitoring continues at various locations and is published on our website. 	Green
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7ii) Provide required technical inputs to consultations on major developments to ensure good air quality is experienced (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> We continue to respond to planning applications supporting air quality. This work will continue to be ongoing. 	Green
C7) Adopt and review key actions arising from the Air Quality Strategy in relation to monitoring air pollution within statutory objectives; reduce air quality impacts from future developments in growth areas; public engagement to reduce air quality impacts.	C7iii) Subject to air quality monitoring results, explore the feasibility of creating a Public Space Protection Order (PSPO) specifically targeting idling vehicles (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> We are continuing to review the Public Space Protection Order (PSPO) around schools. Monitoring around the schools doesn't support the introduction of a PSPO. We will continue to examine this. 	Green
C8) Improve recycling and reduce waste at community events.	C8i) Provide equipment and information kit to minimise waste and separate recycling at community events - at least 12 kits to be issued (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> A guide to minimising waste and separating recycling has been advertised in the South Cambs magazine and is due to be delivered by end of November (winter issue). Additional equipment is still being delivered to parishes and community groups upon request following the provision of equipment to 20 parishes for litter picking events in Q1. 	Purple

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Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C9) Review of service and development of a plan to address the outcomes of the New Environment Bill, to include: Food waste service, Impact of the Bill on dry recycling, Working with RECAP on a shared county-wide approach to implementation.	C9i) Review impact and outcomes of existing food waste collection trial and determine future of the scheme including budget requirements. (Quarter 3)	Bode Esan (Head of Climate and Environment)	• Final review scheme impacts to be scheduled for Q4. Budget requests for continuation of the trial have been made.	Green
C9) Review of service and development of a plan to address the outcomes of the New Environment Bill, to include: Food waste service, Impact of the Bill on dry recycling, Working with RECAP on a shared county-wide approach to implementation.	C9ii) Develop feasibility plan for the wider role out of separate food waste collection in line with the Environment Bill and National Waste Strategy (Quarter 3)	Bode Esan (Head of Climate and Environment)	• DEFRA guidance on segregated food waste delayed - expected October.	Green
C10) Reduce the amount of non-recyclable household waste collected.	C10i) Develop campaigns to improve recycling based on the outcomes of the waste composition analyses (Quarter 3) to achieve key targets: monthly average of 17.08kg dry recycling per household; monthly average of 34.17kg of residual waste or below per household; monthly 6% or below rate of rejection from the recycling materials processed at the Materials Recycling Facility	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • Campaign work has included supporting international Plastic Free July campaign, promotion of local Repair Cafes in regular print communications and promotion of circular economy apps and purchasing of home compost bins through social media. • Regular direct communications with households that have contaminated their recycling is being developed. • Current running figures are; average of 14.94kg dry recycling per household per month; average of 33.98kg of residual waste per household per month and 5.51% rejection rate of materials from the Materials Recycling Facility (MRF). 	Green
C11) Run a pro-recycling & food waste promotional campaign aimed at businesses in the area throughout 2022/23	C11i) Reporting of all sites (existing and new) that take up recycling / food bins & note our increased volumes / tonnes collected with associated savings. (On-going/Quarter 4)	Bode Esan (Head of Climate and Environment)	• A recycling and food waste promotional campaign targeting businesses is currently being planned for the second half of the year. Following this we will report on the impact in terms of additional take up of recycling and food bins.	Green

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Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
C12) Take action to minimize fly tipping.	C12i) Install trial cameras at 6 locations and monitor numbers of visits required at those sites to establish a baseline (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • The cameras have continued to be effective in deterring fly tipping at the locations where they were installed. This has been confirmed by visits to look at the condition of the sites. • We will be installing another 6 cameras over the post Christmas period. • We are also working on a procedure to capture all fly tips through a single system. This will give accurate time/date and location data. 	Green
C12) Take action to minimize fly tipping.	C12ii) Deliver targeted educational campaign in the area about fly tipping and increase awareness of responsible methods for disposal. To include the delivery of at least 12,000 leaflets (Quarter 4)	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> • Leaflets have started to be delivered to Parishes and it is expected that all 12,000 leaflets will be delivered within the year. 	Green

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

Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 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 (Head of Transformation)	<ul style="list-style-type: none"> • HR Service Review paused, scoping of Finance Service Review underway. • Corporate Admin Review is nearing the recommendation stage. 	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 (Head of Transformation)	<ul style="list-style-type: none"> • There have been some delays with the Itrent system implementation of the recruitment module and it is still at testing stage. The policy will be updated when module ready to go live. 	Green
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice.	D2i) Complete and analyse a staff satisfaction survey (Quarter 3)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> • Staff well-being survey has been completed and results presented to LT. 	Green
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice.	D2ii) Introduce hybrid working arrangements further increasing our attractiveness as an employer (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> • The hybrid policy has been agreed by Cabinet and the Unions. Work continues on an ongoing basis to ensure this is fully embedded. 	Purple
D2) Review recruitment processes to attract and retain the best talent and ensure that we are an employer of choice.	D2iii) Introduce a modular management skills program for middle managers (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> • The procurement process is complete and provider agreed. This programme is entitled the Leadership Academy and the first workshop starts on 25 October. 	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 (Head of Finance)	<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 a further 12 services available for customers to self-serve online (Quarter 3)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> • The project to digitise the 12 processes is underway. • The timeline for delivery has been agreed and is on target. 	Green

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Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
D4) Make it easier for customers to access and carry out transactions online.	D4ii) Provide an integrated portal for businesses to access SCDC online services (Quarter 2)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> Members of the Transformation team are currently liaising with the Business Support Team to review the best options for delivering this piece of work. This includes consideration of whether to use existing IEG4 Portal capabilities, or undertake further procurement. A decision will be made on this during Q3 with work to implement commencing after this. 	Amber
D5) Council and committee meetings will be run paper-free wherever possible.	D5i) Councillors to be provided with increased access to Teams and Office 365 enabling file sharing and collaboration. (Quarter 1)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> 36 councillors now have the ability to operate in a paperless manner, either using personal devices or Council supplied laptops to access the Modern.Gov app for all Committee agendas, decisions and minutes. By the end of quarter three, all councillors will be able to be paperless. Training is being offered to councillors to increase their confidence in using the paperless solutions. Further Council laptops are likely to be purchased to meet demand. A further project with 3C ICT to enable file sharing and collaboration is ongoing and will allow councillors to work more collaboratively with officers. 	Amber
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6i) Use the Council's Community Led Plan toolkit to support local communities identify, plan and address the issues they identify in their communities (Quarter 4)	Jeff Membery (Head of Transformation)	<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. 	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6ii) Support 150 new clients through the housing department's visiting support service (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> The number of referrals the Visiting Support team took on in Q2 is 57, which is in line for this time of year. In the same period, 48 clients were able to have their cases closed and leave the service. The service is currently supporting 111 clients, and has a small waiting list. 	Green

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Action	Measure (and target timescale)	LT Owner	Position at end Q2	Q2 RAG*
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6iii) Provide the lifeline service to 100 new users during the year (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> The Life Line service took on 29 new customers in Q2 (33 in Q1). However, in the same period 41 customers cancelled the service (largely due to a contract issue with the Call Centre handler which is being addressed). The overall impact is a net loss of 12 customers during the period. (In previous years the net/loss gain has not been taken into account when measuring performance). The ongoing issue with the third party call handler has significantly improved and it is hoped that the impact on cancellations will reduce in subsequent quarters. 	Amber
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6iv) 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 (Head of Housing)	Current spend £149,056 as of 31st August 2022, with a further £420,137 committed works to date.	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6v) Prevent homelessness for at least 50% of the people who approach us who are at risk of becoming homeless throughout the year, and offer support to those who are homeless (Quarter 4)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> These figures become available one quarter in arrears. As such Q2's result will be reported within the Q3 report. In Q1 we prevented homelessness for 50.4% of the people who approached us who were at risk of becoming homeless. This figure remains above the 50% target. 	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6vi) Continue the proactive working relationship with the job centre in delivering mentoring circles plus upskilling and cross training initiatives throughout the year (Quarter 4)	Anne Ainsworth (COO)	<ul style="list-style-type: none"> We continue to explore cross-training and development opportunities, this work is ongoing. 	Green
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6vii) To complete a survey of all council tenants to better understand their priorities and to be able to compare satisfaction with other organisations (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> Briefings have been held and an action plan is being developed following analysis of the survey results. Plan to be agreed by the Housing Engagement Board in December 2022. 	Purple

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D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6viii) Adopt an Empty Homes Strategy (Quarter 1)	Peter Campbell (Head of Housing)	<ul style="list-style-type: none"> The Empty Homes Strategy has now been completed. 	Purple
D6) Work with communities and individuals to tackle issues that are affecting them locally.	D6ix) To work with partners to produce an agreed cultural strategy and action plan for South Cambs (2023-24)	Jeff Membery (Head of Transformation)	<ul style="list-style-type: none"> Following discussions with Cabinet this objective was temporarily paused to allow resource requirements and project scope to be clarified. The target timescale has been updated to 2023-24 to account for this. 	Green
D7) Ensuring that our homes are safe places for our tenants and their families.	D7i) 100% compliance with landlord safety checks to council housing including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests	Peter Campbell (Head of Housing)	<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. Legionella managed plans are up to date and remedial works are complete. Electrical testing - we are working towards 100% compliance, some work is held up due to difficulties with gaining access. We are aiming to be at least 97% complete for the 22/23 programme. We are rebooking where possible to aim for 100% overall compliance during 2022/23. New regulations due later in 2022 will assist in our access to properties for these inspections. During 22/23 we will be looking at updating KPI's and the reporting process to show a clearer picture of overall compliance and report nationally to Housemark to benchmark our performance. 	Green
D8) Assess current mobile home sites and ensure all are licenced correctly.	D8i) Refresh caravan site licencing policy, fees and charges (Quarter 2). The new policy will ensure that caravan sites are inspected periodically and that residents have suitable housing provision	Bode Esan (Head of Climate and Environment)	<ul style="list-style-type: none"> The policy is due to go to Cabinet for approval in Q3. 	Amber

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