



Democratic Services half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Publish agenda for Regulatory Committees within 5 clear days of a meeting (statutory); Publish agenda for Council, Policy Committees and Audit Committee within 7 clear days of a meeting	100%, annually	100%
Publish decision lists for Council/Committees within 3 working days of a meeting	100%, annually	100%
Publish draft minutes for Council/Committees within 14 working days of a meeting	85%, annually	90%
Review customer feedback forms/information from election and resolve, as far as practicable, issues by commencement of next election period	90% of all customer feedback actioned (where possible) by commencement of next Election period, annually	100%
Achieve at least an 85% registration rate for Route 2 forms	85%, annually	74.61%

Performance measure	Target and reporting timescale	Half year update
Number of electors registering electronically via government portal	At least 8,000 to be registered, annually	5,063
Publication of agendas on website on day of despatch	100%, annually	100%
Ensure that all staff appraisals are completed annually and within the time frame set by HR	100%, annually	100%
Prepare, agree and implement member Induction, training and development programmes and member seminar sessions to provide members with the required knowledge and skills to effectively perform their role as a district councillor	2 member induction sessions; 15 sessions to be arranged as part of the member training and development and seminar programmes, annually	2 Member Induction sessions held; 5 Member seminars already run; 5 more seminars booked. 9 Member training sessions already run; 2 more training sessions booked.
<p>Regularly review higher level corporate risks, including:</p> <ul style="list-style-type: none"> changes to the political composition of the Council affecting the democratic decision-making processes local, regional and national legislative and policy changes affecting the democratic process, both in terms of electoral administration/elections and democratic decision-making 	100%, annually	Independent Remuneration Panel and Constitution Working Party established and both commenced work reporting to Council in February 2024

Performance measure	Target and reporting timescale	Half year update
<p>impact of corporate initiatives such as shared services, commercialisation, on the working practices of the team</p>		
<p>Encourage and facilitate new intake of councillors' usage of electronic means to access and receive Council information/agendas</p>	<p>25% of councillors to receive agendas via electronic means, annually</p>	<p>11% receive all papers electronically. 14% receive electronically if they are a substitute. 4% have a bespoke electronic request (paper for Council only) Paper usage reduction: 24.07%</p>
<p>Encourage greater usage of electronic means of response/communication by/with electors, canvass and elections staff on electoral registration and elections matters, where possible</p>	<p>As identified, annually</p>	<p>As identified, annually</p>
<p>Democratic Services staff to actively seek to reduce paper usage via electronic solutions</p>	<p>As identified, annually</p>	<p>As identified, annually</p>



Economic Development half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Develop a compliant economic development data collection/project system to enable the Council to identify and communicate with all businesses, economic stakeholders and related institutions by 2024 to 2025	As identified, annually	On target for completion by March 2024.
Develop working relationships with partners and organisations to help promote and deliver business support programmes and investment initiatives	As identified, annually	Meetings with more than 25 businesses, regular contact with stakeholder groups such as the Chamber of Commerce, Business and Intellectual Property Centre (BIPC) and CPCA Growth Hub. Undertaking formation of stakeholder groups in various areas/sectors including the skills and employment programme. On track.
Maintain direct contact with key businesses and related stakeholders	As required, annually	Exceeding expectations with appointment of new Economic Development Officer. On track.
Retain active presence on Enterprise Zone steering group (retain Chair/lead role)	As identified, annually	We chaired October 2023 Enterprise Zone governance board. Regular monitoring meetings and involvement with a variety of issues such as new enquiries and planning matters. On track.

Performance measure	Target and reporting timescale	Half year update
Further develop relationships with skills and employment providers and related agencies	As identified, annually	Ongoing and on track.
Work with businesses, stakeholders and partners to facilitate/signpost available funding and support packages	As required, annually	Ongoing and on track.
Identify, prepare and submit capital or revenue funding applications on behalf of the Council or its partners	As required, annually	Various Shared Prosperity Fund/Rural England Prosperity Fund and Market town applications for funding have been prepared and submitted/approved. On track.
Signpost the business community for all matters relating to advice, grants and other business support	As required, annually	Ongoing and on track.
Maintain the council's business website pages and measure website traffic	As identified, annually	Ongoing and on track
Work with other Council services such as Planning and Infrastructure to facilitate an understanding of economic drivers and impacts, for example, consult on major commercial planning applications	As required, annually	Ongoing and on track
Engage with all stakeholders on UK shared prosperity fund 2023 to 2025 where necessary to ensure delivery	As necessary, annually	Ongoing and on track

Performance measure	Target and reporting timescale	Half year update
and monitoring requirements are met		
<p>Work with CPCA to help them/stakeholders deliver ECDC's skills and employment actions for short, medium and long-term interventions</p>	<p>As required, annually</p>	<p>We have focussed on detailed interpretation of the CA's skills agenda and application to East Cambs</p> <p>We have established links with key players at CPCA and other stakeholders. Prioritising strategic actions for the district as identified in CPCA's Employment & Skills Strategy 2022. Contributed to the governments Local Skills Improvement Plan (LSIP) and facilitated engagement required at District Level All on track as planned.</p>
<p>Attend and contribute to the Connecting Cambridgeshire project board (quarterly) and Camb-Wifi governance board and further develop and monitor local policy/strategic plans for East Cambridgeshire</p>	<p>Quarterly, annually</p>	<p>We attend and actively contribute to the project board. On track.</p>
<p>Sustainably manage the E Space serviced business centres in addition to the council's business units (2) on the Cambridgeshire Business Park, Ely</p>	<p>As required, annually</p>	<p>Remain on track to sustainably meet £ operating targets for the E-space centre and business units. Solar panels installed on E-Space North in June, with resultant 'off grid' energy benefit exceeding expectations during summer months.</p>

Performance measure	Target and reporting timescale	Half year update
Ensure occupancy remains at or above the 80% viability threshold	80%, annually	Currently more than 86% and on track to meet budgeted targets.
Subject to successful funding application initiate project for E-space North extension with start Q1 2023 to 2024 and completion by 2024 to 2025	As required, annually	Funding application successful. Initiation process underway. On track.
Support the continued professional development of the team to ensure that they are meeting personal and professional career development opportunities by attending eight training events by March 2024	8 training events, annually	Currently exceeding with more than 8 events now attended, ranging from online courses to high level management development courses.
100% of appraisals undertaken by 31 March 2024	100%, annually	N/A
<p>Regularly review higher level corporate risks including:</p> <ul style="list-style-type: none"> contractual and regulatory compliance, such as procurement and grant funding H&S at our external site 	Monthly, annually	Ongoing
<p>Monitor the net impact/improvement of fitting solar PV to E-space North in order to help inform:</p> <ul style="list-style-type: none"> what additional energy efficiency measures at E-space North could be most effectively deployed 	As identified, annually	Ongoing and will be fully assessed during Q1 2024. On track.

Performance measure

Target and reporting timescale

Half year update

- wider decision making of the Council in terms of potential roll out of PV across its estate
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Finance Services half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
<p>Deliver the agreed Internal Audit Plan:</p> <ul style="list-style-type: none">ensure that the annual Internal Audit Plan is risk based and adds value to the organisationconsult with Corporate Management Team to assist in the preparation of the annual Internal Audit Plan before gaining approval from Audit Committee	By 31 March 2024, annually	Fieldwork on 53% of assignments within the plan is either complete or in progress
<p>Produce a Medium Term Financial Strategy (MTFS) with balanced budgets for two years, that is the budget year and the subsequent year, with a trajectory which will allow the Council to remain financially secure.</p> <p>Regularly review high level corporate risks, including public sector funding and major income streams such as council tax and business rates for 2023 to 2024 and 2024 to 2025 including:</p> <ul style="list-style-type: none">the Government's Fair Funding review for local governmentEast Cambs Trading Company's financial health and potential financial	As identified, annually	MTFS update report discussed at Finance and Assets Committee in September, showing a forecast balanced budget for 2024/25 and 2025/26

Performance measure	Target and reporting timescale	Half year update
transactions between it and the Council		
Produce the detailed budget for 2024 to 2025 to a time frame that allows the Council to set a legal budget	To be presented to the Full Council meeting in February 2024, annually	N/A
Produce quarterly budget monitoring reports to committees, (both revenue and capital) and an outturn report at yearend	Reports to meet committee deadlines, quarterly	Reports have been produced for the first two quarters
Provide a co-ordinated approach to tackling fraud; involvement in the National Fraud Initiative (NFI) data sharing exercise	As required, ongoing	NFI matches being cleared based on risk.
Raise awareness of fraud and corruption across the organisation; review of counter fraud procedures, hot line and poster campaign	As identified, ongoing	Fraud Awareness Week planned for November.
Pay 99% of undisputed invoices within 30 days	99%, annually	In the first six months of 2023/24 99% of undisputed invoices were paid within 30 days
Average time taken to collect income in relation to external invoices (this indicator does not include council tax and business rates)	Below 25 days, annually	Average number of days to collect income in the first six-months of 2023/24 was 18.1

Performance measure	Target and reporting timescale	Half year update
With the current payroll contract coming to an end in May 2025, look at service delivery options after this point and start progressing the chosen route	As required, annually	Service delivery options from May 2025 are currently being considered
Pay 99.8% of staff the correct amount and on time	99.8%, annually	In the first six months of 2023/24 99.83% of staff payments were correct
Improve the process for the production of the Statement of Accounts; prepare the draft Statement of Accounts for 2022 to 2023 by the statutory deadline of the end of May 2023 and ensure that a further version is approved by Audit Committee and published on the Council website as soon as the external audit is completed	End of May 2023, annually	With the delay in the External Audit of the 2021/22 Accounts the 2022/23 draft Accounts, were not prepared in line with the May 2023 deadline, but were published on the 29 th September 2023
Manage the Council's surplus cash through the Treasury Management Strategy to maintain the security and liquidity of the funds and to prevent the need for external borrowing	As required, annually	No external borrowing has been needed and interest receipts have been significantly in excess of budget – see Treasury Management Report also on today's agenda
Deal with 98% of insurance claims within a fortnight of being notified.	98%, annually	In the first six months of 2023/24 100.0% of insurance claims were dealt with

Performance measure	Target and reporting timescale	Half year update
<p>Support the continued development of members of the Financial Services team to ensure that they are given personal and professional career development opportunities; provide training to staff in line with their personal training and development plan as detailed in their appraisal document</p>	<p>90% of training needs to be met, annually</p>	<p>All staff are provided with on-the-job and external training in line with their job role on a need to have basis</p>
<p>Regularly review higher level corporate risks, including:</p> <ul style="list-style-type: none"> • public sector funding • loss of major income streams 	<p>As required, annually</p>	<p>This is linked to the MTFS update as above</p>
<p>Contribute to the implementation of the Council's Climate and Environment Action Plan, through the allocation of funding to "green" projects and a review of printing to reduce paper usage</p>	<p>As identified, annually</p>	<p>Paper use by the Finance Team in the first half of 2023/24 reduced by 28.45% compared to the same period in the previous year</p>



HR half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Provide support to managers and staff to deliver the actions set out in the Council's Equality, Diversity and Inclusion Policy	Ongoing, annually	In progress - members can view the Council's progress against the Equality, Diversity and Inclusion Action Plan 2021 to 2024 in the Annual Equality Monitoring Report .
Publish the annual equality monitoring report for the period 1 April to 31 March each year	As required, annually	Achieved – the Annual Equality Monitoring Report for 2022 to 2023 has been published on the Council's website.
Calculate the Council's gender pay gap for the period 1 April to 31 March each year and report to committee	As required, annually	The gender pay gap for 2022 to 2023 was reported to committee in September. The mean gender pay gap was 10.1% and the median gender pay gap was 10.6%.
Promote initiatives to raise awareness of health and wellbeing, and support employees who are experiencing mental ill health to access sources of support	As identified, annually	<p>HR fund 6 sessions of counselling or Cognitive Behaviour Therapy (CBT) for employees who are experiencing mental ill-health problems. Since 1 April 2023, 5 people have requested and been offered support plans.</p> <p>Health and Wellbeing events held in June 2023 that all staff were invited to attend. Two qualified NHS health practitioners came on site to deliver NHS Health Checks and Health MOT's – 32 staff attended.</p>

Performance measure	Target and reporting timescale	Half year update
Maintain the low level of short-term sickness absence, that is, number of days lost per full-time equivalent employee (FTE)	3.4 days per FTE recurring target, annually	At the 6-month review period, the short-term sickness absence is at 2.18 days lost per FTE.
Once the negotiations with the trade unions have ended, make the necessary changes to the Council's pay scale to meet the requirements of the National Joint Council (NJC) pay award from 1 April 2023, re-modelling the pay spine if required	As required, annually	The pay award was agreed and will be implemented in November 2023
Following the appraisal deadline, establish the Performance Related Increment Panel to consider the ratings of 'outstanding', and determine final ratings where the provisional ratings differ, in consultation with the managers concerned	As required, annually	PRI Moderation Panel held in April 2023. 19 people were awarded 'outstanding', 127 'excellent', 28 'good', 8 'no official rating and nil 'needs improvement'. 2 had no appraisal.
Coordinate Job Evaluation Panels to ensure that all new and significantly changed jobs have been evaluated fairly and systematically	As required, annually	Job Evaluation panels continue to be arranged promptly when a new request is received. 4 carried out since 1 April 2023.
Update the Council's Pay Policy Statement and present to Full Council in February each year	February 2024, annually	Will be presented to Full Council in February 2024.
New Travel and Expenses Policy to be drafted and published on the Intranet by December 2023, following consultation with CMT and Unison. The new policy will define the	By December 2023, annually	The draft Travel and Expenses Policy was presented to CMT on 17 October and to the Joint Consultative Committee on 1 November to commence consultation with Unison. Consultation ends 21 November.

Performance measure	Target and reporting timescale	Half year update
<p>requirements when submitting receipts with claims to ensure all claims are submitted accurately</p>		
<p>Continue to create new, and update existing, HR policies and procedures following changes in legislation or best practice</p>	<p>As required, annually</p>	<p>2 new and 4 updated HR policies have been drafted and were presented to CMT on 17 October and to the Joint Consultative Committee on 1 November to commence consultation with Unison, including:</p> <ol style="list-style-type: none"> 1. New Business Travel and Expenses Policy 2. New Eyecare and Eyesight Testing Policy 3. Updated Remote Working Policy 4. Updated Redundancy Policy 5. Updated Flexible Retirement Policy 6. Updated Local Government Pension Scheme (LGPS) Pension Discretion Statement
<p>Appraisals undertaken by 31 March 2023</p>	<p>100%, annually</p>	<p>Achieved</p>
<p>Regularly review risks associated with Human Resources as detailed within the Corporate Risk Register:</p> <ul style="list-style-type: none"> • non-compliance with employment legislation, resulting in costly litigation and/or employment tribunal claims and reputational damage • increased sickness levels impacting on team capacity and morale 	<p>As required, annually</p>	<p>In progress</p>

Performance measure	Target and reporting timescale	Half year update
<p>By 30 April 2023, include new wording in all recruitment adverts about the Council’s commitment to sustainability and the bronze accreditation of the Investors in the Environment scheme to attract job applicants who want to work for an organisation with sustainable practices</p>	<p>By 30 April 2023, annually</p>	<p>Achieved – wording in recruitment adverts now includes: “If you are looking to work for an organisation that prioritises environmental sustainability, the Council has made a clear commitment to operate in a responsible and sustainable manner and has recently been awarded the bronze accreditation of the Investors in the Environment scheme.”</p>



Infrastructure and Strategic Housing half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Monitor development for compliance with requirement of either CIL or S106 and ensure collection of financial and monitoring of public open space transfers	100% compliant, annually	2.7% (2) of payments overdue.
Produce the Infrastructure and Funding Statement annually which will be published by 31 December 2023	By 31 December 2023, annually	On track.
Assist Development Management in the negotiation of Section 106 Agreements to ensure new communities and businesses are delivered with the infrastructure that is required to serve those new developments	100% of requests for assistance to be met, annually	100% of requests met.
Provide technical advice and support to new and existing Community Led Development projects across East Cambridgeshire; assess grant applications against the approved criteria as received	100% of requests for assistance to be met, annually	100% of requests met.
Maintain the Council's Register of Interest in Self Build and Custom	As required, annually	On track.

Performance measure	Target and reporting timescale	Half year update
House Building and forward details of planning applications including self-build plots to those on the register		
Provide an ongoing affordable housing S106 service to the planning team, negotiating and securing affordable housing on developments in line with strategic requirements and planning policy through S106 agreements, community land trusts, rural exception sites and other means of provision where appropriate	100% of requests for assistance to be met, annually	100% of requests met.
Work with partners to develop appropriate schemes for infrastructure and services to North Ely; explore community facility requirements for the North Ely Development; work with the applicants to ensure that infrastructure delivery is co-ordinated and in accordance with the planning applications	As required, annually	Work ongoing.
Continue the parish council liaison programme to educate and provide guidance to local councils on the community infrastructure levy and the meaningful proportion	Visits as requested by parish councils, annually	1 Parish Council meeting attended to date. Requests for information met.
Engage and support local parish councils and key stakeholders on	As required, annually	Attended the Parish Conference in November.

Performance measure	Target and reporting timescale	Half year update
<p>the CIL Infrastructure List and CIL Governance Plan which sets out what infrastructure may benefit from CIL funding and how the funding may be allocated</p>		<p>Support and advice provided to organisations seeking CIL funding.</p>
<p>Review all existing service web pages to ensure that only up to date accurate and relevant information is live on the Council's website</p>	<p>Monthly, annually</p>	<p>Web pages reviewed monthly and updated as required.</p>
<p>Attend CIL/S106 and community led development training when available to ensure staff are well informed and up to date with the procedures and required legislation</p>	<p>As identified, annually</p>	<p>No training identified to date.</p>
<p>Ensure that all staff appraisals are completed annually and within the time frame set by HR</p>	<p>100%, annually</p>	<p>To be completed by the end of the year.</p>
<p>Regularly review risks associated with Infrastructure and Strategic Housing including:</p> <ul style="list-style-type: none"> • monitoring CIL • S106 income 	<p>Quarterly, annually</p>	<p>Risks reviewed – no issues identified.</p>
<p>Assist with any further EV Charging point and PV panel installation projects</p>	<p>As identified, annually</p>	<p>Assisted with grant application for funding for Solar PV panels on The Hive District Leisure Centre</p>



Legal Services half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Maximise recovery of legal costs and fees; court costs and fees, contribution to legal costs and disbursements	As identified, annually	On target
Ensure the recovery of court costs and fees attributable to car parking - summons issued and costs recovered in £'s (costs recovered are dependent on the Magistrates' Court choosing to award the full amount of costs requested, fewer costs or no costs at all - ECDC are unable to influence this decision as we can only request full costs are awarded)	100%, annually	On target - £575.00 requested and £575.00 awarded to the Council
Ensure the recovery of outstanding debts owed to the Council	100% instructions for recovery: costs recovered in £, annually	Due to staff shortages caused by a gap in recruitment, sundry debt recovery has fallen behind. We have now successfully recruited, and work is taking place to improve the recovery process.
Provide legal support for committees when necessary	100% attendance at committees where necessary, annually	On target

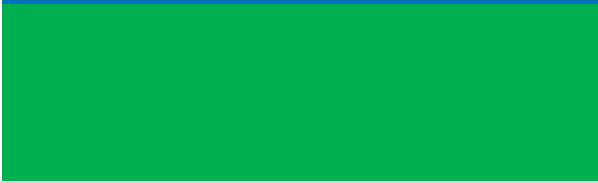
Performance measure	Target and reporting timescale	Half year update
<p>Ensure car parking appeals and enforcement comply with the following timescales:</p> <ul style="list-style-type: none"> 80% of appeals responded to within 10 working days 100% within 20 working days 	As identified, annually	On target, 100% within 5 days
<p>Ensure that the timescales set out in the Transparency Code are complied with and manage information data on the Council's website: open data, FOI disclosure log and officer decisions log</p>	<p>100% annually or quarterly for datasets. As soon as received for the FOI disclosure log and officer decisions, annually</p>	<p>100% annually or quarterly for datasets. As soon as received for FOI/EIR disclosure log and officer decisions.</p>
<p>Deliver an effective, accurate and transparent FOI/EIR service</p>	<p>100% of responses within 20 working days (unless the FOI request involves further in-depth research, but the service will ensure the customer is kept informed), annually</p>	<p>93% responses in 20 working days. 68% responses in 10 working days. Requests: 256 from 1 April to 30 September 2023.</p> <p>Days to respond: 0 to 5 days = 54% 6 to 10 days = 14% 11 to 15 days = 9% 16 to 20 = 17% 20+ = 4% Clarification = 2%</p>
<p>Deliver a comprehensive Data Protection request service ensuring full legal compliance and accurate responses</p>	100% within one calendar month, annually	98% responses within one calendar month
<p>Proactively assist all services across the Council with issues related to legal requirements</p>	90% within 10 working days, 100% within 20	93% within 10 working days, 2% within 20 working days. 5% over 20 working days.

Performance measure	Target and reporting timescale	Half year update
	working days, annually	
Ensure continuous service delivery for the Local Land Charge service	100% of Local Land Charge searches within 10 working days, 95% within 5 working days, annually	On target, 100% within 10 days, 90.5% within 5 days. Average turn around 4.47 days
Support the continued professional development of the team to ensure that they are meeting with personal and professional career development opportunities	As identified, annually	On target
100% of appraisals completed	By June 2023, annually	All completed on time.
Regularly review corporate risks associated with the Council's legal requirements; the current risks to the Authority are as follows: <ul style="list-style-type: none"> • compliance with the General Data Protection Regulations • Data Protection Act 2018 	Minimum monthly, annually	On target
Undertake activities which help to mitigate/ adapt to climate change	As identified, annually	Member of the green team, part way through courtyard regeneration. Promoting less printing to reduce paper. Working with IDOX to improve

Performance measure

Target and reporting timescale

Half year update



automatic answering to try to digitise LLC process.



Open Spaces and Facilities half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Maintain contact with all parishes' and schools within Cambridgeshire, continuing to offer grounds maintenance/tree services	Ongoing throughout the year, annually	Continued positive engagement with Parish Council's and Schools which has led to securing new contracts.
Continue to develop website information page to promote services to parish/town councils; working in partnership with internal Communications Team and Reprographics to develop website	By March 2024, annually	The need for a standalone website will be reviewed in January 2024.
Ensure that ECDC buildings portfolio and assets are maintained to the correct legal standards through the Council's assets maintenance programme	Ongoing, annually	On target. Compliance matters are addressed when they arise. No significant matters to report.
Regularly review risks associated with Open Spaces, including: <ul style="list-style-type: none">• emergency planning• business continuity• health and safety Quarterly Health and Safety Group meeting Regular Risk Management Group meetings	As required, annually	On target. All meetings attended by the relevant officers.

Performance measure	Target and reporting timescale	Half year update
<p>Using the annual appraisal process, identify individual for specialist training and ensure the broadest range of skills across the team; this will allow the service to run effectively and efficiently</p>	<p>100%, annually</p>	<p>Appraisals to be held during February and March 2024.</p>
<p>Work with external partners, including The Wildlife Trust and Ely Wildlife Space, to support and protect the biodiversity of East Cambridgeshire; activities will include ensuring rare plant species and animal habitats are protected</p>	<p>100%, annually</p>	<p>On target. Team work closely with the Council's newly appointed Ecologist and good relationships have been formed with external stakeholders.</p>
<p>Ensure that Green flag standards are used across all parks and open spaces in the district, carry out monthly quality checks on public open spaces to ensure they meet the Green Flag standard (welcoming, clean, safe, free usable green space)</p>	<p>100%, annually</p>	<p>Achieved in July 2023.</p>
<p>Annually produce a desk top assessment for both the Country Park and Jubilee gardens, to be inspected annually by Green Flag judges</p>	<p>100%, annually</p>	<p>Achieved.</p>
<p>Carry out monthly quality checks on the parks and maintenance service</p>	<p>100%, annually</p>	<p>On target. Monthly checks completed.</p>



Reprographics service half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Graphic design, web design and photography: complete all requests to agreed deadlines	100%, annually	1,578 requests (up to 30 September 2023) completed to agreed deadlines.
Specialist printing and finishing service: complete all requests to agreed deadlines	100%, annually	1,414 requests (up to 30 September 2023) completed to agreed deadlines.
Meet revenue target of £48,507 through provision of graphic design, web design, photography, printing and finishing service to external customers	100%, annually	£40,444 gross revenue (up to 30 September 2023). £36,533 net revenue (up to 30 September 2023).
Document Management System (DMS): index documents into EDRMS system within prescribed deadline of 3 working days or 24 hours for invalid planning applications	100%, annually	12,688 documents (up to 30 September 2023) indexed within prescribed deadlines.
DMS Printing: print documents for operations of Development Control and	100%, annually	7,543 documents, 45,039 pages, 3,787 A1 plans, 1,500 A2 plans (up to 30 September 2023) printed within agreed deadlines.

Performance measure	Target and reporting timescale	Half year update
Building Control within 3 working days from receipt		
Organise cross-departmental meetings to ensure maximum effectiveness and best adaptation to evolving demands of the Reprographics service	Minimum annual meetings, annually	Meetings with Planning, Building Control, ICT, Customer Services, Licensing and Digital Services undertaken in the first 6 months of the financial year.
Print and post agendas for Council and Committee meetings within prescribed 5 or 7 working days deadline	100%, annually	761 Agenda papers (up to 30 September 2023) printed and posted within prescribed deadlines.
Sort all incoming post at the agreed times during the day ensuring the confidentiality of documents and compliance with finance and audit regulations	100%, annually	12,501 incoming mail items received, sorted and distributed by 30 September 2023.
Operate a cost-effective outgoing mail service by ensuring every item meets strict criteria for Royal Mail automated sorting process and by completing MailMark franking by 3.30pm every day	100%, annually	22,847 outgoing mail items (up to 30 September 2023) inspected and posted, 90.3% of mail sent by 2nd class.
Procure all paper, envelopes, consumables and office stationery items to agreed stock levels for all staff	100%, annually	162 stationery and consumables orders placed by 30 September 2023.

Performance measure	Target and reporting timescale	Half year update
<p>Fulfil all online stationery requests within 24 hours of receipt and attend to all consumables and photocopiers' repair enquiries upon request</p>	<p>100%, annually</p>	<p>170 online stationery requests (up to 30 September 2023). Walk-in requests for stationery and photocopiers repairs are not monitored. All requests completed.</p>
<p>Complete corporate brand review and produce brand guidelines for all staff</p>	<p>By 31 March 2024, annually</p>	<p>Completed. The brand guidance and resources introduced and uploaded onto the Intranet for ease of use to all employees.</p>
<p>Complete all mandatory ECDC corporate training within prescribed deadlines</p>	<p>As requested, annually</p>	<p>Equality and Diversity (May 2023) Procurement and Contract Procedure Rules (September 2022) Risk Management (September 2022) Display Screen Equipment Assessments (September 2023) Management Development Programme (from January 2023 until July 2023) PREVENT (October 2023 to December 2023) Safeguarding (June 2023) Data Protection (May 2023) Health and Safety at Work (June 2023)</p>
<p>Complete professional training as identified in the appraisal development plan to agreed deadline</p>	<p>As identified, annually</p>	<p>Accessibility workshops (June and July 2023) Lightroom 2023 (July 2023) Microsoft Office suite: Excel, Word, Teams, PowerPoint and Outlook (from April 2023, ongoing) Adobe InDesign Masterclass (from April 2023, ongoing) Portrait photography (May 2023) Logo and branding (from July 2023, ongoing)</p>

Performance measure	Target and reporting timescale	Half year update
One to one meetings	Minimum monthly, annually	April to July and September monthly meetings undertaken.
Team meetings	Minimum quarterly, annually	Team meetings undertaken monthly.
Complete staff appraisals annually and within a timeframe set by Human Resources Team	100%, annually	Not due until February/March 2024.
<p>Review corporate risks associated with Reprographics service, including but not limited to:</p> <ul style="list-style-type: none"> • Health and Safety measures in common areas • Security Threats Code of Practice – ensure all parcels received at the Grange are processed for suspect content to mitigate an associated risk of injury or loss of human life • Service Delivery Plan • business continuity and resilience to breakdown of supply chains (paper, stationery, inks, toners and other consumables) 	Minimum annually, annually	<p>Health and Safety and Reprographics risk assessments are formally reviewed at a team meeting (September 2023) and monitored throughout the year.</p> <p>Security Threats Code of Practice: actions mitigating the risks are reviewed constantly and improvements implemented immediately; raising awareness and educating all ECDC colleagues at the induction stage and via email campaigns; all parcels are X-rayed for suspicious content without exception.</p> <p>Business continuity and resilience to breakdown of supply chains: actions mitigating the risk are taken daily.</p>

Performance measure	Target and reporting timescale	Half year update
<p>Provide accessibility training session and guidelines to all identified staff members in order to enable corporate compliance with WCAG 2.1 statutory accessibility regulations for council's published communications (print and web)</p>	<p>As identified, annually</p>	<p>Accessibility guidance created in line with WCAG 2.1 statutory regulations. Reprographics team's training is completed. Identification of other staff members for the accessibility training to commence in November 2023.</p>
<p>Produce ECDC paper usage reports</p>	<p>Monthly reports, annually</p>	<p>7 monthly paper usage reports completed as an executive summary, departmental breakdown and departmental environmental impact data sets and submitted for uploading onto the Intranet.</p>
<p>Assist in the creation and implementation of paper waste reduction campaign to all ECDC staff by creating an action plan and campaign content; promote a culture of reuse-reduce-recycle of all ECDC resources</p>	<p>As required, annually</p>	<p>Paper usage trend reports produced for individual departments to aid in the delivery of council's Environment Plan 2023 (Action 3).</p> <p>Climate group and paper workgroup meetings.</p> <p>Outlook, scanning, printing and mailing instructions created for all staff.</p> <p>Recycling scheme for all toner and ink cartridges.</p> <p>A4 recycled office paper for all staff.</p> <p>Paperless internal office processes and procedures.</p> <p>'Cabinet of Curios' for all returned stationery items.</p>



Strategic Planning half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Present to members in Summer 2023 the final proposals for a small partial update of the Local Plan 2015, with the intention to adopt the proposals subject to the findings of the independent Inspector	Summer 2023, annually	Complete. Local Plan update adopted by Full Council on 19 October 2023, following a successful examination period.
Work with those communities wishing to undertake Neighbourhood Planning, ensure ECDC meets its statutory requirements (timing and demand uncertain, due to lead being parish councils)	As required, annually	Complete, to date (though the task remains ongoing)
Present to Operational Services Committee an updated 'Environment Plan', with a new set of Top 20 actions for 2023/24, in June 2023; undertake activities to deliver those actions	As identified, annually	Environment Plan approved in late June 2023. Activities underway to deliver the 'Top 20' actions within it. The majority of such activities are on track, though we will take proper stock of the situation at the six-month mark (i.e. at end of December).
Play an active role in sub-regional strategic planning work, including attendance at Cambridgeshire and Peterborough Planning Policy Forum (every 6 weeks); contribute to Combined Authority strategic	Ongoing, annually	These activities are ongoing, and officers are contributing appropriately to the various activities described.

Performance measure	Target and reporting timescale	Half year update
<p>planning and environment activities; play an active part in the emerging Land Use Framework for Cambridgeshire and the Local Nature Recovery Strategy for Cambridgeshire</p>		
<p>Continually review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Council's website</p>	<p>Ongoing, annually</p>	<p>This action is ongoing. The comprehensive webpages which are the responsibility of the service area (covering areas such as planning policy, neighbourhood plans, climate change and nature recovery) are regularly updated, at least weekly, if not daily in some periods.</p>
<p>Publication of an Authority's Monitoring Report (AMR) and Five Year Land Supply Report covering period to 31 March 2023, which reports on the performance of the previous year in terms of planning matters (statutory item)</p>	<p>By 31 December 2023, annually</p>	<p>This activity is being progressed, with the aim of delivering it by 31 December 2023.</p>
<p>Attend appropriate training events when available to ensure staff are well informed and up to date with the procedures and required legislation</p>	<p>As identified, annually</p>	<p>Ongoing</p>
<p>Ensure that all staff appraisals are completed annually and within the time frame set by HR</p>	<p>100%, annually</p>	<p>Ongoing and up to date</p>

Performance measure	Target and reporting timescale	Half year update
<p>Regularly review higher level corporate risks including:</p> <ul style="list-style-type: none"> • new legislation, impacting on work in progress • new legislation, resulting in a resource pressure to implement • status of policies within the Local Plan, resulting in resource implications, reputational risks, and unplanned for development • adaptation to climate change 	Ongoing, annually	<p>Activity ongoing and on track.</p> <p>High degree of legislative change on all aspects of the Strategic Planning Service (e.g. Levelling Up Bill; Environment Act; and regulations to complement those two primary legislative pieces such as BNG and LNRS regulations). The risks associated with meeting those new legal requirements are being given particular attention.</p> <p>Adopting the update of the Local Plan at Full Council in October 2023 considerably reduces the risk identified in the third bullet, left.</p> <p>Adapting to climate change is one of the 'Top 20' Environment Plan actions being looked at over 2023/24, so that we have a clearer understanding of the corporate risks we may face.</p>
<p>Lead on the preparation of, and subsequently help implementation of, the Council's Climate and Environment Action Plan</p>	As identified, annually	The Service Area continues to undertake this lead role.

