



Building Control Service Delivery **Plan 2022-2023**



CERTIFICATE NUMBER 0072

ISO 9001

Overview of the service

The principal role of Building Control is to provide a service to the construction industry, residents, other professionals and internal customers. It is a statutory service, which administers legislation relating to the built environment and operates in such a manner as to establish and maintain a high reputation for both itself and the Council. It therefore aims to provide a responsive service, which is of a consistently high standard and gives value for money to its customers.

The Service has two elements which are described as fee earning and non-fee earning work. The building regulation aspect of the service is income generating and in accordance with The Building (Local Authority Charges) Regulations 2010 and CIPFA (Chartered Institute of Public Finance and Accounting) accounting requirements. This aspect of the business must be self-financing over a continuous three-year rolling period. The non-fee earning part of the Service is funded by the Council tax payer and includes dealing with dangerous structures, enforcement, demolitions, support for the safety advisory groups and consultancy services to other Council services.

1. Fee earning work (Income generating)

- Validating building control applications, checking applications for compliance, issue statutory notices, carrying out site inspections and issuing completion certificates. All within statutory time limits.
- Providing technical and professional guidance to members of the public, external agencies and other departments within the Council.

2. Non fee earning work (Council funded)

- Responding to dangerous structure reports including co-ordinating the response of external bodies such as structural engineers or statutory undertakers,
- Process demolition notices
- Carry out enforcement action
- Provide technical and professional support to the safety advisory groups and consultancy services and to other departments within the Council.

Local Authority Building Control is subject to significant competition from private sector building control bodies (approved inspectors or AI's) operating both regionally and nationally. This competitive scenario is applicable across all types of developments providing applicants a clear choice between the Local Authority Building Control Service (LABC) and private sector building control Approved Inspector (AI) services. Competition has ensured that the service provided must compete effectively both in terms of level of service and cost. Nationally, there are 150+ registered Approved Inspectors. This number has levelled off in the past couple of years due to insurance issues and the rules and regulation changes coming into force post Grenfell.

The Local Authority retains the statutory duty of the enforcement of the Building Regulations in its area. Approved Inspectors have no statutory authority to perform this function and sites which cannot be signed off by AI's revert back to Local authorities for enforcement. Thus irrespective of workload and income Local Authority must retain a building control service at some cost to the Authority.

The Service is also subject to a continuous programme of both administrative and technical legislative change. This means that management objectives and priorities may change at short notice. The coming year will also see the introduction of a exhaustive set of new validation criteria for surveying staff to accomplish. From April 2023 ALL surveyors across the country will need to be validated for the work they do.

Cost of service

Building Regulation Fee Earning Service

This Service is concerned with determining compliance with Building Regulations by assessing plans and carrying out site inspections at different stages of the building process. Customers are advised of contraventions of the building regulations and how they may be overcome.

Legislation allows prosecution in the magistrates' court for contraventions of the Building Regulations but it is generally used as a last resort where negotiation has failed.

This element of the service's work is subject to competition by the private sector.

The estimated income generation for 2022/23 is £325,000.

Non Fee Earning Work

Building Control provides a number of services which are necessary as part of a local Authority service. These include:-

- **Dangerous Structures.**
- **Enforcement of Building Regulations.**
- **Demolitions.**
- **Registering AI Initial Notices and Competent Person Scheme works.**
- **Process disabled person's applications.**
- **Provide advice to other council services.**
- **Safety advisory group / safety at sports ground.**
- **General pre-application and building regulations advice.**

These elements of building control work do not require payment of a building regulation charge and are not required to be self-financing.

The estimated cost of the non-fee earning work in 2022/23 is £104,650.

Proposed changes and improvements to the existing service

1. Review and build-in resilience due to staff retiring
2. Recruitment of a full-time Senior Surveyor with “in-scope” Level 6 Knowledge
3. Implementation of new fees via a fee review.

4. A revised marketing strategy targeting an increase in market share and looking at an increase in commercial projects:
 - use social media more effectively, particularly Twitter and LinkedIn
 - produce a quarterly digital newsletter
 - attend agents forums



Commitments towards our Vision

Building Control - Service Delivery Plan 2022/23



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To actively market and promote the building control service to maintain market share	Sound Financial Management	Local authority building control (LABC) services used on a large proportion of all applications submitted in the East Cambridgeshire District	77%	Craig Smith – Team Leader Nigel Harper – Senior Surveyor John Jeffery – Senior Surveyor Jeannie Ambrose – Surveyor Darren King – Building Control Admin Support Jarred Parisi – Apprentice Surveyor
		75% of all Building Control applications submitted use Local Authority Building Control		
		Achieve a break-even budget for the fee earning account and be self sufficient	Balanced budget achieved	Craig Smith – Team Leader
		Review/improve the Building Control area of the Council website to ensure the information available is up to date and relevant for all customers	Required Summer 2022	Craig Smith – Team Leader
To ensure the provision of a safe and healthy environment	Sound Financial Management and Housing	To ensure the provision of a responsive dangerous structures service by attending: <ul style="list-style-type: none"> 100% of reports of a dangerous structure within 2 hours if after a desktop assessment it is determined the structure may cause immediate danger to the public 100% of reports of a dangerous structure within 24 hours if after a desktop assessment it is determined the structure will not cause immediate danger to the public 	100% Attended	Craig Smith – Team Leader Nigel Harper – Senior Surveyor John Jeffery – Senior Surveyor Jeannie Ambrose – Surveyor Jarred Parisi – Apprentice Surveyor
		To respond to 100% of demolition notices within 4 weeks (statutory requirement 6 weeks) in order to ensure compliance with statutory legislation and support customer needs	100% Processed within the statutory 6 week period	Craig Smith – Team Leader Nigel Harper – Senior Surveyor John Jeffery – Senior Surveyor Jeannie Ambrose – Surveyor Darren King – Building Control Admin Support Jarred Parisi – Apprentice Surveyor
		Attend and provide technical guidance at all applicable Safety Advisory Group meetings both internally and externally	100% Attended	Craig Smith – Team Leader Nigel Harper – Senior Surveyor John Jeffery – Senior Surveyor

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To provide a dedicated high quality technical service to our customers	Sound Financial Management	Register 80% of building regulations applications within 3 working days of submission	94%	Craig Smith – Team Leader Darren King – Building Control Admin Support
		To ensure compliance with building regulations by carrying out plan checking within 3 working weeks Check 70% of applications for compliance within 3 working weeks	82%	Craig Smith – Team Leader Nigel Harper - Senior Surveyor John Jeffery – Senior Surveyor Jeannie Ambrose – Surveyor Jarred Parisi – Apprentice Surveyor
To maintain a full and professionally qualified team that is technically up to date with current and emerging legislative changes		To identify training needs across the service by following effective performance management processes. To ensure succession planning is in place. To maintain a full professionally qualified (applicable to post) team	N/A last year - Validation and competence training to take place throughout 2022/23	Craig Smith – Team Leader
		Appraisals to be completed annually	N/A 2021	Craig Smith – Team Leader
To determine building regulations applications and carry out site inspections within specified statutory timescales	Sound Financial Management	To examine and determine 100% of applications within statutory period of 5 weeks or 2 months where an extension of time agreed too.	100%	Craig Smith – Team Leader Nigel Harper – Senior Surveyor John Jeffery – Senior Surveyor Jeannie Ambrose – Surveyor Jarred Parisi – Apprentice Surveyor
		Carry out 90% site inspections on same day if requested before 10am and within 5 days for completion inspections 90% carried out on day of request	100%	Craig Smith - Team Leader Nigel Harper – Senior Surveyor John Jeffery – Senior Surveyor Jeannie Ambrose – Surveyor Jarred Parisi – Apprentice Surveyor
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact	Sound Financial Management and Housing	To regularly review risks associated with Building Control, including: Post-Grenfell - New Surveyor Register being implemented 2023 - Possible impact on staffing levels to accommodate the introduction of new legislation Post-Covid Recovery - Possible impact on fee income resulting from a slow down in the construction industry – lack of materials, increasing costs	Completed	Craig Smith – Team Leader
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the preparation of, and subsequent implementation of, the Council's Climate and Environment Action Plan.	Nil – new activity	Cross-council activity

Communities and Partnerships Service Delivery Plan 2022-2023

Overview of Service

The Communities and Partnerships team develops, supports and implements initiatives aimed at making East Cambridgeshire a safer, healthier, more engaged and happier place for residents and visitors.

The work of the team includes:

- delivery of the district's Tourism Strategy and management of the Explore East Cambs brand and website;
- development and delivery of strategies and action plans to improve community wellbeing including the East Cambs Youth Strategy, and the Council's Vulnerable Community Strategy;
- consultation and engagement with communities; including the delivery of Parish Council conferences.
- management of community grant applications and Asset of Community Value nominations;
- support to key voluntary sector bodies;
- contribution to multi-agency efforts to support communities;
- improving community safety;
- support to local COVID-19 recovery efforts;
- management of the Council's mooring enforcement scheme and ensuring that specific Council managed open spaces meet the needs of the community;
- conduction of audits of play areas and informal open spaces.

Cost of Service

The cost to run the service totals £259,281.

Staffing information

The Communities and Partnerships team comprises 6 members of staff: 1 Communities and Partnerships Manager (FT), 1 Communities and Partnerships Support Officer (FT), 2 Ely Riverside Enforcement Officers (PT), 1 COVID-19 Recovery Coordinator (FT) and 1 Neighbourhood and Community Safety Officer (FT).

Forward Planning for Councillors

Proposed date of decision	Item	Service Area	Committee
By 31 st March 2023	East Cambridgeshire Parish Conference	Communities and Partnerships	Operational Services Committee



Commitments towards our Vision

Communities and Partnerships Service – Service Delivery Plan 2022-2023

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Maximise visitor spend and spread footfall	Social and Community Infrastructure	Promotion of Explore East Cambs website and brand	New East Cambridgeshire visitor brand and website developed	Lewis Bage - Communities and Partnerships Manager Stephanie Jones- Communities and Partnerships Support Officer
	Cleaner, Greener East Cambridgeshire	Carry out a review of ECDC owned visitor signage around the district	New target	Stephanie Jones- Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager
Support community resilience and wellbeing	Social and Community Infrastructure	Delivery of East Cambs Youth Strategy and Year 2 of the Youth Action Plan by March 2023	Consultation with young people and partners complete	Stephanie Jones- Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager
		Support local COVID-19 recovery efforts including: <ul style="list-style-type: none"> - ensure initiatives are in place to support the work of community organisations such as promoting relevant grants and funding streams and keeping in regular contact with the leaders of local community groups; - ensure residents have access to up-to-date information regarding COVID-19, by keeping the Council's COVID-19 community webpages up-to-date and, using a range of media platforms, circulating communications informed by current data or national guidance; - proactive engagement with communities to understand their needs by, for example, staying in regular contact with Parish Councils and local community groups; - support the implementation of local pop-up vaccination clinics. 	New target	Kerrie Wall – COVID-19 Recovery Coordinator

		Support the development and delivery of multi-agency initiatives and projects to address community needs, including contributing to multi-agency workstreams addressing local transport issues and making best use of community assets, including the delivery of a Transport Summit	New target	Lewis Bage - Communities and Partnerships Manager Kerrie Wall – COVID-19 Recovery Coordinator Stephanie Jones- Communities and Partnerships Support Officer Emma Graves-Brown - Neighbourhood and Community Safety Officer
		Gather information to inform a review of the Council's Vulnerable Community Strategy by March 2023	New target	Kerrie Wall – COVID-19 Recovery Coordinator Stephanie Jones- Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager
		Ensure that all Assets of Community Value nominations are processed in accordance with the statutory obligations under the Localism Act and that a decision is made within 8 weeks of receipt of application	4 nominations received. All nominations dealt with within required timescales.	Stephanie Jones- Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager
	Sound Financial Management	Manage Service Level Agreements between the Council and 2 community and voluntary organisations during 2022/23	Service Level Agreements with three organisations in place. Service monitoring and support ongoing. Internal Audit review of SLAs carried out which scored a Substantial rating.	Lewis Bage - Communities and Partnerships Manager
		Management of Section 106, Community Fund and Facilities Improvement Grant schemes	4 Community Fund grants awarded 4 Section 106 grants awarded 2 Facilities Improvement Grants awarded Variety of funding enquiries answered	Stephanie Jones- Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager

			Internal Audit review of Community Fund grants carried out which scored a Substantial rating.	
Support community safety initiatives	Social and Community Infrastructure	Obtain a comprehensive picture of community safety matters across the district	Engagement Plan developed. Community forums and events have taken place	Emma Graves-Brown - Neighbourhood and Community Safety Officer
		Support the development, implementation and monitoring of the Community Safety Partnership Action Plan	New target	Emma Graves-Brown - Neighbourhood and Community Safety Officer
		Manage the agenda for Community Safety Partnership meetings (in consultation with the CSP Chair)	New target	Emma Graves-Brown - Neighbourhood and Community Safety Officer
		Produce and promote a cyber-bullying toolkit to be used as a signposting resource	New target	Emma Graves-Brown - Neighbourhood and Community Safety Officer
		Assist in the commissioning of an annual Strategic Assessment of Crime and Disorder for the district	New target	Emma Graves-Brown - Neighbourhood and Community Safety Officer
		Identify preventative measures and best practice from other areas and work in partnership with other CSP areas to effectively address cross border issues	New target	Emma Graves-Brown - Neighbourhood and Community Safety Officer
		Provide safety related training and information to parish councils and communities	New target	Emma Graves-Brown - Neighbourhood and Community Safety Officer
		Continue to encourage parish councils and other relevant organisations to apply for accreditations such as Cambridgeshire and Peterborough Against Scams Partnership	New target	Emma Graves-Brown - Neighbourhood and Community Safety Officer
		Develop community safety Ward Member booklet	New target	Emma Graves-Brown - Neighbourhood and Community Safety Officer
		Keep the local community informed of local community safety work going on in response to local issues through the production of a quarterly CSP newsletter and assess the feasibility of the CSP social media platform	New target	Emma Graves-Brown - Neighbourhood and Community Safety Officer
		Continue the development and promotion of the Eyes and Ears programme including training to schools, voluntary and community sector organisations and parish councils	New target	Emma Graves-Brown - Neighbourhood and Community Safety Officer
Continue to encourage all parish councils to sign up as third party hate incident/crime reporting centres and support them in doing so	2 centres set up	Emma Graves-Brown - Neighbourhood and Community Safety Officer		
Ensure specific Council owned green spaces meet the needs of the local community	Social and Community Infrastructure Cleaner, Greener East Cambridgeshire	Ensure that Ely Country Park continues to serve as a destination for the entire district and beyond by: <ul style="list-style-type: none"> - Providing toilets provision during the summer months - Gathering feedback from site users to inform future plans 	Toilet provision provided during summer 2019 Consultation to inform future priorities carried out and ongoing List of external funding sources compiled	Stephanie Jones- Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager

			Engagement with and guidance provided to local groups regarding the feasibility of proposed ventures	
		Submit Green Flag accreditation applications for Jubilee Gardens and Ely Country Park by 31st January 2023 in partnership with ECDC Parks and Open Spaces Team	Accreditation application submitted in January 2020	Stephanie Jones- Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager
		Conduct a mapping exercise of the district's play and informal open space	New target	Stephanie Jones- Communities and Partnerships Support Officer Kerrie Wall – COVID-19 Recovery Coordinator Lewis Bage - Communities and Partnerships Manager
		Enforce the Council's mooring management scheme at Ely Riverside ensuring that all timescales and procedures are adhered to during 2022/23.	45 tickets issued and processed. 100% of enforcement timescales and procedures adhered to	David Heighway and Roland Perry - Ely Riverside Officers Stephanie Jones- Communities and Partnerships Support Officer
		Conduct inspections of Ely Riverside as part of daily monitoring patrols and log and report any issues identified to the relevant ECDC service or agency	New target	David Heighway and Roland Perry - Ely Riverside Officers
Ensure that the Council engages effectively with Parish Council's and communities	Social and Community Infrastructure	Delivery of one Parish Council Conference by end March 2023	Parish Conference took place in March 2020	Stephanie Jones- Communities and Partnerships Support Officer Kerrie Wall – COVID-19 Recovery Coordinator Lewis Bage - Communities and Partnerships Manager
		Support multi-agency engagement networks, platforms and partnerships including the Parish and Community Forum and Virtual Wellbeing Team	New target	Lewis Bage - Communities and Partnerships Manager Stephanie Jones- Communities and Partnerships Support Officer Emma Graves-Brown - Neighbourhood and Community Safety Officer Kerrie Wall – COVID-19 Recovery Coordinator
		Gather information to inform a review of the Council's Community Engagement Strategy by March 2023	Community Engagement Toolkit developed	Stephanie Jones- Communities and Partnerships Support Officer Kerrie Wall – COVID-19 Recovery Coordinator Lewis Bage - Communities and Partnerships Manager
Ensure that staff have all the necessary skills to maximise their input service delivery	Sound Financial Management	Support the continued professional development of the team to ensure that they are meeting personal and professional career development opportunities	Relevant training completed by team	Lewis Bage - Communities and Partnerships Manager All officers
		100% of Appraisals undertaken by 31 st March 2023	100%	Lewis Bage - Communities and Partnerships Manager

	Sound Financial Management	<p>To regularly review higher level corporate risks, including:</p> <ul style="list-style-type: none"> • Assets of Community Value applications not managed in accordance with Localism Act statutory obligations • Mooring enforcement not compliant with the Council's contract law enforcement processes • Grants and agreements not managed in accordance with procedures 	Ongoing	Lewis Bage - Communities and Partnerships Manager
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the implementation of the Council's Climate and Environment Action Plan	New target	Cross-council activity

Customer Services Service Delivery Plan – 2022/2023

Overview of the service

The Customer Services Team provide a front-line service for all Council Services, East Cambs Street Scene and Ely Markets, delivering high levels of customer service and responding in a fast, efficient and helpful manner. A single point of contact accessible to all, including the development of the Council's Website and Self-Service Portal, making ease of use a priority and access to Council services 24x7.

The team monitors the needs of customers, customer feedback and works with Service Leads and partners to create positive communication channels, increase the number of interactions resolved at first point of contact, identify improvement opportunities and strive to develop services that meet the needs of our customers.

In addition to the above, the team supports organisational change, policy and political decisions and presents them positively. They manage customer expectations by clearly communicating standards and response times and work to ensure these are met. We maximise the use of technology and promote and encourage the use of self-service and more cost-efficient channels such as the internet and online services via the web.

Cost of service

The cost to run the service totals £493,405 per annum.

Staffing information

Number (x)	Post	Full/Part time
1	Customer Services Manager	Full Time
1	Customer Services Team Leader	Full Time
8	Customer Service Advisors	Full Time
2	Customer Services Advisors	Part Time
1	Customer Services Apprentice	Full Time
1	Web/CRM Development Officer	Part Time
1	Digital Services Officer	Part Time

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee



Commitments towards our Vision

Customer Services- Service Delivery Plan – 2022/2023



East Cambridgeshire
District Council

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To be accessible, responsive and flexible to customer needs.	Sound Financial Management	Monitor Customer feedback and service performance and provide quarterly service reports to Service Leads and CMT and monthly reports to ECSS.	N/A	Annette Wade - Customer Services Manager Sue Garwood - Web/CRM Development Officer Digital Services Officer - Vacancy
		Conduct a Customer Satisfaction Survey by 31 st December 2022.	N/A	Helen Sarkies - Customer Service Team Leader. All Customer Service Advisors/Apprentice.
		To measure the Council's website accessibility compliance monthly and achieve or exceed a Great rating and 90% compliance with WCAG 2.1 accessibility standard.	Great – 81%	Annette Wade – Customer Services Manager. Sue Garwood - Web/CRM Development Officer. Digital Services Officer - Vacancy
		To answer 90% of all calls offered via the Council's telephone system.	98.4%	Helen Sarkies – Customer Services Team Leader All Customer Service Advisors/Apprentice.
To make a positive contribution to the health and well-being within our district	Social and Community Infrastructure	Working in partnership with services and partners deliver a suite of health and well-being web pages on the Council's website to inform, advise and encourage positive health and well-being throughout the district by 31 st December 2022.	N/A	Annette Wade – Customer Services Manager Sue Garwood - Web/CRM Development Officer. Digital Services Officer - Vacancy Service Leads – Env Health, Community and Partnerships and Housing and Community Advice.
		To promote and provide an Assisted Digital Service for Customers claiming Housing Benefit, Council Tax Support and Universal Credit and provide 6 monthly take up figures to the Director (Operations), Anglia Revenues Partnership and the Department of Work & Pensions.	N/A	Helen Sarkies – Customer Services Team Leader All Customer Service Advisors/Apprentice
To maximise commercial opportunities of the Council Website.	Sound Financial Management	Undertake a review of the Council's Customer Relationship System in line with Council's Contract procedure rules by 31 st March 2023		Annette Wade - Customer Services Manager. Sue Garwood - Web/CRM Development Officer Digital Services Officer – Vacancy
		Undertake a review of the Council's website and intranet hosting and support service in line with the Council's contract procedures by 31 st March 2023		Annette Wade - Customer Services Manager. Sue Garwood - Web/CRM Development Officer Digital Services Officer – Vacancy
To help reduce failure demand across the authority	Sound Financial management	Monitor avoidable contact and work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority.	N/A	Sue Garwood – Web/CRM Development Officer Digital Services Officer - Vacancy
To develop the Customer Relationship Management System to respond to customer enquiries effectively.		To undertake a review of the Customer Relationship System administration by 31 st March 2023, to include archiving data in line with the Council's retention policy.	N/A	Sue Garwood – Web/CRM Development Officer Digital Services Officer - Vacancy

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To work proactively and support the customer experience and reduce silo working	Sound Financial Management	To continue to provide a frontline service for ECSS and support the development of their service throughout 2022/23	N/A	Annette Wade – Customer Services Manager Sue Garwood – Web/CRM Development Officer. Digital Services Officer – Vacancy Helen Sarkies – Customer Services team Leader.
		To respond to BCPL Copy requests within 5 working days.	100%	Helen Sarkies – Customer Services team Leader All Customer Service Advisors/Apprentice
		To attend and make an effective contribution to monthly ARP Customer Service Meetings and develop an action plan that supports and demonstrates commitment to the ARP Better Customer Journeys Programme.	N/A	Annette Wade – Customer Services Manager Helen Sarkies – Customer Services Team Leader.
Ensure all customer service advisors and the CRM/Web team receive adequate training on relevant ICT systems, policy and procedure, contact handling, dealing with difficult customers and supporting customers who have health and/or mental health issues.		N/A	Annette Wade – Customer Services Manager. Helen Sarkies – Customer Services Team Leader.	
A minimum of 4 Team Meetings completed annually.		N/A	Annette Wade – Customer Services Manager. Helen Sarkies – Customer Services Team Leader.	
Staff one to ones completed at least 4 times per year.		N/A	Annette Wade – Customer Services Manager. Helen Sarkies – Customer Services Team Leader.	
To support the continued professional development of Customer Services		Appraisals completed annually and within time frame set by HR.	N/A	Annette Wade – Customer Services Manager. Helen Sarkies – Customer Services Team Leader.
		Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.		
		To regularly review corporate risks including: <ul style="list-style-type: none"> - Disaster recovery to provide continuous front facing services to the public in the event of a minor or major system outage. - GDPR (General Data Protection Regulation) compliance to protect personal data, council reputation and avoid financial penalties. - Information security to protect personal data, prevent financial penalties protect council reputation and provide confidence in online services. - Health & Safety of members of the public visiting the Council Offices. 		Annette Wade – Customer Services Manager & ICT.Third party suppliers Annette Wade – Customer Services Manager & Legal Services Annette Wade – Customer Services Manager. All Service Leads. Third party suppliers. Annette Wade – Customer Services Manager. Facilities Service Lead.

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the preparation of, and subsequent implementation of, the Council's Climate and Environment Action Plan.	Nil – new activity	Cross-council activity

Environmental services – service delivery plan 2022/2023

Overview of the service

The activities of environmental services are based on a number of environmental health “core functions”. The provision of the service impacts on public and environmental wellbeing, by the prevention, detection and control of environmental hazards and public behaviours.

The service is delivered by three operational teams. The key functions and responsibilities are:

1. Commercial team

- Food safety – food safety is a statutory function and there are approximately 880 food premises registered within the district. Inspections of food premises are carried out in line with nationally set risk based frequencies ranging from a minimum of 6 months to 3 yearly intervals.
- Issuing food hygiene ratings to businesses in the national scheme.
- Issuing of registration to skin piercers and establishments.
- Health and safety- health and safety inspection and enforcement of workplaces is a statutory function and includes the investigation of workplace accidents and fatalities.
- Communicable disease control – investigation of infectious disease, food poisoning outbreaks.

2. East Cambridgeshire care and repair team

- Housing grants - care and repair support the elderly, disabled and vulnerable to access mandatory disabled facilities grants and discretionary grants by organising and overseeing the building works to current building regulations and planning laws and submitting paperwork on the client’s behalf through to completion of works.
- Sign posting - the service supports clients to access other forms of help by liaising with charities and sign posting to other support groups or local contractors.
- Benefits check - the service provides a benefit check to all clients who are subject to a financial means test to ensure they are receiving the correct income and refers them onto the appropriate organisation where necessary.
- Partnership working - agreement with Sanctuary Housing is facilitated through care and repair for them to cover 40% of the cost towards adaptations to their stock. This

provides in excess of £100,000 additional funding from the sanctuary group for housing association tenants to access the mandatory disabled facilities grant.

- Panel meeting - work in partnership with the children's and adults occupational therapy teams. Attend panel meetings for assessing applications for the mandatory disabled facilities grant.

3. Domestic team

- Private sector housing conditions— officers undertake a range of public health and housing functions, including investigating house condition complaints, hmo inspections, inspection of unsanitary or hoarded properties, empty property complaints, mobile home site inspections, and mandatory hmo and mobile home licensing. The aim is to develop strategies and procedures that address and improve housing standards and to work with owner occupiers, private landlords and social housing providers, to protect residents and visitors to the district. Formal enforcement action is taken to secure compliance with standards when required.
- Environmental protection – the core function is statutory and relates to the protection of public health and the environment by the regulation and support of individuals and businesses and other services in the following areas; air quality review and strategy, contaminated land, drainage investigation on private systems, environmental pollution prevention control permits, pest control advice and enforcement, private water supply monitoring, statutory nuisance investigation and enforcement and stray dog services. The department is a statutory consultee for planning and licensing applications.

Environmental crime_ -officers undertake statutory functions to ensure a clean and safe environment. These include the enforcement of fly tipping, littering, dog fouling and abandoned vehicle_ offences, through the use of a wide range of enforcement options for example fpn's and cpn's right through to prosecutions for the more serious waste offences. In addition, enforcement officers work with residents, businesses and local groups to provide education and advice to help improve understanding of the impacts and penalties of environmental crime.

- Energy efficiency - the home energy team advises homeowners and private landlords about thermal insulation and minimum energy standards. The officers also engage with fuel providers and third parties to help resolve energy debt problems and assist residents experiencing fuel poverty access short term grants. Officers also access and administer government funding to provide energy improvement measures such as fabric insulation and clean heating & hot water systems. Half of the fte post is externally funded

All activities stem from legislative requirements, however it is recognised that partnership working with a wide range of external organisations, the provision of advice and guidance, educational and promotional activities, as well as traditional enforcement actions are all

designed to; reduce the regulatory burden for businesses, ensure fair trading, support economic recovery and prosperity and protect the public and local environment.

Environmental services is uniquely positioned to improve individual and public health & wellbeing. It helps reduce health inequalities and provides a lead and coordination on actions by the council to tackle the wider determinants of health such as; poor housing conditions, environmental quality, working conditions and economic prosperity.

Cost of service

The cost to run the service totals £694,863 this amount includes staffing costs, contract costs for the stray dog warden service.

Staffing information

Post	Full/part time	Area of department
Environmental Services Manager - Liz Knox	Full time	All
Senior Environmental Health Officer (EHO) – Karen See	Full time	Domestic team
Environmental Health Officer - Christopher Smith	Full time	Domestic team
3 x Technical Officer: Richard Warren Linda Thompson James Hobson	3 x full time	Domestic team
Scientific Officer - Peter Ord	Full time	Domestic team
Dog Warden - Jenessa Springhall	Full time	Domestic team
Administration Officer - Barbara Mitcham/Nicola Doherty	Full time (job share)	Domestic team
Senior Environmental Health Officer (Commercial) - Richard Garnett	Full time	Commercial team
Environmental Health Officer (Commercial) - Louise Wright	Part time	Commercial team
Environmental Health Officer (Commercial) – Jenny Winslet	Full time	Commercial team
Food Safety Officer - Oi-Wa Whitmore	Full time	Commercial team
Administration Officer - Wendy Page	Part time	Commercial team
Senior Case Worker- Marie Beaumont	Full time	Care and repair
Case worker - Martine D'Antonio	Part time	Care and repair
Technical officer – Stephen Presland	Full time	Care and repair

Administration Officer - Wendy page	Part time	Care and repair
Business Support Officer – Sara Austen	Part time	Care and repair
Home Energy Officer – Claire Finch	Part time	Home energy
Home Energy Officer – Lisa Eves	Part time	Home energy

Forward planning for councillors

Proposed date of decision	Item	Service area	Committee
March 2022	Private sector housing strategy seminar	Environmental health	Operational services
June 2022	Private sector housing strategy	Environmental health	Operational services
June 2022	Health and safety and food safety service plans	Environmental health (commercial)	Operational services



Commitments towards our Vision

Environmental Services- Service Delivery Plan 2022-2023

Performance Measure	Link to Corporate Plan Priority	2022/23 Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To consider opportunities to increase income through the provision of added value services to	A Fantastic Place to Live, Work and Visit	To Continue to work with Sanctuary Housing and get commitment to provide 40% of the cost towards disabled adaptations in their stock. By the 1 st April 2022	£152,000	Marie Beaumont- Senior Case Worker Liz Knox- Environmental Services Manager
		To maintain fee income of £120,000 by 1 st March 2023.	£120,000	Marie Beaumont – Senior Case Worker Martine D’Antonio- Case Worker Stephen Presland-Technical Officer (Care and Repair) Wendy Page- Administration Officer Sara Austen – Business Support Officer
		To Introduce a charge of £136 to food businesses for re-rating visits. Estimated target income £1,500	New target	Senior Environmental Health Officer Food Safety Officer Environmental Health Officer Graduate EHO
To carry out statutory programmed inspections of businesses to safeguard the health and wellbeing of residents visitors and employees		The % of regulatory compliance and monitoring inspections of aspects of the built and natural environment that can have an adverse impact on the quality of the environment or the health and welfare of the population (for the following);		Karen See/ - Senior Environmental Health Officer Domestic Team Officers
		<ul style="list-style-type: none"> 100 % of all permitted industrial processes inspected 	100% (7 sites)	
		<ul style="list-style-type: none"> 100 % of large mobile home sites inspected 	100% (10 sites)	
		<ul style="list-style-type: none"> 100 % Private water supplies inspected 	100% (9 completed)	
		<ul style="list-style-type: none"> 97% of total air quality data capture obtained 	94.5%	
<ul style="list-style-type: none"> 80% of potentially contaminated land that has been remediated 	77.8%			
	Demonstrate ECDC’s compliance with Statutory requirements of official controls for food and food hygiene.		Richard Garnett- Senior Environmental Health Officer Food Safety Officer Environmental Health Officer x2	

Performance Measure	Link to Corporate Plan Priority	2022/23 Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		Due to the Covid Lockdowns food businesses have been unable to trade and programmed inspections have been delayed. The Food Standards Agency have produced a national recovery plan to have all food inspections up to date by March 2023. This will equate to 30 inspections per month. This recovery roadmap encompasses all food businesses in Categories A - D		Administration Officer
		<ul style="list-style-type: none"> 30 A-D food business inspections per month 	New Target	
		<ul style="list-style-type: none"> 90% low risk E food premises sent out questionnaires 	100% (113/113)	
		<ul style="list-style-type: none"> 100% of Approved food businesses inspected 		
To reduce the incidence and effects of pollution and to promote environmental stewardship		<p>The percentage of requests for advice or statutory investigations and intervention by Officers, resolved within 90 days.</p> <p>90% within 90 days</p>	89%	Karen See - Senior Environmental Health Officer Domestic Team Officers
		<p>Undertake 3 targeted promotional campaigns or press releases aimed at increasing public awareness of Environmental Crime to reduce the incidence of fly tipping, littering and dog fouling. By March 2023.</p>	4	Karen See – Senior Environmental Health Officer Domestic Team Officers
		<p>Percentage of Fixed Penalty Notices served in relation to annual number of environmental offence investigations.</p> <p>5% target</p>	New target	
To ensure that the residents of ECDC are adequately housed in a dwelling that is safe and suited to their needs		75 Disabled Facilities Grants delivered (DFG's)	105 completed 131 approved	Marie Beaumont- Senior Case Worker Stephen Presland- Technical Officer (Care and Repair) Martine D'Antonio- Case Worker
		To implement the Framework for contractors to be fully operational by March 23	New Target	Marie Beaumont- Senior Case Worker Stephen Presland- Technical Officer (Care and Repair) Martine D'Antonio- Case Worker
		The average time from referral to grant approval for DFG's under £10,000 to be within 16 weeks	17 weeks	Marie Beaumont- Senior Case Worker (Care and Repair)

Performance Measure	Link to Corporate Plan Priority	2022/23 Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
				Stephen Presland- Technical Officer (Care and Repair) Martine D'Antonio- Case Worker
		The average time from referral to grant approval for DFG's over £10,000 to be within 32 weeks	13 weeks	Marie Beaumont- Senior Case Worker Stephen Presland- Technical Officer (Care and repair) Martine D'Antonio- Case worker
		Risk assess all HMO licensed premises and undertake inspections of 100% of those identified as higher risk within 12 months.	New target	Karen See - Senior Environmental Health Officer Linda Thompson- Technical Officer Barbara Mitcham-Admin Officer
		Bid for Government Funding or other sources targeted at improving the energy efficiency of homes for residents who are low income and suffer high fuel cost.	New target	Claire Finch & Lisa Eves
		Undertake regular marketing activity (min 2 per quarter) to communicate funding/grant opportunities & energy advice available to residents via ECDC website, Facebook and Twitter, Parish Clerks and newsletters and local charities/ 3 rd party groups.	New target	Claire Finch & Lisa Eves
		To respond to all queries raised by customers within 3 working days.	New target	Claire Finch & Lisa Eves
		Supporting residents to make their homes warmer and more energy efficient through accessing funding via the via the ECO-Flex initiative (financed by Energy Companies). 100% of eligible applications to be processed	New target	Claire Finch & Lisa Eves
To provide education/advice and information to businesses and ensure compliance		To ensure a high standard of service is delivered to all our customers by ensuring that appropriate and timely responses are provided to all formal consultations and enquiries for advice or assistance (for the following)		Karen See -Senior Environmental Health Officer Domestic Team Officers
		<ul style="list-style-type: none"> 100% of first stage customer enquiries responded to within 5 working days 	97% (274)	
		<ul style="list-style-type: none"> 98% of Planning/Building Regulation consultations responded to within 21 days 	98% (433)	
		<ul style="list-style-type: none"> 98% of general Licensing consultations responded to within 28 days 	92% (13)	

Performance Measure	Link to Corporate Plan Priority	2022/23 Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
	Delivering a Financially Sound and Well Managed Council	Support our customers by organising or linking to 3 promotional activities related to the Domestic Team role, that engage with local businesses, partner agencies, schools or the public.	6	Karen See - Senior Environmental Health Officer Domestic Team Officers
		Responding to complaints/ enquiries/ requests for advice/ Reporting of Injuries, Diseases and Dangerous Occurrence Statutory Notifications/skin piercing registrations/infectious diseases notifications. Issue of Export Certificates <ul style="list-style-type: none"> 100% First contact in 3 working days 100% Export certificates issued in 7 working days 	100% (768/768) 100% (36)	Richard Garnett- Senior EHO Jenny Winslet- EHO Patricia Christie - Food safety officer Louise Wright- EHO (Commercial) Wendy Page- Administrator
		100% of Appraisals undertaken	100%	Liz Knox- Environmental Services Manager Karen See - Senior Environmental Health Officer Richard Garnett- Senior EHO Marie Beaumont- Senior Case Worker
Trained staff and comprehensive understanding of service		To regularly review risks associated with Environmental Services, including: <ul style="list-style-type: none"> Ensuring that the Council's statutory and legislative requirements within Environmental Services are fully met 	On going	Liz Knox- Environmental Services Manager Karen See - Senior Environmental Health Officer Richard Garnett- Senior EHO Marie Beaumont- Senior Case Worker
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact				
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the preparation of, and subsequent implementation of, the Council's Climate and Environment Action Plan.	New target	Cross-council activity

Licensing Services - Service Delivery Plan 2022/2023

Overview of the service

The Council's Licensing Team is based within the Environmental Services Department. Licensing is a statutory function and its primary aim is the safety, well-being and protection of the general public. Duties include inspection and enforcement to ensure compliance with licensing conditions and legislative requirements, offering advice and guidance, as well as the administrative functions of processing and issuing licenses.

The Licensing Team cover a diverse range of licensed premises and activities.

Their work includes:

- Ensuring all licence type applications received are processed and issued within statutory timescales.
- Ensuring fees are received for each licence type for applications, renewals and annual fees.
- Ensuring allegations and complaints made to the Council in connection with licensable activities are investigated and appropriate action is taken.
- Taking appropriate enforcement action in relation to breaches of licence conditions and statutory duties.
- Preparing and presenting reports for both Licensing Committee and Licensing Sub-Committee hearings.
- Offer support and guidance to applicants, licensees and members of the public.
- Working in partnership with the responsible authorities and other relevant organisations to protect public safety.
- Formulation of policies and procedures and reviewing conditions of licences.

The following table provides numbers of live licences:

Type of License	Number
Licensing Act 2003 Premises Licences	295
Animal Premises Licences	67
Small Society Lottery Registrations	78
Gambling Act 2005 Licences	13
Personal Licences	1105
Street Trading Licences	21
Taxi Driver Licences	167
Private Hire Operator Licences	13
Taxi Vehicle Licences	155
Scrap Metal Dealers	9
Total	1923

Cost of service

The cost of the Service is £87,632 (expenditure £256,373, income £168,741)

Staffing information

The Licensing Team consists of 3 full time members of staff:

Senior Licensing Officer - FT

Licensing Officer (enforcement) - FT

Licensing Administration Officer - FT

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee
By December 2022	Proposed fees and charges	Licensing	Licensing



Commitments towards our Vision

Licensing Service - Service Delivery Plan 2022-2023



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	
Maximise income from fees and charges	Sound financial management	To support the council's growth agenda and undertake a fees and charges review by December 2022	Completed	Stewart Broome- Senior Licensing Officer	
		To approve applications for licences, permits and registrations within specified timescales	95% of valid new vehicle licence applications to be processed within 48 hours.	100% (54 total)	Stewart Broome- Senior Licensing Officer Caroline Littleboy- Licensing Support Officer Lin Bagwell- Licensing Officer
100% of valid vehicle licence renewal applications to be processed within 72 hours of receipt, or by the expiry date of the licence (where an applicant submits their application more than 72 hours in advance of their expiry date).			100% (101 total)		
100% of valid vehicle licence variation applications to be processed within 24 hours.			100% (30 total)		
100% of valid Temporary event notices processed within the statutory period.			100% (301 total)	Stewart Broome- Senior Licensing Officer Caroline Littleboy- Licensing Support Officer Lin Bagwell- Licensing Officer	
100% of valid Personal Licences processed with the statutory period			100% (49 total)	Stewart Broome- Senior Licensing Officer Caroline Littleboy- Licensing Support Officer Lin Bagwell- Licensing Officer	
100% of complaints received will be responded to within 72 hours.			100% (5 total)	Stewart Broome- Senior Licensing Officer Caroline Littleboy- Licensing Support Officer Lin Bagwell- Licensing Officer	
Investigate complaints relating to licensed premises			To carry out statutory programmed inspections of businesses to ensure the safety, well-being and protection of residents,	Completion of all required animal welfare inspections within the 3 month legal time frame.	100% (11 total)
		Annual inspection of licensed taxi operator bases.		100% (23 total)	Stewart Broome- Senior Licensing Officer Lin Bagwell- Licensing Officer

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
visitors and employees				
Offer advice and guidance on licensable activities		At least two taxi licensing trade meetings, or newsletters to be sent per annum.	100% (2 total)	Stewart Broome- Senior Licensing Officer
Trained staff and comprehensive understanding of the service by Members		% of Appraisals undertaken by undertaken by 31 st March 2023.	100% (2 total)	Stewart Broome- Senior Licensing Officer
		To review all website pages to ensure that they meet with the needs of our customers	On-going	Stewart Broome- Senior Licensing Officer
Ensure the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact		To regularly review risks associated with performance management, including: reputational risk, legal challenges, budgetary control.	On going	Stewart Broome- Senior Licensing Officer
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the preparation of, and subsequent implementation of, the Council's Climate and Environment Action Plan.	New target	Cross-council activity

Housing & Community Advice Service 2022/23

Overview of Housing & Community Advice Service

The remit of the team is to deliver the Council's housing advice and homelessness service with the emphasis on preventing homelessness. This includes providing a fully comprehensive and holistic advice service.

The service is also responsible for fulfilling the Council's legal obligation to assist homeless persons, investigate the individual reasons for homelessness and advise the client accordingly and provide temporary accommodation where applicable.

In addition to the above the team is responsible for ensuring illegal evictions and harassment within the District are eradicated, providing a Landlord Resolution Service and Landlord Forum, liaising with partner housing providers, referring clients to the homeless hostels. They are also the conduit for the Rent Deposit Scheme, Young Persons Project, Young Parents Project, provision and assistance for 16/17 yr old (or care leavers), Choice Based Lettings Scheme, Housing Register and Allocations of social housing.

We are regulated by Government and have to have regard of numerous Housing Acts as well as the Council's Homelessness Strategy 2020 – 2025 and the Council's corporate aims of:

- maintaining sound finances by investing wisely, maximising income and providing effective and efficient services, and,
- when delivering our services our customers are at the heart of everything we do

To provide a high quality, generalist advice service including in-depth advice and casework, covering welfare benefits, debt advice (including debt relief orders and bankruptcy), immigration, employment and consumer rights, wills and probate, relationship advice and mediation. Tailored to meet the needs of the individual, to help vulnerable people to improve their quality of life, achieve their goals and make a very real and positive difference to their lives.

The service co-ordinate and attend community hubs/bus across the district.

Direct delivery of the Community Advice service enables the Council to act as a one-stop-shop for residents; providing a fully accessible range of services and expertise that is readily available and expanding on the Council's proven ability to intervene and assist residents with the issues that they face in an ever-changing environment.

The Housing and Community advice team offer advice and support in:

- Universal Credit (including the housing element)
- Domestic abuse
- Defending possession proceedings
- Conflict management
- Partnership oriented problem solving
- DASH risk assessments

- Armed forces covenants
- Immigrations status and eligibility
- Drug and alcohol awareness
- Adults and Mental Capacity Act
- Mental Health
- Neglect
- Parenting and learning disabilities
- Challenging personal independent payment decisions
- Overpayments of benefits and tax credits
- Employment law
- Mediation
- Rent arrears
- Debt and money advice
- Energy and Utility Bills
- Drug and Alcohol
- Anti-Social Behaviour
- Employment
- Family
- Health
- Pensions
- Consumer rights
- Mediation
- Welfare Benefits
- Practical help with making benefit claims
- Support with understanding and responding to letters/emails from other organisations/companies e.g. energy companies
- Referrals or sign posting to other services

With the Pandemic, a lot of needs have also been highlighted and as a result we want to be a driving force behind the recovery out of COVID for all of our communities, and we are hoping to achieve this by continuing the service of the Community Advice Bus across our district.

- Reaching remote residents ending social and digital isolation.
- Bringing the internet to those who need it
- Rebuilding communities following the pandemic

Staffing Information

Housing & Community Advice Manager (FT)
 Housing Options Team Leader (FT)
 X 2 Housing Options Officer (FT)
 X 2 Housing & Community Advice Admin Officer (FT) (x1 funded by Covid grant)
 Income & Recovery Officer (FT)
 Court Officer (FT) (funded by Covid grant)
 X 2 Tenancy Support Officer (FT)
 Traveller Liaison Officer (PT)
 Community Advice Team Leader (FT)
 X 3 Community Support Officer (x 1 funded by Covid grant)

Housing & Community Advice Service Strategy Map: 2022-23



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Maximising income via the re charging policy and reduce the risk of temporary accommodation	Sound Financial Management	To avoid the use of B&B accommodation where possible unless in an absolute emergency and there is no other accommodation available to the client.	100%	All Officers
		To prioritise emergency homeless presentations and where possible deal with the situation on the day of presentation to the council.	100%	All Officers
		To ensure that every effort is made by the Income Recovery Officer (IRO) to recoup monies loaned to clients for deposits, storage & removals and full recharge for any time spent in B&B with a collection rate of 85%	95%	Income & Recovery Officer
		To provide income maximisation services to all of our clients.	100%	Tenancy and Community Advice Officers
Provide a holistic Housing and Community Advice Service with the emphasis on preventing homelessness and offering an accessible Community Advice service.	Social & Community Infrastructure	To ensure we use 100% of Discretionary Housing Fund	98%	All officers
		To prevent or relieve at least 250 households from becoming homeless per year.	100%	All Officers
		To effectively engage with landlords by undertaking 2 landlord forums per year.	2	All Officers
		To undertake a rough sleeper estimate.	Yearly	All Officers
		To provide support in applying for grants to improve the quality of life/standards of living for our clients.	100%	All Officers
		To maintain and build on the 10 spaces we have for supported accommodation for mental health, drug and alcohol provided by The Pringle Group and Amicus.	Ongoing	All Officers
		To see all residents at first point of contact, providing a fully accessible drop in service daily between 10am and 4pm	100%	All Officers
		To ensure all clients are seen within 15 minutes of attending drop in sessions	100%	All Officers

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		To ensure resolution guarantee for all clients seen by Community Advice	95%	All Officers
		All CRM's are responded to within 24 hours	100%	All Officers
		To work in partnership with our external agencies to continue to support residents of East Cambridgeshire	Ongoing	All Officers
To adapt the service to meet the needs of the customer	Social & Community Infrastructure	Update websites and ensure plethora of leaflets distributed across the district. Reviewed annually.	Annually	All Officers
		Conduct Customer Satisfaction surveys.	80%	All Officers
		Carry out home visits to those who need them.	100%	All Officers
		Coordinating efforts with EH to ensure all HMO's are licensed and meet the required standards prior to any placements within the private landlord remit.	100%	All Officers
		To carry out HHSRS inspections of all private rented sector properties let through Housing Services	100%	Housing Options Officers
To train staff and maintain a full and professionally qualified team that is technically up to date with current and emerging legislative changes and a comprehensive understanding of service	Social & Community Infrastructure	Ensure all officers attend all mandatory Council training courses in policy and procedures for child safeguarding, equality , diversity & inclusion, health & safety etc.	100%	All Officers
		Appraisals to be completed annually	100%	All Officers
		All Officers to keep up to date with changes in law and legislation relating to all advice services offered	100%	All Officers
		To explore upskilling officers to carry out enforcement of unlawful evictions and landlord harassment in line with The Protection from Eviction Act 1977 Part 1.	Ongoing	Housing & Community Advice Manager

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To ensure people feel safe in their home and neighbourhood	Social & Community Infrastructure	To support all residents in private sector and social housing in any court appearances, including assisting with all relevant court paperwork.	100%	Court Officer
		To allow Domestic Abuse applicants to remain in their own homes and to be safe in the knowledge that their property is secure, including referrals to the Bobby Scheme.	100%	All Officers
		To work towards attaining DAHA (domestic abuse housing accreditation) accreditation for the authority	Ongoing	All Officers
		To offer advice and assistance to all residents whilst continuing the Covid 19 road to recovery.	Ongoing	All Officers
		To provide advice and assistance to landlords on all aspects of renting properties.	100%	All Officers
		To ensure 5% more rents collected than in 2021/2022 from the Traveller Sites.	£76,089	Traveller Liaison Officer
		To attend meetings and conferences for MARAC, MAPPa and ASB, make sure housing team are aware of any impending homelessness relating to domestic violence/abuse, crime and disorder or ASB.	100%	All Officers
		To deliver refresher safeguarding training to all front-line staff	Annually	Housing & Community Advice Manager
		To carry out a review of our Safeguarding Policy	6 Months	Housing & Community Advice Manager

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact	Sound Financial Management	To regularly review risks associated with Housing and Community Advice	Ongoing Reviewed regularly	Housing & Community Advice Manager All Officers
Undertake activities which help mitigate/adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the implementation of the Council's Climate and Environment Action Plan		Cross-council activity

Information and Communication Technology Services Delivery

Plan

2022-2023

Overview of the service

Information and Communication Technology (ICT) is vital in enabling the Council's various departments and partner organisations to deliver cost-effective services to the public. The ability of the Council to provide these services relies heavily on a stable, reliable and accessible ICT infrastructure which is flexible enough to accommodate swift changes in governance, legislation or service model change.

ICT supports business change and development through the implementation of new affordable technologies delivered by astute project management and backed up with the appropriate user training. ICT manages the security and integrity of all the Council's electronic data and holds the information in compliance with regulatory standards.

The service is currently led by the ICT Manager.

Service and Support including Helpdesk

Helpdesk

Responsible for 1st line support of applications, hardware, consumables, staff and Members across the Council escalating any calls that cannot be resolved at first point of contact through to 2nd/3rd line support and to the Web Team and following through to a successful conclusion.

Other responsibilities include; procurement, asset management, reporting, licensing, change management, budget monitoring and administration of ICT processes required for staff starting/leaving the authority and supporting the ICT Team

ICT 2nd Line support

Responsible for the 1st / 2nd line support of applications, staff and Members across the Council escalating any calls that were not resolved at first point of contact by the Help Desk to either the ICT System Admin/Network Management team or the relevant 3rd party support vendor and through to a successful conclusion.

Other responsibilities include; application/system administration and development, project management, training and business process re-engineering, accuracy and completeness of the Local Land and Property Gazetteer (LLPG) feeding into the National Land and Property Gazetteer and liaising with Ordnance Survey. Responsible for the availability and maintenance of the Council's spatial information held electronically across the Councils systems.

Street Naming & Numbering (STNN)

Responsible for the administration of the street naming and numbering process, to ensure that all properties in the district are officially addressed. Ensuring the legal framework for the operation of the Street Naming and Numbering service is adhered to and that proper protocols for determining official street names and numbers are in place. Other responsibilities include; liaising with Councillors (Parish/Town/City/Ward/County), Emergency Services, Royal Mail, property developers and general public, invoicing, budget management, procurement and policy review. Ensuring accuracy and completeness of the Local Land and Property Gazetteer (LLPG) feeding into the National Land and Property Gazetteer and liaising with Ordnance Survey

ICT System Admin/Network Management

Responsible for infrastructure management, system monitoring, information security, network security and compliance, remote access, capacity planning and availability, data backup and restoration, disaster recovery and business continuity.

Also responsible for 2nd / 3rd line support of all hardware, applications, staff, and Members reported to them via the ICT Service Desk or Support Officers, escalating any calls as necessary to the relevant 3rd party support vendor and through to a successful conclusion.

Cost of service (ICT and Street Naming and Numbering)

The total cost of the Service for 2021/2022 - £887,178

The total income from the Service for 2019/20- £42,772 (From support fees to the trading companies and street naming and numbering application)

Net Budget 2019/20 - £844,406

Staffing information

Staffing Resources allocated to the ICT Service are as follows:

- 1 x ICT Manager
- 1 x ICT Service and Support Team Leader
- 3 x ICT Support Officers
- 1 x ICT Helpdesk Advisor
- 1 x Network/System Admin Team Leader
- 2 x Network/System Admin Officers
- 1 x Street Naming and Numbering Officer

The ICT service fits in with the Corporate Priority of helping to ensure “A customer driven Council with a “can-do” attitude and pro business approach and commercially focussed to ensure financial self-sufficiency for the tax payer”

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee

Strategy Map 2022-2023



Commitments towards our Vision

ICT- Service Delivery Plan 2022/2023



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline from previous year/output from previous year	Owner and co-owners
Ensure a responsive and proactive service is provided to all of our customers	Sound Financial Management	Close 90% of Service desk incidents and service requests within the Service level agreement	74% of all tickets 94.2% of Priority 1 tickets	ICT Service and Support Team Leader
		Using the helpdesk incidents, establish common issues, generate and publish 12 support documents (How to guides) for users to be able develop their IT Knowledge	New Performance measure	ICT Service and Support Team Leader
		Ensure that internal and external networks and systems are stable and reliable and fit for purpose Network - @ 99% uptime Systems - @99% uptime	100% Network Uptime 98.8% Application and Software Unplanned Downtime	ICT System Admin/Network Team Leader
		Review current ICT Helpdesk software with a view to change to better improve the ICT Service and improve the ICT helpdesk functionality to enhance the end user experience. Implement, configure software and rollout out to staff by end of Q3	New Performance Measure	ICT Service and Support Team Leader
Provide a continuing improved ICT Services ensuring that maximum efficiency savings are made.		Review all software licenced ensure it is being actively utilised and is relevant to the needs of the business. Remove and cancel any subscriptions for any unnecessary software. End of Q4	New Performance Measure	ICT Manager
Complete an organisational wide software, hardware and infrastructure review and create a prioritised programme for upgrades and replacements. By End Q1		New Performance Measure	ICT Manager	
Attend Team Meetings and meet with Service Leads to establish business requirements. Help, assist and advise on how to move new initiatives forward		New performance measure	ICT Manager	
Action a staff and member survey of the ICT Service to establish how the service is performing. Consider and implement improvements/changes where necessary – end of Q3		New performance measure	ICT Manager	
Provide a responsive, value for money Street Naming & Numbering Service		75% of notifications to Royal Mail to be made within 5 working days of receipt of payment and valid street naming and numbering application	69.5%	ICT Service and Support Team Leader
95% of all Street Naming and Numbering schemes to be sent to customer with 5 working days of receipt of postcode from Royal Mail		92.5%	ICT Service and Support Team Leader	
100% of new street names to be Adopted/Formally Objected within 1 month (in accordance with Street	100%	ICT Service and Support Team Leader		

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline from previous year/output from previous year	Owner and co-owners
		Naming and Numbering Legislation and policy) of receipt of full payment and valid application		
Provide technically skilled, motivated and engaged staff to deliver an efficient and effective ICT Service		To undertake staff appraisals within time frame set by HR ensuring all staff complete documentation to enable feedback and sign off. Training needs identified and new accountabilities set.	All appraisals booked for March 2019.	ICT Manager
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact. Maintain the security and resilience of ICT systems and adhere to regulations		To regularly review higher level corporate risks, including: Security and Infiltration of the ECDC Network Disaster Recovery Plan Backup of ECDC Data ICT Strategy (including Infrastructure Plan) Incident Management Plan Monitoring Strategy	A review of available software is currently being undertaken of intrusion protection and intrusion detection software to protect our network from cyber-attacks. A review of the existing Disaster Recovery Plan and Site commenced in January. ICT have identified that a programmed test of recovery needs to be considered as part of the Disaster Recovery Plan.	ICT System Admin/Network Team Leader
		Ensure the Council is awarded an Annual PSN Compliance Certificate to maintain access to secured services- ensuring all servers remain compliant and in support with Microsoft for security updating.	The Annual Audit of the Council Systems has taken place, the report indicated no Severe issues, and only 13 high risk, all have been remedy and a full pass of the annual PSN Compliance has been awarded	ICT System Admin/Network Team Leader
		Review ICT Information Security Policy and associated documents to ensure compliance with current regulations and simplify for staff and members – end of Q3	New performance measure	ICT Manager ICT Service and Support Team Leader ICT System Admin/Network Team Leader
		Review disaster recovery plans with planned testing dates, providing feedback and lessons learnt to management by end of Q1	New performance measure	ICT System Admin/Network Team Leader
		Review endpoint security solution to meet current cyber threats, Implement suitable solution by Q4	New performance measure	ICT System Admin/Network Team Leader
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the implementation of the Council's Climate and Environment Action Plan		Cross-council activity

Leisure Services Service Delivery Plan 2022-2023

Overview of Service

Sport and physical activity is recognised by policy-makers at every level – from the World Health Organisation to UK Government - as contributing to a range of wider policy outcomes including social and economic development, and physical and mental health. A rich range of leisure opportunities is part of the quality of life which an authority can help to create, often in partnership with other agencies and local communities.

In East Cambridgeshire, this contribution is recognised in the Council's Health & Wellbeing Strategy, and support for our leisure providers is recognised as a commitment within the Corporate Plan. Through the pandemic, attention has been focused on monitoring and supporting the financial position of the District's not-for-profit leisure facility providers. The development of services and facilities has generally been 'on hold', as the leisure providers themselves have had limited capacity and partner agencies have had other priorities; but work in this area is now resuming and picking up from the position in March 2020. The scope of the team's work is therefore as previously:

- Working with the operator to optimise the outcomes of the Hive for the community, while also ensuring that the facility will remain financially viable over the long term.
- Working with the district's independent leisure centres to develop their financial sustainability and maximise their value to the community
- Working with partners to develop physical activity levels across the district

Cost of service

The cost of Service for 2022/23 is £145,881.

This does not include income or expenditure relating to the Hive, as that is treated as a self-contained project for budgetary purpose.

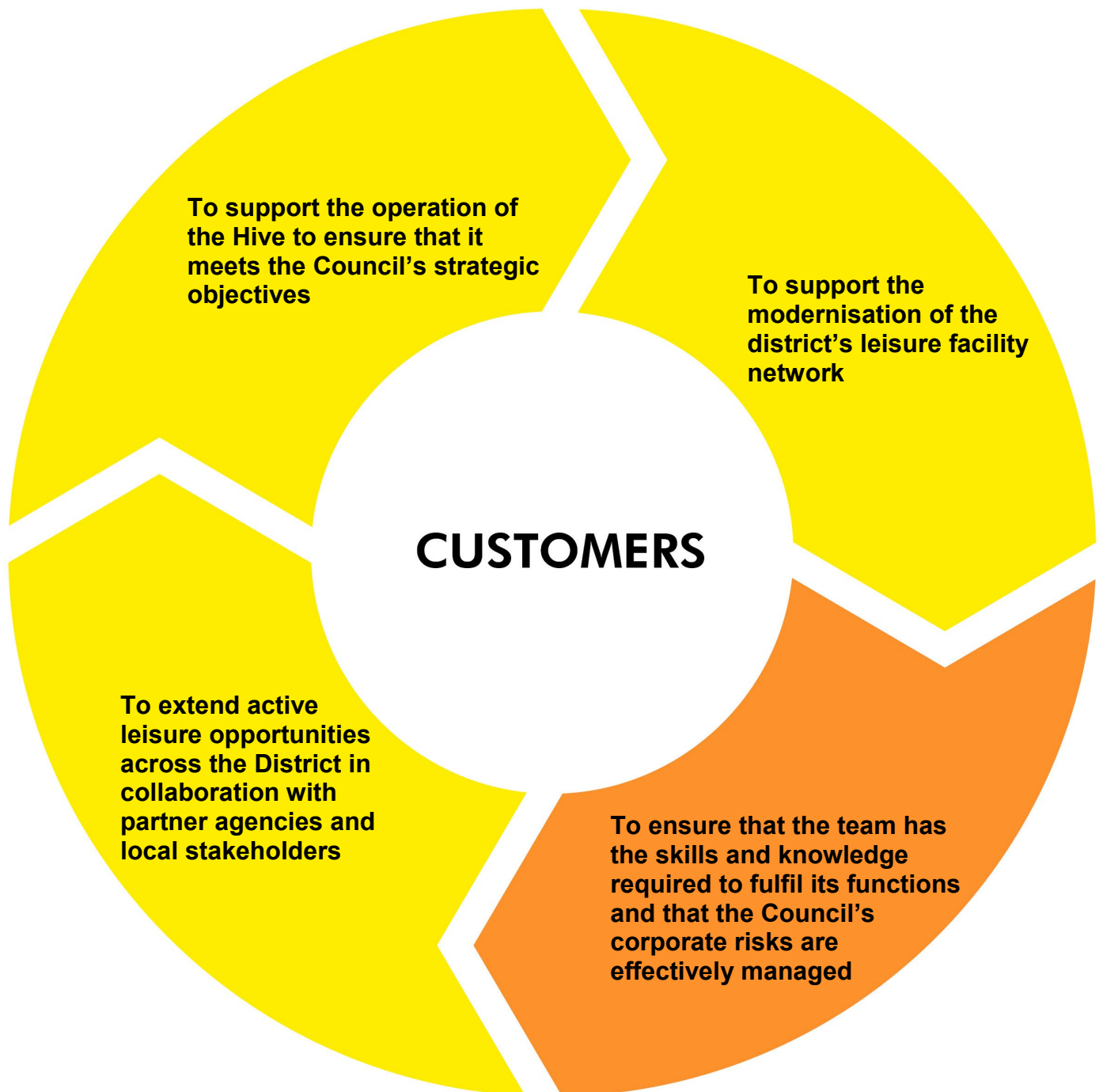
The core (staffing) cost of the Healthy You programme is externally funded and therefore not included above, but programme delivery costs are included.

Staffing information

The leisure services team comprises two members of staff: 1 Senior Leisure Services Officer (FT) Senior Officer and 1 Physical Activity Coordinator (FT) – employed by the Authority, with external funding now agreed until 2023, with scope for an extension to 2024.

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee
June and November	SLA Grant Proposals	Leisure Services	Operational Services



Commitments towards our Vision



Leisure Services - Service Delivery Plan 2022-2023

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To support the modernisation of the district's leisure facility network	Social & Community Infrastructure	To work with facility-providers to identify potential developments in their facilities, programmes and services, operations and organisational arrangements Annual review	Facility improvements supported at Bottisham and Ross Peers SC; proposal pending at Burwell SC; programme support provided to Ellesmere Centre, potential facility improvements under discussion for 2020-21 Work continuing with RPSC to develop long-term strategy Support provided to Littleport to develop long-term strategy	Senior Leisure Services Officer – Victor Le Grand
		To optimise the long-term impact and effectiveness of the Council's grant funding and other financial support to leisure centres and programmes Funding approvals to fit bid submissions and committee cycles Review six-monthly	Grants agreed to support facility improvements at Bottisham and Ross Peers SC Proposal for Burwell pending Wider review of grants criteria and process deferred due to other work commitments	Senior Leisure Services Officer – Victor Le Grand

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		To support bids for external funding and investment as appropriate Annual review	Work continuing: discussions pending with several partner organisations following initial work on Outdoor Facilities Strategy	Senior Leisure Services Officer – Victor Le Grand
To extend active leisure opportunities across the District in collaboration with partner agencies and local stakeholders	Social & Community Infrastructure	Continued implementation of Public Health funded Physical Activity ('Healthy You') programme Six-monthly	Growing focus on walking, walking sport, running, and strength & balance programmes (for older populations) Proposal for continuation of programme pending through Public Health Integrated Lifestyles service Littleport Partnership Model to be developed organically alongside wider Think Communities work	Physical Activity Coordinator – Sophie Dalpra Senior Leisure Services Officer – Victor Le Grand
		Development of programmes and services as opportunities present Annual review	Support provided to development of running groups and events, walking sports, strength & balance activities Exercise Referral offer strengthened and coordinated Comprehensive review of outdoor sports facilities due for completion April 2020; helping to inform local facility and club developments as noted above (external funding)	Senior Leisure Services Officer – Victor Le Grand Physical Activity Coordinator – Sophie Dalpra

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		Monitor and pursue external resource opportunities in collaboration with partner agencies and authorities as appropriate Six-monthly	Work continuing	Senior Leisure Services Officer – Victor Le Grand Physical Activity Coordinator – Sophie Dalpra
		Monitor and support emerging development projects as appropriate	New target	Senior Leisure Services Officer – Victor Le Grand

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To support the operation of the Hive to ensure that it meets the Council's strategic objectives	Social & Community Infrastructure / Sound Financial Management	<p>Develop and implement Continuing and regular engagement with Operator; further facility requirements identified and in train, contractual and reporting mechanisms being further developed where necessary, service standards kept under review and discussion as required; responses provided to user and media enquiries as necessary contract management, operational arrangements and service plans in consultation with the appointed operator</p> <p>Ensure continuing high performance & service standards compliance</p> <p>Six-monthly</p>	Continuing and regular engagement with Operator; further facility requirements identified and in train, contractual and reporting mechanisms being further developed where necessary, service standards kept under review and discussion as required; responses provided to user and media enquiries as necessary	Senior Leisure Services Officer – Victor Le Grand
To ensure that the team has the skills and knowledge required to fulfil its functions and that the Council's corporate risks are managed effectively and mitigations	Sound Financial Management	<p>To regularly review higher level corporate risks, including:</p> <ul style="list-style-type: none"> • Loss of facilities or services of trust-operated centres • Regulatory breaches at Council- or trust-operated facilities 	Work continuing	Senior Leisure Services Officer – Victor Le Grand

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
are put in place to reduce impact		To support the professional development of team and work programming of the Physical Activity Coordinator	Continuing through regular informal review; training undertaken as required for the role	Senior Leisure Services Officer – Victor Le Grand
		100% of Appraisals undertaken by 31 st March 2023	100%	Senior Leisure Services Officer – Victor Le Grand
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the preparation of, and subsequent implementation of, the Council's Climate and Environment Action Plan.	New target	Cross-council activity

Planning Services

Service Delivery Plan 2022-2023

Overview of the service

Activities of the Planning Service generally stem from legislative requirements, however close working with other internal departments is essential to providing a comprehensive service to our customers. We also work closely with a number of external clients such as the Local Highways Authority, the Environment Agency, Natural England and Historic England as well as town and parish councils.

It is important that the Planning Service maintains a strong customer focus to the varied range and number of customers that the service has to manage. The range of customers accessing our service includes; applicants, architects/agents, developers, neighbours and community groups as well as internal and external colleagues and consultees.

Planning applications should be determined in accordance with adopted local and national planning policies. The Planning Service operates in the public interest and its main purpose is to facilitate sustainable development throughout the District. Place making is an important objective for the team, alongside the protection and enhancement of the built and natural environment. Close working with internal and external bodies forms an important part of the planning process to ensure the service functions in an efficient and transparent manner.

Cost of service

The Planning Service is one that generates an income for the Council with planning applications fees being set by National Government and pre-application fees being set by the local planning authority. The budgeted income for 2022/23 from planning applications and pre-application advice is £1,015,884 and £58,561 respectively. The level of income received to date from 1 April 2021 – 28 February 2022 for planning applications £1,152,161 and pre-application advice is £40,423. The net income for the planning service is £106,599.

In the year 2021-22 (01/04/2021 – 18/02/2022) the Planning Service dealt with a total of 2010 valid applications, the breakdown of which is given below:

Majors	Minors	Others (includes householders, listed buildings, adverts, conditions, amendments, certificate of lawfulness, prior notifications)	Trees
55	359	1061	346

Staffing information

The Planning Service includes a number of functions. The team consists of a total of 26.6 full time equivalent (FTE) staff members. The team is broken into a number of different sections that all fall under the remit of the Planning Manager. The Planning Team consists of Planning Team Leaders, Senior Planning Officers, Planning Officers and a Planning Assistant.

The team also incorporates other staff and statutory functions; including Conservation Officer, Tree Officer, Enforcement Officers and the Planning Support Team. The structure of the team is outlined below with a summary of each function and staffing levels.

Support Team

The Support Team consists of 9.2 FTE staff members and they are the point of receipt for planning, tree and other applications. They check whether all the information submitted is correct through the validation process. They provide support to officers throughout the planning process as well as appeals, conservation, trees and enforcement and being the front face of the Council's general enquiries service.

Planning Officers

There are 3 FT Planning Team Leaders responsible for 2.8 FT Senior Planning Officers and 5 FTE Planning Officers and 1 Planning Assistant. They are responsible for managing planning applications. Their role involves giving pre-application advice, carrying out site visits, considering planning applications, determining applications, presenting to committee, defending appeals and providing specialist advice to customers.

Conservation Officer

The Council employs 1 FT Conservation Officer who is responsible for providing specialist advice on the historic built environment. It is their responsibility to secure the preservation and enhancement of East Cambridgeshire's rich and diverse heritage. They manage a case load of applications affecting this historic environment, comment on planning applications, provide pre-application advice and guidance to owners, applicants and agents as well as contributing to the production of local guidance and policy.

Trees Officers

There is 1 FT Trees Officer who is responsible for providing specialist advice on tree related enquiries. They manage a case load of tree works applications, comment on planning applications, serve Tree Preservation Orders, investigate unauthorised works and provide advice and guidance to owners. They also manage the Council's Voluntary Tree Warden Scheme.

Enforcement Team

The Enforcement Team consists; 2.6 FTE officers who are responsible for investigating complaints about unauthorised development and taking action where required. The provision of an enforcement service is a statutory function of the Local Planning Authority; however the taking of enforcement action is at the discretion of the local authority. The team are also responsible for monitoring development to ensure that it complies with what has been approved as well as dealing with high hedges complaints. They also offer advice to officers on enforcement proceedings as required, working in accordance with the Corporate Enforcement Policy and Local Enforcement Plan.

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee
First Wednesday of every month	Planning Committee	Planning	Planning
TBC	Member Training	Planning	

Strategy map- 2022/2023



Commitments towards our Vision

Service Delivery Plan-Planning Services



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To deliver statutory functions within specified timescales and within budget constraints	Sound Financial Management	90% of major applications determined within 13 weeks (or within an agreed timescale)	100% 46 out of 46 applications on time	Rebecca Saunt – Planning Manager Andrew Phillips – Planning Team Leader Angela Briggs – Planning Team Leader Barbara Greengrass – Planning Team Leader Christopher Partrick – Conservation Officer All Planning Officers (including Seniors and Assistant)
	Housing	80% of minor applications to be determined within 8 weeks (or within an agreed timescale)	95% 390 out of 409 applications on time	Rebecca Saunt – Planning Manager Andrew Phillips – Planning Team Leader Angela Briggs – Planning Team Leader Barbara Greengrass – Planning Team Leader Christopher Partrick – Conservation Officer All Planning Officers (including Seniors and Assistant)
	Cleaner, Greener East Cambridgeshire	90% of householder applications determined within 8 weeks (or within an agreed timescale)	99% 402 out of 406 applications on time	Rebecca Saunt – Planning Services Manager Andrew Phillips – Planning Team Leader Angela Briggs – Planning Team Leader Barbara Greengrass – Planning Team Leader Christopher Partrick – Conservation Officer All Planning Officers (including Seniors and Assistant)
		90% of all other applications to be determined within statutory timescales (or within an agreed timescale)	98% 116 out of 119 applications on time	Rebecca Saunt – Planning Manager Andrew Phillips – Planning Team Leader Angela Briggs – Planning Team Leader Barbara Greengrass – Planning Team Leader Christopher Partrick – Conservation Officer All Planning Officers (including Seniors and Assistant)
		100% of Tree Preservation Order applications and Conservation Area Notices (trees) to be determined within statutory timescales.	100% 360 applications on time	Kevin Drane - Trees Officer Rebecca Saunt - Planning Manager
		100% of planning applications determined within 26 weeks of validation unless a planning performance agreement or extension of time has been agreed.	99.8% (1028 out of 1030 decisions)	Rebecca Saunt – Planning Manager Andrew Phillips – Planning Team Leader Angela Briggs – Planning Team Leader Barbara Greengrass – Planning Team Leader Christopher Partrick – Conservation Officer All Planning Officers (including Seniors and Assistant)
		75% of planning applications validated within 5 working days.	69% (1406 out of 2043 applications)	Rebecca Saunt – Planning Manager Lucy Flintham- Office Team Leader Sarah Parisi- Senior Support Officer All Support Team Members

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		75% of discharge of condition applications determined within 8 weeks unless an extension of time has been agreed.	72.5% (285 out of 393 discharge applications on time)	Rebecca Saunt – Planning Manager Andrew Phillips – Planning Team Leader Barbara Greengrass – Planning Team Leader Angela Briggs – Planning Team Leader Christopher Partrick – Conservation Officer All Planning Officers (including Seniors and Assistant)
		To respond to all National Strategic Infrastructure Projects (NSIP) in accordance with the timeframe set by the Planning Inspectorate/process. Any NSIP that are within the district the case officer will seek a Planning Performance Agreement with the developer in order to recover reasonable costs while providing a comprehensive response back to the Inspectorate.	New Target	Rebecca Saunt – Planning Manager Andrew Phillips – Planning Team Leader Angela Briggs – Planning Team Leader Barbara Greengrass – Planning Team Leader All Senior Planning Officer
		Implementation of further electronic working processes and procedures within 1 year – to include emailing decision notices and correspondence	Working files being weeded once decision is issued to remove information stored on document management system. Begun initial contact with Parishes to find out what they do with the information we provide for them. Working on customer templates to email correspondence where they have provided email addresses.	Rebecca Saunt – Planning Manager Lucy Flintham – Office Team Leader Sarah Parisi – Senior Support Officer
To take a proactive approach to enhancing and improving the places in which people live: balancing economic, environmental and social needs	Housing Cleaner, Greener, East Cambridgeshire Improving Transport Social and Community Infrastructure	Continue work on the Cambridgeshire Local Heritage Project (CLHP), within the next year: <ul style="list-style-type: none"> • Transfer of 2017 Buildings of Local Interest Register to Cambridgeshire Historic Environment Record (CHER) website • Extend to cover the remainder of the district • Formulate and agree scheme of delegation for additions/deletions to the CHER • Agree amendment to SLA to secure CLHP legacy 	New Target	Christopher Partrick – Conservation Officer Rebecca Saunt – Planning Manager
		To help facilitate the successful delivery of North Ely through the planning process	Care Home now part occupied. School occupied up to Year 5 (currently 2-form entry). Ongoing work with Redrow and Hopkins on discharge	Rebecca Saunt – Planning Manager Angela Briggs – Planning Team Leader

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
			of conditions. Hopkins and Redrow developments part occupied. Pre-application discussions continuing. 2 Deed of variations in relation to the Sports Pitches and Extra Care Facility, and affordable housing approved to facilitate future phases.	
		<p>To work proactively with any Enterprise Zone within the district to bring forward appropriate development in order to provide a range of jobs to the district in a timely manner. Biannual meetings between the Enterprise Zone and a Planning Team Leader (as well as other relevant professionals) in order to mitigate problems and find solutions to significant problems at the earliest opportunity. Annual meeting with Planning Manager and Enterprise Zone to cover any strategic problems or concerns.</p>	<p>Lancaster Way only Enterprise Zone.</p> <p>Planning Team Leader met with the Lancaster Way Project Group Meeting every 3 months.</p> <p>Planning Team Leader and the Planning Manager have worked with the Infrastructure and Strategy Manager and Director (Commercial) with the developer to try and overcome a highway capacity problem on the site and met on a regular basis to discuss applications.</p> <p>Applications dealt with as a priority.</p>	<p>Rebecca Saunt - Planning Manager Andrew Phillips - Planning Team Leader</p>
		<p>To meet with the Lead Local Flood Authority, Highways, Anglian Water and other key stakeholders on a quarterly basis to increase the level of service we are able to provide to our customers.</p>	<p>Carried out on a monthly basis with Anglian Water and LLFA and weekly basis with highways</p>	<p>Rebecca Saunt - Planning Manager Andrew Phillips - Planning Team Leader Barbara Greengrass - Planning Team Leader Angela Briggs – Planning Team Leader</p>
<p>Undertake activities which help to mitigate/adapt to climate change</p>	<p>Cleaner, Greener East Cambridgeshire</p>	<p>To contribute to the implementation of the Council's Climate and Environment Action Plan</p>		<p>Cross-council activity</p>

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To improve the quality of the built & natural environment throughout the district	Housing Cleaner, Greener East Cambridgeshire	Undertake review & update Design Guide SPD for adoption within 1 year	Officers reviewed the first draft and passed comments to Strategic Planning to progress with the drafting of the SPD	Rebecca Saunt – Planning Manager Christopher Partrick – Conservation Officer Andrew Phillips- Planning Team Leader Barbara Greengrass- Planning Team Leader Angela Briggs – Planning Team Leader Kevin Drane - Trees Officer All Planning Officers (including Seniors and Assistant)
		Monitor 20% of approved tree works	9% - 36 inspections out of 80 needed	Kevin Drane - Trees Officer Rebecca Saunt – Planning Manager
		Annual update to Tree Strategy	Update not completed due to retirement of Senior Tree Officer	Kevin Drane – Trees Officer Rebecca Saunt – Planning Manager
		80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt and the complainant contacted within 15 working days to advise of findings	100% 100%	Rebecca Saunt – Planning Manager Juleen Roman – Planning Enforcement Team Leader All Enforcement Officers
		80% of Building Control applications received monitored for pre-commencement condition compliance within 2 months. Monitor the condition compliance of one development per month to identify and resolve issues and improve customer understanding. NB. Wording amended to allow target to be easily measurable and include condition compliance.	Not measurable for 2019/20 due to work processes, will be measurable for 2020/21. Total of 114 applications actively monitored of 476 commencements recorded in BC	Rebecca Saunt – Planning Manager Juleen Roman – Planning Enforcement Team Leader Sarah Parisi – Senior Planning Support Officer Lucy Flintham – Office Team Leader All Enforcement Officers
		Undertake visits during works to listed buildings for 25% of approved consents	Target achieved	Christopher Partrick - Conservation Officer Rebecca Saunt – Planning Manager
		Improve customer information in relation to advertising, focussing on Conservation Areas in particular.	New Target	Juleen Roman – Enforcement Team Leader Rebecca Saunt – Planning Manager All Enforcement Officers Christopher Partrick – Conservation Officer
		Investigation and implementation of a programme of biodiversity net gain for development sites in light of the Government's focus (NPPF, the publication of "A Green Future" and the Environment Bill 2021) and the Council's adopted Natural Environment SPD within 1 year. NB: Target wording amended to reflect adoption of Natural Environment SPD and Environment Bill. Awaiting secondary legislation from the Secretary of State in relation to the Environment Bill	Two Seminars attended to highlight areas to concentrate on. This has fed into the new Natural Environment SPD (currently out for consultation) which will provide the policy structure to enable officers to insist on net gains within planning proposals.	Rebecca Saunt – Planning Manager Andrew Phillips- Planning Team Leader Barbara Greengrass- Planning Team Leader Angela Briggs – Planning Team Leader Kevin Drane - Trees Officer All Planning Officers (including Seniors and Assistant)

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		Review and update our Standard Conditions and Reasons Manual within 1 year to ensure they meet the 6 tests set out in paragraph 56 of the NPPF, 2021 and cover all necessary aspects required by legislation/policy	New Target	Rebecca Saunt – Planning Manager Andrew Phillips- Planning Team Leader Barbara Greengrass- Planning Team Leader Angela Briggs – Planning Team Leader Christopher Partrick – Conservation Officer Kevin Drane - Trees Officer All Planning Officers (including Seniors and Assistant)
		Assist and attend meetings in the East Anglian Great Crested Newts District Level Licencing (DDL) Steering Group to provide local knowledge and obtain updates on the use of DLL within our district.	New Target	Rebecca Saunt – Planning Manager Catherine Looper – Senior Planning Officer Molly Hood – Planning Officer
To Improve staff motivation, participation and involvement in service provision and encourage staff development	Sound Financial Management	20 hrs of CPD to be identified and to be provided annually (pro-rata for part time positions). Following attendance of courses/seminars staff to feedback and discuss with the team at the next team meeting. NB. Target updated to include feedback	685 hours completed by 25 members of staff resulting in 28.54 hrs/person	Rebecca Saunt – Planning Manager All Officers
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact		To regularly review higher level corporate risks, including: Judicial review- the decision making process has not been carried out lawfully, which could lead to a financial risk on the Authority and judicial review by aggrieved party	No Judicial Reviews	Rebecca Saunt – Planning Manager
To provide excellent customer services at all times and to improve communication with all customers	Sound Financial Management Housing	Proactively engage with Parish Councils and Agents through: <ul style="list-style-type: none"> Parish meetings (to attend at least one meeting per Parish request, per year) and e-newsletters (x 2 a year) Agent Forums/Newsletters (x 2 a year) 	<ul style="list-style-type: none"> Parish meetings attended and newsletter produced 2 Agent forums and newsletter completed Breakfast meeting postponed due to PURDAH and elections 	Rebecca Saunt – Planning Manager Andrew Phillips – Planning Team Leader Barbara Greengrass – Planning Team Leader Angela Briggs – Planning Team Leader Lucy Flintham – Office Team Leader Sarah Parisi – Senior Planning Support Officer Kevin Drane - Trees Officer Christopher Partrick - Conservation Officer All Planning Officers (including Seniors and Assistant)
		Produce new guidance/general information leaflets and review current leaflets and publish a minimum of 2 on website every 6 months	Reviewed, amended and published leaflet on Trees FAQ – Living with Trees and Your Planning Services: Frequently Asked Questions	Rebecca Saunt – Planning Manager Christopher Partrick - Conservation Officer Andrew Phillips – Planning Team Leader Barbara Greengrass – Planning Team Leader Angela Briggs – Planning Team Leader Kevin Drane - Trees Officer All Planning Officers (including Seniors and Assistant)

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		<p>Use of Twitter to support the planning process and keep customers and the general public up to date with committee meeting information, planning information, the release of new SPD's and appeal decisions.</p> <p>NB Target amended to be more specific about the use of Twitter.</p>	Twitter reported all validated and decided applications.	<p>Rebecca Saunt – Planning Manager Gemma Driver – Planning Officer Molly Hood – Planning Officer</p>
		Produce customer enquiry forms to help capture all of the relevant information required when a customer contacts Planning. This will help officers look into general enquiries straight away rather than having to follow-up with requests for further information. Request feedback from officers yearly and update forms to include any additional content that would be useful in order to build and improve on this.	New Target	<p>Rebecca Saunt – Planning Manager Andrew Phillips – Planning Team Leader Barbara Greengrass – Planning Team Leader Angela Briggs – Planning Team Leader All Planning Officers (including Seniors and Assistant) All Support Team Members</p>
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the implementation of the Council's Climate and Environment Action Plan		Cross-council activity

Communications Team – Service Delivery Plan 2022/23

Overview of the Communications Team

East Cambridgeshire District Council brought its communication team in-house in November 2021 having previously used an agency. The team consists of a communications manager, supported by a communications assistant.

The communication team's role is to support the council to proactively deliver the highest possible levels of service for the benefit of residents, businesses, staff, partners, the media and local communities (our stakeholders).

Key to this is supporting the successful delivery of the Council's Corporate Plan and preserving and enhancing the Council's reputation.

To achieve this we adopt a full range of external and internal communication techniques.

Our focus is to inform and engage with all our stakeholders on the work of the council and its partner organisations.

We communicate information clearly, accurately and in a timely way, utilising the best channels for each target audience so our stakeholders can self-serve in their own time in a cost-effective manner.

We also provide opportunities to proactively engage with all stakeholders so we are able to listen to their views and feedback, and acknowledge, respond or enhance services as appropriate.

Our aim is to carry out all work under the Council's ethos of delivering a cleaner, greener, East Cambridgeshire

Cost of service

The cost to run the PR service totals £102,779 per annum.

Staffing information

Number	Post	Full/part-time
1	Communications Manager	Full time
1	Communications Assistant	Full time







Service Delivery Plan – Communications

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Support the delivery of the Corporate Plan	Cross Cutting across all priorities	Directors, service leads and staff <ul style="list-style-type: none"> Support Service leads in the delivery of the Corporate Plan Regularly review performance against the delivery of the Corporate Plan with directors and service leads. (12 months) 		Annalise Lister / Directors / Service leads
		Council Members <ul style="list-style-type: none"> Provide or facilitate media training as and when required. (12 months) 		Annalise Lister / Comms assistant
		Trading companies <ul style="list-style-type: none"> Work with trading companies and other partners, such as ARP to support the promotion of their business where it benefits the council and its residents. (12 months) 		Annalise Lister / Comms assistant
Proactive community and stakeholder engagement	Cross Cutting across all priorities	Stakeholder identification and mapping <ul style="list-style-type: none"> Identify and compile database of all council stakeholders for use in comms. (6 months) Undertake stakeholder mapping for ECDC stakeholders. (12 months) Ensure ethos of co-production ladder is adhered to when planning stakeholder engagement. (12 months) 		Annalise Lister / Comms assistant
		Parish Councils <ul style="list-style-type: none"> Liaise with Parish Council to ensure comms issued by ECDC meet their requirements. (6 months) 		Annalise Lister / Comms assistant / Parish Councils
		Leader's newsletter <ul style="list-style-type: none"> Ensure the Leader's newsletter is cascaded on a monthly basis to all identified stakeholders. (6 months) 		Annalise Lister / Comms assistant / Leader of the Council
		Community Engagement Strategy <ul style="list-style-type: none"> Review ECDC's Community Engagement strategy. 		Annalise Lister / Comms assistant

		<ul style="list-style-type: none"> • Embed community engagement in everyday working practices and ensure the views are fed back and considered in the decision-making process. (12 months) • Ensure community and stakeholder engagement is supported through Social Media (see separate section on social media). (12 months) 		
Proactive and reactive internal and external communications	Cross Cutting across all priorities	Communications plan <ul style="list-style-type: none"> • Compile a proactive communications plan for the year 2022/2023 which maximises opportunities to protect and enhance the profile of the Council. (3 months) • Deliver the Communications Plan. (ongoing) • Commence monthly monitoring and evaluation of media coverage. (3 months) • Develop a social media strategy (see next section). • Ensure that PURDAH is observed 		Annalise Lister / Comms assistant
		Media relations <ul style="list-style-type: none"> • Recognise the media have an important role to play and provide proactive and reactive liaison with the media. (ongoing) • Develop proactive relationships with local media channels. (ongoing) • Seek to provide timely articles and supporting imagery to local media channels. (ongoing) • Look for proactive opportunities for raising the profile of the council among broadcast media channels. (3 months) 		Annalise Lister / Comms assistant
		Internal communications Re-establish internal comms within the council to ensure consistency of messaging among all staff: <ul style="list-style-type: none"> • Compile Internal comms proposal for sign off. (3 months) • Re-instigate internal comms according to the signed off proposal (6 months) 		Annalise Lister / Comms assistant
		Brand awareness <ul style="list-style-type: none"> • Carry out an internal review of the East Cambs brand, looking at such facets as use of the 		Annalise Lister / Comms assistant

		<p>logo, fonts, key messages and tone of voice. (6 months)</p> <ul style="list-style-type: none"> Carry out an internal audit of all existing ECDC communication channels, including leaflets, posters, social media presence, bills etc. (12 months) 		
		<p>Crisis comms and business continuity</p> <ul style="list-style-type: none"> Provide support to the council on a 24/7 basis as required. (ongoing) Help identify risks facing the council and its residents and work with partners to mitigate these where possible. Specifically, ensure a comms protocol is provided for the Emergency Plan. (6 months) Work with Warn and Inform and the Council's emergency planning team to help mitigate the impact of events/incidents.(ongoing) 		Annalise Lister / Comms assistant
		<p>Policies and procedures</p> <ul style="list-style-type: none"> Feed in to reviews of policy and procedures as required. Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact. 		Annalise Lister / Comms assistant
		<p>Website</p> <p>Work with the head of Customer Services to ensure the website is up-to-date, easily navigable and meets the needs of residents. (on-going)</p>		Annalise Lister
		<p>Partnership working</p> <ul style="list-style-type: none"> Identify and work with relevant partner organisations to share key messaging as and when appropriate and to offer support. This could include, but is not limited to: Central Government, Cambridgeshire and Peterborough Combined Authority, other local authorities and parish/town councils, community groups, NHS, emergency services, MET office, Environment Agency, charities, environmental organisations, educational institutions, etc.(12 months) 		Annalise Lister / Comms assistant
		<p>Campaign management</p> <ul style="list-style-type: none"> Identify, produce and deliver comms campaign to support the Council and its Corporate Plan 		Annalise Lister / Comms assistant

		objectives. These can include, but are not limited to, the Queen's Platinum Jubilee, Round Reconfiguration, DD campaigns, Michael Recycle. (12 months)		
Social media	Cross Cutting across all priorities	Increase levels of engagement <ul style="list-style-type: none"> Increase following on ECDC Twitter and Facebook channels by 10 per cent over a 12 month period by ensuring each channel is used proactively and professionally. (12 months) Ensure relevant posts are shared with relevant community groups where possible. (6 months) 	Facebook 2699 followers (Feb 2022) Twitter 4730 Followers (Feb 2022)	Annalise Lister / Comms assistant
		Social Media strategy <ul style="list-style-type: none"> Compile a Social Media strategy for ECDC. (12 months) 		Annalise Lister / Comms assistant
		Channel review <ul style="list-style-type: none"> Undertake a review of the pros and cons of introducing LinkedIn and possibly Instagram to the list of available channels and carry out recommendations of that review. (12 months) 		Annalise Lister / Comms assistant
		Multimedia <ul style="list-style-type: none"> Explore the opportunities for using more multimedia on social media channels (videos, polls, competitions, etc). (12 months) 		Annalise Lister
Cleaner, greener East Cambridgeshire	Cleaner, greener East Cambridgeshire	Communications Plan <ul style="list-style-type: none"> Compile a comms plan which specifically looks at how ECDC can enhance its reputation as an environmentally conscious council. (6 months) Sign off and deliver the comms plan. (12 months) To contribute to the implementation of the Council's Climate and Environment Action Plan 		Annalise Lister / Comms assistant

Waste and Street Cleansing Service Plan - 2022/23

Overview of the service

Waste Collection, Recycling and Street Cleansing are all services provided by East Cambs Street Scene Ltd.

On April 1 2022, ECDC will celebrate the trading company's 4th birthday and the success it has provided the Council since 2018.

The Council continues its commitment to provide high levels of performance and service delivery, through ECSS.

Service provide through ECSS include:

- Household waste collections
- Recycling waste collections
- Garden waste collections
- Food waste collections
- Litter picking
- Street sweeping
- Fly tip removal
- Bulky waste collections
- Graffiti removal
- Chewing gum removal
- Litter and dog poo bin collections
- Bin deliveries

To ensure the Council delivers best value for money, it will continue to operate these services through ECSS and under the Memorandum of Agreement.

This agreement includes Key Performance Indicators, ensuring performance levels are managed and monitored through the term of the agreement.

Cost of the Service

The value of the management fee paid to deliver the requirements of the service for 2022/23 is £3,013,338.

Staffing information

Number	Job Title	Employment Status
1	Director of Operations	(ECDC employee)
1	Head of Street Scene	(ECDC employee)
1	Operations Manager	(ECSS employee)
1	Development Manager	(ECSS employee)
1	Development Officer	(ECSS employee)
2	Assistant Managers	(ECSS employee)
2	Administration Assistant	(ECSS employee)
1	Fleet Admin Assistant	(ECDC employee)
15	HGV Drivers/Team Leaders - All waste streams	(ECSS employee)
3	7.5 tonne Driver/Team Leaders – All waste streams	(ECSS employee)
28	Operatives – All waste streams	(ECSS employee)
3	Street Cleansing - HGV Drivers	(ECSS employee)
7	Street Cleansing – Driver/Operatives	(ECSS employee)
4	Street Cleansing - Operatives	(ECSS employee)
Total		
70		

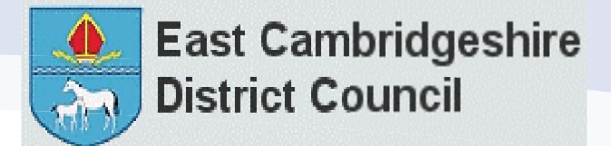
Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee
September 2022	Quarter 1 performance report	Waste Services	Operational Services
November 2022	Quarter 2 performance report	Waste Services	Operational Services
January 2022	Quarter 3 performance report	Waste Services	Operational Services
TBC	Quarter 4 (End of Year) performance report	Waste Services	Operational Services

Strategy map – 2022/23



Commitments towards our Vision



Waste Services - Service Delivery plan 2022-23

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Reduce waste sent to landfill wherever possible, maximising the district's recycling rate	Cleaner, Greener East Cambridgeshire	Maintain East Cambridgeshire's position as one of the top 25 recyclers in the country Recycling Target – 59% To achieve European recycling targets Target – 65% by 2030 Reported - Annually	New target 57 % (full year estimate based on April – January results)	Head of Street Scene Development Manager Operations Manager Assistant Managers
		Maintain a high performing street cleansing service Performance Target - 90% Reported - Annually	Cumulative Performance of 88% as of February 2020.	Head of Street Scene Operations Manager Assistant Managers
To keep the environment of East Cambridgeshire, clean and presentable using a combination of high-quality cleansing services		Maintain a clean and presentable environment by removing graffiti and flytipped waste from the district Removal of Graffiti – 98% Removal of Flytipped waste – 98% Reported – Annually	New target	Head of Street Scene Operations Manager Assistant Managers

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Provide a successful, high performing waste collection service	Cleaner, Greener East Cambridgeshire	<p>Percentage of missed collections resolved by the end of the next working day.</p> <p>Target - 98%</p> <p>Percentage of collections achieved first time</p> <p>Target - 95% across all three service streams</p> <p>Reported – Annually</p>	<p>Cumulative performance as of February 2020, for each waste stream, are as follows:</p> <p>Domestic Collections: 100% Recycling Collections: 100% Green Waste Collections; 100%</p> <p>New target</p>	<p>Operations Manager</p> <p>Assistant Managers</p>
Provide high quality information to residents to ensure they are educated and informed		<p>Run awareness campaigns, attend promotional events and attend local schools to increase knowledge and awareness of waste issues, resolve service issues & encourage a sustainable attitude to waste.</p> <p>Target – 10 Schools engaged with Target – 10 Events attended</p> <p>Reported - Annually</p>	<p>20 events covering school visits and community events</p>	<p>Development Manager</p> <p>Development Officer</p>

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To provide best value services through East Cambs Street Scene Limited	Sound Financial Management	Monitor the performance of ECSS to ensure all KPIs in line with the MoA are met.	On Going with quarterly performance reports submitted to Operational Services Committee	Director of Operations Head of Street Scene
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.	Sound Financial Management	Annually review the corporate risks related to the delivery of services through East Cambs Street Scene and put in place appropriate mitigation measures.	On going	Director of Operations Head of Street Scene
Trained, helpful operational staff, working to deliver high performing services	Cleaner, Greener East Cambridgeshire	100% of Appraisals undertaken by 31 st March 2023, highlighting any training requirements and development needs. Deliver routine training to all operational staff, utilising tool box talks and briefings. Continue to grow our own, offering development to employees and enabling them to achieve promotion	100% covering ECDC and ECSS New target New target	Head of Street Scene Operations Manager Assistant Managers
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the preparation of, and subsequent implementation of, the Council's Climate and Environment Action Plan.	New target	Head of Street Scene