

## Building Control end of the year report 2023 to 2024

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
Increase market share of local authority building control (LABC) services for all applications submitted in the East Cambridgeshire district	Sound financial management	Minimum 80%, annually	2021 to 2022 market share percentage was 80.3%	Building Control Manager Senior Surveyor Surveyor Assistant Surveyor BC Admin Manager	Currently 77.9% so far in 2023 to 2024 (up to 28 February 2024).
Achieve a break-even budget for the fee earning account and be self sufficient	Sound financial management	100%, annually	c.10% overspend for 2022/23	Building Control Manager Management Accountant	Budget likely to be around 12% overspend by end of March 2024– income has dropped more than anticipated throughout the year. Planning applications decreased, knock on effect to Building Control. Cost of living hangover means people still holding fire on starting their building work – decrease seen and evidenced industry wide, not just ECDC Building Control – our drop still less than competitors and majority of LA’s..
Examine and determine applications within statutory period of 5 weeks or 2 months where an extension of time is agreed	Housing	100%, annually	100% achieved throughout 2022 to 2023	Building Control Manager Senior Surveyor Surveyor Assistant Surveyor	100% achieved for determination of applications within required timescales up to 28 February 2024.
Carry out site inspections on same day if requested before 10am and within 5 days for completion inspections	Housing	90%, annually	100% achieved throughout 2021 to 2022	Building Control Manager Senior Surveyor Surveyor Assistant Surveyor	94% achieved for carrying out of site inspections within required timescales up to 28 February 2024. Next day site inspection regime fully implemented now and working well – created efficiencies within department.
Register building regulations applications within 3 working days of submission	Sound financial management Be more commercial, but within reason: “commercial for community”	80%, annually	93% for 3-day turnaround and 98% for 5 day turnaround in 2022/23	Building Control Manager Senior Surveyor Surveyor Assistant Surveyor	Currently 91% for registrations within 3 days and 99% within 5 days for 2023 to 2024 as at 28 February 2024. Only delay due to applicant mis-information.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
<p><b>Help towards statutory compliance with building regulations by carrying out plan checking within 3 working weeks</b></p>	<p>Sound financial management Be more commercial, but within reason: “commercial for community”</p>	<p>70%, annually</p>	<p>78% of applications plan checked within 3 working weeks during 2022/23</p>	<p>Building Control Manager Senior Surveyor Surveyor Assistant Surveyor</p>	<p>95% of applications plan checked within 3 working weeks - 73% actioned within 1 week and 82% within 2 weeks.</p>
<p><b>Regularly review risks associated with Building Control, including:</b></p> <ul style="list-style-type: none"> <li>• training/validation – to keep abreast of all legislation changes and in turn update our partners and architects</li> <li>• ensure staff are given enough time to complete validation training</li> <li>• updated SWOT Analysis – identify current threats to the service</li> </ul>	<p>Sound financial management Housing</p>	<p>Minimum annually, annually</p>	<p>All risks mitigated during 2022 to 2023. Business decision not to replace member of staff who left during 2023.</p>	<p>Building Control Manager Senior Surveyor Surveyor Assistant Surveyor BC Admin Manager</p>	<p>All risks reviewed and mitigated during 2023 to 2024 as far as can be realised. New risks added during 2023 to 2024, which will apply in 2024 to 2025 include:</p> <ul style="list-style-type: none"> <li>• Building Safety Regulator/Register – all surveying staff must be registered and achieve validation to continue being operational.</li> <li>• Building Safety Levy: Probability BSL being allocated to Building Control – await developments from Government on this (impact on staffing/resources)</li> <li>• cost of living crisis - to be aware of cost of living crisis impacting on people delaying building projects, rise in materials or lack of them, increased number of repossessions, increased labour costs and so on</li> <li>• training/validation – to keep abreast of all legislation changes and in turn update our partners and architects; ensure staff are given enough time to complete validation training; all staff involved at different levels</li> <li>• Key performance indicators (KPI), Operational Service Requirements (OSR) and Building Inspector Competence Framework (BICoF) requirements come into force 01.04.24 and need to be implemented – significant changes to the way we work and report.</li> </ul>
<p><b>Identify training needs across the service by following effective performance management processes</b></p>	<p>Sound financial management</p>	<p>As required, annually</p>	<p>All training completed successfully during 2022 to 2023</p>	<p>Building Control Manager Senior Surveyor Assistant Surveyor Trainee</p>	<p>Training courses successfully completed for 3 members of team during 2023 to 2024 – All staff will have completed validation training by 20 March 2024. All staff booked on further training courses in 2024/25, both job specific and wider training on the system to further electronic working.</p>
<p><b>Ensure succession planning is in place and maintain a full professionally qualified (applicable to post) team</b></p>	<p>Sound financial management</p>	<p>As required, annually</p>	<p>All succession planning completed during 2022 to 2023</p>	<p>Building Control Manager Senior Surveyor</p>	<p>Complete. Succession planning already underway. Trainee taken on who is available in 2026 to join us if suitable – Senior surveyors likely to want to go part time with effect from 2025-26.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
<b>Carry out annual appraisals</b>	Sound financial management	100%, annually	100% in 2022 to 2023	Building Control Manager Senior Surveyor	All appraisals for 2023-24 completed and submitted for ratification 22 February 2024.
<b>Respond to demolition notices within 4 weeks (statutory requirement 6 weeks) in order to ensure compliance with statutory legislation and support customer needs</b>	Cleaner, greener East Cambridgeshire	100%, annually	100% processed within the statutory 6-week period	Building Control Manager Senior Surveyor Surveyor BC Admin Manager Assistant Surveyor	100% processed within self-imposed 4-week period so far in 2023 to 2024 up to 28 February 2024.
<b>Ensure the provision of a responsive dangerous structures service by attending:</b> <ul style="list-style-type: none"> <li>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</li> <li>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</li> </ul>	Cleaner, greener East Cambridgeshire	100%, annually	100% attended within required timescales for 2022 to 2023	Building Control Manager Senior Surveyor Surveyor	100% attended within required timeframe so far for 2023 to 2024 up to 28 February 2024.
<b>Implement further digitisation of our service in order to reduce paper use and postage/printing costs (specifically in 2023 to 2024, send all acknowledgement letters by email only, rather than post, and investigate other measures to further reduce paper/printing/postage usage</b>	Cleaner, greener East Cambridgeshire	To produce efficiencies and save money.	No previous records for this item.	Building Control Manager Business Admin Manager	Savings of approximately £4.5K have been made in 2023/24 by sending customer documentation out electronically. The plan is to increase this during 2024/25 as the department progresses towards being as electronic as possible in all facets of our business. The aim is to have 98% of all letters/acknowledgements/approvals going out electronically by April 2025.





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## Building Control Service Delivery Plan 2024 to 2025

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### Overview of the service

The principal role of Building Control is to provide a service to the construction industry, residents, architects and agents, 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 all its customers. To this end, the fees review conducted during 2022 brings all fees into one holistic hourly charge rate, which shows value for money and gives transparency to all. The next rate review is scheduled for Spring 2025.

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.

#### **Fee earning work (income generating)**

Validating and registering building control applications, checking applications for compliance, issuing statutory notices, carrying out site inspections and issuing completion certificates. All within statutory time limits and new BSR Guidelines.

Providing technical and professional guidance to members of the public, external agencies and other departments within the Council and externally where appropriate, including building regulations compliance and warranty inspection notes.

### Non-fee earning work (Council funded)

Includes:

- responding to dangerous structure reports including co-ordinating the response of external bodies such as structural engineers or statutory undertakers
- process demolition notices
- carrying out enforcement action
- providing 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. Government and BSR (Building Safety Regulator) Legislation and Regulation coming into force from April 2024 will bring uniformity to LABC and AI services including validation assessments, registrations, operational standards and Codes of Conducts.

However, 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 newly revamped n exhaustive set of new validation criteria for surveying staff to accomplish. In addition, April 2024 sees the introduction of new Key Performance Indicators (KPI's), Operational Standard Reporting (OSR) and the Building Inspector Competence Framework (BICoF) via Government and the BSR (Building Safety Regulator)

The BSR have introduced a register for all building control surveyors across the country. Every single building control surveyor will need to pass validation at one of three levels and then apply to be on the formal register. Validation effectively means passing a 3 hour review module (similar to a theory driving test – mixture of multiple choice and longer questions) which will validate your competency level at either residential, general/commercial or complex building levels. Anyone not validated by October 2024 will not be able to carry out site visits or plan checking until they do pass.

### Cost of service

The cost to run the service is £575,885 per annum.

#### **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 2024 to 2025 is £345,000.

#### **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
- processing disabled person's applications
- providing advice to other council services
- safety advisory group and 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 2024 to 2025 is £130,750.

### Staffing Information

As we enter 2024/25, Building Control is made up of the following staff members.

Building Control Manager 1 full time

Senior Building Control Surveyor 2 full time

Building Control Surveyor 1 part time (0.6 full time equivalent FTE) – currently vacant

Assistant Building Control Surveyor 1 full time

Building Control Admin Manager 1 full time

Trainee 1 part time (0.6 FTE) on secondment from LABC national office for 3 years – no cost to department in terms of wages.

## **Forward planning for Councillors**

<b>Proposed item</b>	<b>Proposed date of decision</b>	<b>Committee</b>
Half year report 2024 to 2025	November 2024	Operational Services
End of year report 2024 to 2025	March 2025	Operational Services
Service Delivery Plan 2025 to 2026	March 2025	Operational Services



## Building Control Service Delivery Plan 2024 to 2025

This Service Delivery Plan describes what Building Control will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council’s strategic outcomes and Corporate Plan 2024 to 2027.

**Council’s strategic outcome:** Maintain sound finances. Improve systems and practices.

**Building Control’s strategic objective:** Actively market and promote the building control service to maintain market share.

**Link to Corporate Plan:** Sound Financial Management

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Maintain/Increase market share of local authority building control (LABC) services for all applications submitted in the East Cambridgeshire district	Minimum 80%, annually	Market share stood at 77.9% up to February 28 2023.	Building Control Manager Senior Surveyor (2) Building Control Admin Manager Assistant Surveyor
Achieve a break-even budget for the fee earning account and be self sufficient	Break even budget annually	Budget likely to be around 12% overspend by end of March 2024– income has dropped more than anticipated throughout the year. Planning applications decreased, knock on effect to Building Control. Cost of living hangover means people still holding fire on starting their building work – decrease seen and evidenced industry wide, not just ECDC Building Control – our drop still less than competitors and majority of LA’s..	Building Control Manager Management Accountant
Review/improve the Building Control area of the Council website to ensure the information available is up to date and relevant for all customers	As identified, annually	Website improvements delayed due to further upgrades required in April 2024 following BSR changes. Will be conducted in first half of 2024/25 in conjunction with COMMS team and web team.	Building Control Manager Senior Surveyor Web team

**Council’s strategic outcome:** Customers are at the heart of everything we do.

**Building Control’s strategic objective:** Provide a dedicated high quality technical service to our customers.

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Register 85% of building regulations applications within 3 working days of submission and 100% within 5 days of submission and where initial plan check payment is made	85% for 3 days and 100% within 5 days: annually	Currently 91% for registrations within 3 days and 99% within 5 days for 2023 to 2024 as at 28 February 2024. Only delay due to applicant mis-information.	Building Control Manager Building Control Admin Manager
Ensure compliance with building regulations by carrying out plan checking within 3 working weeks, making decisions with 5 or 8 weeks as determined on application and aim to check applications for compliance within 3 working weeks	90%, annually	95% of applications plan checked within 3 working weeks - 73% actioned within 1 week and 82% within 2 weeks.	Building Control Manager Senior Surveyor Surveyor/Assistant Surveyor

**Council’s strategic outcome:** Customers are at the heart of everything we do.

**Building Control’s strategic objective:** Determine building regulations applications and carry out site inspections within specified statutory timescales.

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
To ensure all of the required Government and BSR KPI’s, OSR’s and the Building Inspectors Competence Framework measures are accurately recorded and provided within specified time-frames.	100%, quarterly to BSR annually to committee	No baseline – new requirement from April 2024.	Building Control Manager Building Control Admin Manager Senior Surveyor Surveyor/Assistant Surveyor
Carry out site inspections the next working day if requested before 4.30pm the day before and within 2 days for large completion inspections	100%, annually	94% for 2023/24.	Building Control Manager Building Control Admin Manager Senior Surveyor Surveyor/Assistant Surveyor

**Council’s strategic outcome:** Be an excellent employer.

**Building Control’s strategic objective:** Maintain a full and professionally qualified team that is technically up to date with current and emerging legislative changes.  
Ensure that the Council’s corporate risks are managed effectively and mitigations are put in place to reduce impact.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<p>Identify training needs across the service by following effective performance management processes, ensure succession planning is in place and maintain a full professionally qualified (applicable to post) team</p>	<p>100%, annually</p>	<p>Training courses successfully completed for 3 members of team during 2023/24 – All staff will have completed validation training by 20 March 2024. All staff booked on further training courses in 2024/25, both job specific and wider training on the system to further electronic working.</p>	<p>Building Control Manager Senior Surveyor Building Control Admin Manager Assistant Surveyor Trainee</p>
<p>Conduct regular team meetings, ensure they have the correct structure to be valuable and warranted, including training, legislation, workloads; 1-2-1's and appraisals to be completed regularly</p>	<p>As required, annually</p>	<p>Regular team meetings and 1-2-1 meetings take place continually – appraisals conducted and signed off for 2023/24 on 27/02/24.</p>	<p>Building Control Manager Senior Surveyor</p>
<p>To regularly review risks associated with Building Control, including:</p> <ul style="list-style-type: none"> <li>• Building Safety Regulator/Register – keep abreast of all new requirements in terms of new Surveyor Register being implemented during 2023, all surveying staff need to pass validation and register by April 2024</li> <li>• Building Safety Levy – probability that BSL will be allocated to Building Control from Autumn 2024.</li> <li>• cost of living crisis - to be aware of cost of living rises impacting on people delaying building projects, rise in materials or lack of them, increased number of repossessions, increased labour costs</li> <li>• training/validation - to keep abreast of all legislation changes and in turn update our partners and architects, ensure staff are given enough time to complete validation training</li> <li>• updated SWOT Analysis - identify current threats to the service</li> </ul>	<p>Minimum annually, annually</p>	<p>All risks reviewed and mitigated during 2023 to 2024 as far as can be realised.</p> <p>Key performance indicators (KPI), Operational Service Requirements (OSR) and Building Inspector Competence Framework (BICoF) requirements come into force 01.04.24 and need to be implemented – significant changes to the way we work and report. Needs to be continually appraised.</p>	<p>Building Control Manager Senior Surveyor Surveyor Building Control Admin Manager Assistant Surveyor</p>

**Council’s strategic outcome:** A clean, green and attractive place.

**Building Control’s strategic objective:** Ensure the provision of a safe and healthy environment.

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<ul style="list-style-type: none"> <li>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.</li> <li>Respond to 100% of dangerous structures within statutory timeframes.</li> <li>Attend and provide technical guidance at all applicable Safety Advisory Group meetings both internally and externally</li> </ul>	100%, annually	100% attended within timeframe for 2023 to 2024.	Building Control Manager Senior Surveyor Surveyor Assistant Surveyor Customer Service Team

**Council’s strategic outcome:** A clean, green and attractive place.

**Building Control’s strategic objective:** Undertake activities which help to mitigate/adapt to climate change.

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Implement further digitisation of our service in order to reduce paper use and postage/printing costs (specifically in 2023 to 2024, send all acknowledgement letters by email only, rather than post, and investigate other measures to further reduce paper/printing/postage usage	Implement line of business system (IDOX Uniform) audit by March 2025	Digitisation started in January 2023 – too early to see benefits yet – hoping to see savings in excess of £3K in 2023 to 2024.	Building Control Manager Senior Surveyor Surveyor Building Control Admin Manager Assistant Surveyor
Reduce the number of business miles by putting in place measures within the team whereby officers reduce both the number of site visits to those which are strictly necessary, and combine site visits to a single journey where this is practicable	As identified, annually	New performance measure. This should reduce the overall mileage undertaken by officers - baseline to be established - resulting in both a financial saving and carbon emissions saving for the Council.	Building Control Manager Senior Surveyor Surveyor Building Control Admin Manager Assistant Surveyor

## Communications Team End of the Year report 2023 - 2024

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
<p><b>Directors, service leads and staff</b></p> <ul style="list-style-type: none"> <li>engage with service leads every month (as a minimum)</li> </ul> <p>ensure all agreed requests are delivered within one month</p>	Cross cutting across all priorities	As identified annually	Meetings held with directors and service leads on a regular basis throughout the year to discuss and align performance against the Corporate Plan. All work requested has been completed	Communications Manager / Directors/ Service Leads	Meetings held with directors and service leads on a regular basis throughout the year to discuss and align performance against the Corporate Plan. All work requested has been completed
<p><b>Council Members</b></p> <ul style="list-style-type: none"> <li>deliver communications training to new cohort of Councillors in May</li> <li>media training to be offered as required</li> </ul>	Cross cutting across all priorities	As identified annually	Media training provided to Members and Officers on an adhoc basis, enabling the Comms team to facilitate interviews for BBC News, local radio and the press	Communications Manager	<p>External media training provided to 4 council members on 12 October 2023.</p> <p>Internal media training provided to 8 councillors on 26 June 2023. This session was repeated with 6 councillors on 28 November 2023.</p> <p>Media training offered to councillors before interviews on a request basis.</p>
<p><b>Trading companies and other partners</b></p> <ul style="list-style-type: none"> <li>attend ARP, ECSS and ECTC meetings every month</li> </ul>	Cross cutting across all priorities	As identified annually	Monthly meetings held with ECSS, ECTC, ARP to ensure comms support is provided to support their business plans. Examples include:	Communications Manager	<p>Monthly meetings held with ECSS, ECTC, ARP to ensure comms support is provided to support their business plans. Examples include:</p> <ul style="list-style-type: none"> <li></li> </ul>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
<ul style="list-style-type: none"> <li>ensure all agreed requests are delivered within one month</li> </ul> <p>review council tax bill for 2023/24 in partnership with ARP (12 months)</p>			<ul style="list-style-type: none"> <li>ECSS – Support with round reconfiguration key messages, staff sickness, black bag roll out</li> <li>ECTC – Attended monthly meetings and provided adhoc comms support as required</li> <li>ARP – Attended monthly meetings, instigated revival of monthly meeting for ARP’s Communication Managers, reviewed annual bills</li> </ul>		<ul style="list-style-type: none"> <li>ECSS – Support with Love Your Street campaign</li> <li>ECTC – Attended monthly meetings and provided adhoc comms support as required</li> <li>ARP – Attended monthly meetings, completed Council Tax review and literature. Support for Council Tax fraud cases. DD awareness on social media.</li> </ul>
<p><b>Community engagement</b></p> <ul style="list-style-type: none"> <li>launch campaign to encourage residents to sign up to monthly ECDC newsletter (six months)</li> <li>attend minimum of six engagement events and seek feedback on Council communication (12 months)</li> <li>work with service leads to promote and issue a residents’ survey (nine months)</li> <li>work with service leads to promote and host focus groups (nine months)</li> </ul> <p>work with service leads to set up a residents’ panel (12 months)</p>	<p>Social and community infrastructure</p>	<p>As identified annually</p>	<p>Compiled database of council stakeholders used regularly for issuing newsletters and information to key user groups, such as schools or youth facilities. The list has been shared with CSP, Youth Liaison Manager, Econ Dev and the Green Team. Stakeholder mapping exercise completed for all key stakeholder groups. Ongoing work is taking place with the Communities and Partnerships team to ensure proactive stakeholder engagement is aligned to the Corporate Plan</p>	<p>Communications Manager / Comms assistant</p>	<p>Anna Bailey’s monthly newsletter includes a call to action encouraging residents to sign up for notifications. A full campaign to encourage greater sign up has been incorporated into the Council Tax leaflet which is issued to every resident To date the comms team has attended approx. 12 community engagement events and had informal conversations regarding council comms. Work regarding a residents survey, focus groups and a residents panel has been put temporarily on hold while the Engagement Strategy was being produced by the Communities and Partnership team. Engagement going</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
					forward will be informed by the content of this strategy.
<p><b>Parish Councils</b></p> <ul style="list-style-type: none"> <li>carry out annual call round of Parish Councils to ensure ECDC is meeting their requirements</li> <li>ensure Parish Councils receive all toolkits and press releases as appropriate</li> </ul>	Social and community infrastructure	As identified annually	Contacted all 35 parish or town councils. A database of feedback has been compiled and key outputs recorded	Comms assistant / Parish Councils	The annual call round of Parish Councils last took place in Feb 2023 and will be repeated in March 2024. All toolkits are sent to parish councils as appropriate. Toolkits issued to date include information on elections and the King's Coronation
<p><b>Crisis comms and business continuity</b></p> <ul style="list-style-type: none"> <li>work with directors and service leads to ensure all risks to ECDC are identified and mitigation measures put in place where possible</li> <li>complete COMAH exercise and update emergency comms plan with learnings (3 months)</li> </ul>	Cross cutting across all priorities	As identified annually	<p>Provided 24/7 support Dealt with media and public requests following</p> <ul style="list-style-type: none"> <li>Round Reconfiguration</li> <li>death of HM Queen Elizabeth II</li> <li>Support for Ukraine</li> </ul> <p>Emergency plan document created</p> <p>Attended all meetings of the CPLRF</p>	Communications Manager	The comms team monitors media activity daily to identify potential issues. All responses to crisis issues and reserve statements are drafted in a timely fashion. The comms team works with CPLRF Warn and Inform and attends exercises as appropriate. The COMAH exercise took place in Newmarket on 22 February 2023 and learnings have been incorporated into the emergency comms plan. The comms team also attended a Warn and Inform exercise at Police Headquarters.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
<p><b>Communications plan</b> identify, produce and deliver an annual comms campaign to include a minimum of six campaigns, a minimum of 12 awareness raising events and a minimum of 20 press releases</p>	<p>Cross cutting across all priorities</p>	<p>As identified annually</p>	<p>Annual comms plan reviewed on a weekly basis to reflect unforeseen impacts. Examples of planned events include:</p> <ul style="list-style-type: none"> <li>• Opening of the Tree Maze</li> <li>• Launch of the community orchard programme</li> <li>• Monthly Leader’s newsletter</li> <li>• 2023 election campaign</li> </ul> <p>Examples of unforeseen events include:</p> <ul style="list-style-type: none"> <li>• The impact of Round Reconfiguration</li> <li>• The death of HM Queen Elizabeth II</li> <li>• Organising Cost of Living interviews for the BBC</li> <li>• Crisis in Ukraine</li> <li>• Supporting the Economic Development team’s £6.5 million LUF bid</li> <li>• Monthly monitoring and evaluation of all media coverage</li> </ul> <p>Social media strategy compiled which includes:</p> <ul style="list-style-type: none"> <li>• Review of social media performance</li> <li>• A how to guide for managing social media accounts</li> <li>• Social media public guidelines</li> <li>• Social media staff guidelines (currently being reviewed)</li> </ul>	<p>Communications Manager / Comms assistant</p>	<p>The council’s communications plan is updated on a rolling basis. Since May (after the pre-election period) the team has issued 62 press releases and worked on numerous campaigns including the Coronation, the district elections, hedgehogs, Youth Fusion, Pride of Place and digital signs for Ely. To date the comms team has attended circa 12 awareness raising events, ranging from Youth Fusion to CSP’s engagement event.</p>



Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
			<ul style="list-style-type: none"> <li>Ways to proactively increase followers</li> </ul>		
<p><b>Elections</b></p> <ul style="list-style-type: none"> <li>deliver a communications campaign which supports the Electoral Commission’s Campaign to raise awareness of the district elections in May and help promote the need to residents to bring along voter ID</li> <li>observe the pre-election period, which at East Cambridgeshire District Council will run from 20 March until 5 May 2023 (three months)</li> <li>support the Council in holding parish and town council elections and neighbourhood referendums (ongoing)</li> </ul>	<p>Cross cutting across all priorities</p>	<p>As identified annually</p>	<p>n/a</p>	<p>Communications Manager / Comms assistant</p>	<p>All election work was completed by the comms team as per the agreed communications plan. This included regular social media posts, press releases, toolkits, a Twitter Take Over on election day, awareness raising events, managing media at the event and carrying out a review and analysis of performance. Overall, only 14 people (0.1%) were unable to vote due to not having Voter ID. The district also witnessed a 1.7 per cent increase in turnout figures on 2019 election.</p> <p>The comms team also provides support at all parish and town council elections and at neighbourhood plan referendums.</p>
<p><b>Branding</b></p> <p>Work on the internal review of the ECDC brand, looking at such facets as use of the logo, fonts, key messages and tone of voice and produce a brand guidelines document in partnership with Reprographics Manager (six months)</p>	<p>Cross cutting across all priorities</p>	<p>n/a</p>	<p>Work with Reprographics to review the council’s brand, including an audit of existing materials and the creation of new brand guidelines, to incorporate elements such as accessibility and use of the ECDC logo. This project is of considerable size and remains a work in progress</p>	<p>Communications Manager</p>	<p>The comms team has been working in partnership with the reprographics team and the web development team to create a new branding document for East Cambridgeshire District Council, which also takes account of accessibility</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
					guidelines and guidelines for updating the website. This went live on December 1
<p><b>Website</b> work with the Head of Customer Services to ensure the website is up-to-date, easily navigable and meets the needs of residents (ongoing) complete audit of existing ECDC website (nine months) if opportunities allow work with web designer and the website team to develop a new customer focused website</p>	Cross cutting across all priorities	As identified annually	<p>The Comms team works with the Head of Customer Service on a weekly basis to ensure the website is up-to-date and easily navigable. Specifically, this year the Comms team has provided copy and page layouts for the Cost of Living, Ukraine and Community Transport sections of the website. We have also begun an internal audit into the content to support any future upgrades of the website.</p>	Communications Manager / Comms assistant	<p>The comms team is actively carrying out a review of the current website and provided feedback to the Customer Services manager in time for her presentation to the CMT in November. The outcome of this meeting has concluded a new website will be developed in 2024/25</p>
<p><b>Social media</b></p> <ul style="list-style-type: none"> <li>increase following on ECDC Twitter by 5 per cent and Facebook channels by 8 per cent over (12 months)</li> <li>host a minimum of three Twitter takeover days to showcase work at the Council (12 months)</li> <li>undertake a review to identify whether the Council can sustain an Instagram account to support engagement with younger residents (six months)</li> </ul>	Cross cutting across all priorities	<p>Facebook – Start point: 2699</p> <p>Twitter – Start point: 4730</p>	<p>Facebook – Start point: 2699 Target: 2969 Actual: 3367 (25 per cent increase on start point)</p> <p>Twitter – Start point: 4730 Target: 5203 Actual: 4966 (5 per cent increase on start point)</p> <p>To help increase our followers for Twitter the Comms team will be launching a dedicated Twitter action plan starting in March 2023 which will include Twitter take overs and the</p>	Communications Manager	<p>The council's X (formerly Twitter) following has increased by 52 followers (1 per cent). This is despite algorithm changes as a result of Elon Musk's channel rebrand. The ECDC Facebook following has increased by 410 to 3777 (more than 12 per cent) as of 27 February 2023. X take over days have been held to promote the elections, national fitness day, community transport week and two cost of living features. The comms team undertook an internal review regarding</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
ensure at least one interactive post is issued every week			use of more multimedia, and contemporaneous news. All relevant posts are shared with relevant community groups.		Instagram and has decided to withhold launching the channel until extra resource can be found. Interactive posts are also being put on hold until more resource can be found.
<b>LinkedIn</b> Launch LinkedIn to support the work of the Economic Development team and assist HR with recruitment and build to 400 followers (six months)	Open for business and a "can do approach"	400 followers by the end of the financial year	n/a	Communications Manager/ Economic development	The comms team worked with the Econ Dev team to launch LinkedIn in autumn 2023. To date this has attracted 200 followers.
<b>Community Safety Partnership</b> Work with team members of the CSP to help it meet its three core objectives: <ul style="list-style-type: none"> <li>increase public and business awareness of the CSP</li> </ul> highlight issues identified in its statutory assessment react to incidents	Safe, vibrant and inclusive communities. Community sustainability	As identified annually	n/a	Communications Manager / Comms assistant	The comms team has been supporting CSP as requested. This has included helping to draft the CSP newsletter, promoting the CSP awareness raising event at the Cathedral and supporting awareness raising campaigns, such as drink spiking and hate crime.
<b>Internal communication</b> Work with HR to create and issue an annual staff survey and achieve a 50% response rate in the first year (nine months)	Be an excellent employer	As identified annually	n/a	Communications Manager / Comms assistant	Meetings have taken place with HR. HR has indicated it will be issuing a staff survey later in the year. Comms will support this through

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
					awareness raising in internal comms.
<p><b>Environmental communications</b></p> <ul style="list-style-type: none"> <li>• create an external communications plan to support the Council in the delivery of its Environment Plan</li> <li>• ensure all press releases are issued within one month of the request date</li> <li>• provide support for the Green awards (six months)</li> <li>• provide internal comms support for the Green Team</li> </ul>	A clean, green and attractive place	As identified in the Environment Plan	<p>A comms plan which looked at how ECDC can enhance its reputation as an environmentally friendly council, in line with the Environment Action Plan was produced and signed off and all press releases which can be issued in support of this to date have been. Further to this the Comms team is actively involved in the Green Team helping to raise the profile of its actions, such as the need to save paper, via internal comms. It is also supporting the Green Awards which take place this summer.</p>	Communications Manager / Comms assistant / Climate Change and Natural Environment Officer	<p>The comms team works very closely with the Climate Change and Natural Environment Officer to support her with timely awareness raising communications. This has included the issuing of press releases, awareness raising campaigns and internal communication updates. Today support has been provided for Pride of Place grants, the Hedgehog campaign, EV charge points, solar panels, energy efficiency grants, the council’s Environment Plan and eco schools.</p> <p>The comms team has also met its pledge to cut down on the amount of paper used for printing. In February 2024 this equated to a 56 per cent reduction.</p>



East Cambridgeshire  
District Council

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## Communications Team Service Delivery Plan 2024 to 2025

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### Overview of the service

The Communication team's mission is to support the council to proactively deliver the highest possible levels of service for the benefit of residents, councillors, 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.

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, green East Cambridgeshire

### Cost of service

The cost to run the PR service totals £110,000 per annum.

## Staffing Information

The team consists of the Communications Manager – Head of Service and a Communications Officer.

## Forward planning for Councillors

<b>Proposed item</b>	<b>Proposed date of decision</b>	<b>Committee</b>
Half year report 2023 to 2024	November 2024	Operational Services
End of year report 2023 to 2024	March 2025	Operational Services
Service Delivery Plan 2024 to 2025	March 2025	Operational Services

## Communications Team Service Delivery Plan 2024 to 2025

This Service Delivery Plan describes what the Communications Team will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the council's strategic outcomes and Corporate Plan 2024 to 2025.

**Council's strategic outcome:** Customers are at the heart of everything we do.

**Communications' strategic objective:** Support the delivery of the Corporate Plan.

**Link to Corporate Plan:** Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<b>Directors, service leads and staff</b> <ul style="list-style-type: none"> <li>engage with service leads every month (as a minimum)</li> <li>ensure all agreed requests are delivered within one month</li> </ul>	As required, annually	Meetings held with directors and service leads on a regular basis throughout the year to discuss and align performance against the Corporate Plan. All work requested has been completed.	Communications Manager Directors Service leads
<b>Councillors</b> <ul style="list-style-type: none"> <li>media training to be offered as required</li> </ul>	As identified, annually	Media training provided to councillors on an ad-hoc basis, enabling the Comms team to facilitate interviews for BBC and ITV news, local radio and the press.	Communications Manager
<b>Trading companies and other partners</b> <ul style="list-style-type: none"> <li>attend ARP, ECSS and ECTC meetings every month</li> <li>ensure all agreed requests are delivered within one month</li> <li>review Council Tax bill for 2024/25 in partnership with ARP (12 months)</li> </ul>	As required, annually	Monthly meetings held with ECSS, ECTC, ARP to ensure communications support is provided to support their business plans.	Communications Manager

**Council’s strategic outcome:** Customers are at the heart of everything we do.

**Communications’ strategic objective:** Proactive community and stakeholder engagement.

**Link to Corporate Plan:** Sustainable communities

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<b>Community engagement</b> <ul style="list-style-type: none"> <li>continue campaign to encourage residents to sign up to monthly council newsletter (six months)</li> <li>attend minimum of six engagement events and seek feedback on council communication (12 months)</li> </ul>	As identified, annually	Provided support for the community engagement plan developed by Communities & Partnerships Team. Regular engagement held with parish councils, stakeholders and members of the public. More than six engagement events attended in 2023/24	Communications Manager
<b>Parish Councils</b> <ul style="list-style-type: none"> <li>carry out annual call round of parish councils to ensure the council is meeting their requirements</li> <li>ensure Parish Councils receive all toolkits and press releases as appropriate</li> </ul>	As identified, annually	Regular engagement with parish councils ongoing	Communications Manager Communications Officer
<b>Crisis comms and business continuity</b> <ul style="list-style-type: none"> <li>work with directors and service leads to ensure all risks to the council are identified and mitigation measures put in place where possible</li> </ul>	As identified, annually	Existing performance measure. Attended 1 x COMAH event and 1 x Warn and Inform exercise.	Communications Manager Directors Service leads
<b>Communications Plan</b> <ul style="list-style-type: none"> <li>identify, produce and deliver an annual comms campaign to include a minimum of six campaigns, a minimum of 12 awareness raising events and a minimum of 20 press releases</li> </ul>	As identified, annually	Existing performance measure. Ongoing.	Communications Manager
<b>Elections</b> <ul style="list-style-type: none"> <li>deliver a communications campaign which supports the PCC and National elections</li> <li>observe the pre-election periods for these elections</li> <li>support the council in holding parish and town council elections and neighbourhood plan referendums (ongoing)</li> </ul>	As identified, annually	New performance measure.	Communications Manager Communications Officer
<b>Branding</b>	As identified, annually	This project is of considerable size and remains a work in progress.	Communications Manager Communications Officer Reprographics Manager



Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<ul style="list-style-type: none"> <li>continue to work on the internal review of the council’s brand, looking specifically at key messages and tone of voice (six months)</li> </ul>			
<p><b>Website</b></p> <ul style="list-style-type: none"> <li>work with the head of Customer Services to ensure the website is up-to-date, easily navigable and meets the needs of residents (ongoing)</li> <li>work with web designer and the website team to develop a new customer focused website</li> </ul>	As identified, annually	New performance measure. Target date for new website to be delivered December 2024	Communications Manager Communications Officer
<p><b>Social media</b></p> <ul style="list-style-type: none"> <li>increase following on X (formerly Twitter) by 3 per cent and Facebook by 8 per cent (12 months)</li> <li>host a minimum of three X takeover days to showcase work at the council (12 months)</li> <li>ensure at least one interactive post is issued every month</li> </ul>	As identified, annually	Twitter: 5019 Facebook: 3700	Communications Manager Communications Officer
<p><b>Bereavement centre</b></p> <ul style="list-style-type: none"> <li>support the council in the delivery of its bereavement centre</li> </ul>	As identified, annually	New performance measure.	
<p><b>Local Plan</b></p> <ul style="list-style-type: none"> <li>support the council in the delivery of the new Local Plan</li> </ul>	As identified, annually	New performance measure.	
<p><b>Waste and recycling projects</b></p> <ul style="list-style-type: none"> <li>support the council in the delivery of its Love Your Street campaign</li> <li>support the council in its mission to increase its recycling rate</li> <li>support the council with plans to provide wheeled bins to residents</li> </ul>	As identified, annually	New performance measure.	
<p><b>ECDC@50</b></p> <ul style="list-style-type: none"> <li>deliver a communications campaign which helps celebrate the council’s 50<sup>th</sup> anniversary</li> </ul>	As identified, annually	New performance measure.	

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<p><b>Community Safety Partnership - work with team members of the CSP to help it meet its three core objectives:</b></p> <ul style="list-style-type: none"> <li>• increase public and business awareness of the CSP</li> <li>• highlight issues identified in its statutory assessment</li> <li>• react to incidents</li> </ul>	As identified, annually	Existing performance measure.	

**Council’s strategic outcome:** ‘Can do’ approach and open for business.

**Communications’ strategic objective:** Support economic development.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<p><b>Economic development</b></p> <ul style="list-style-type: none"> <li>• provide support as required to the Economic Development team</li> </ul>	As identified, annually	New performance measure.	Communications Manager Economic Development Manager

**Council’s strategic outcome:** A clean, green and attractive place.

**Communications’ strategic objective:** Supporting the Environment Plan.

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<p><b>Environmental communications</b></p> <ul style="list-style-type: none"> <li>• create an external communications plan to support the council in the delivery of its Environment Plan</li> <li>• ensure all press releases are issued within one month of the request date</li> </ul>	As required, annually	A comms plan which looked at how the council can enhance its reputation as an environmentally friendly council, in line with the Environment Action Plan, was produced and signed off and all press releases which can be issued in support of this to date have been. Further to this, the Comms team is actively involved in the Green Team helping to raise the profile of its actions, such as the need to save paper, via internal comms.	Communications Manager Climate Change and Natural Environment Officer

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<ul style="list-style-type: none"> <li>provide internal comms support for the Green Team</li> </ul>			
<p>Every job a green job</p> <ul style="list-style-type: none"> <li>formerly identify how the comms team contributes to preserving or restoring the environment and our planet</li> <li>commit to reducing printing and paper usage by 20%</li> </ul>	As required, annually	New performance measure. Paper: 311 sheets used April 2023 to January 2024	Communications Manager Climate Change and Natural Environment Officer



Communities and Partnerships End of the Year report 2023 - 2024

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
<p><b>Management of Section 106, Community Fund and Facilities Improvement Grant Schemes</b></p>	<p>Sound financial management</p>	<p>100%, annually</p>	<p>ECDC community grants promoted at the Parish Council Conference. Grant enquiries answered and assistance given to Parish Councils and community groups regarding potential applications. Community Fund application windows:</p> <ul style="list-style-type: none"> <li>Window 1 - 19 August until 30 September 2022; 12 eligible applications received, 7 scored; 5 successful</li> <li>Window 2 – 16 January to 27 February 2023, 11 eligible applications received and being scored at the time of publication as of 6th March 2023</li> </ul> <p>1 Section 106 grant awarded to Haddenham Parish Council Ovins Rise. 2 Facilities Improvement Grants approved:</p> <ul style="list-style-type: none"> <li>£10,000 to Haddenham Parish Council Ovins Rise</li> <li>£8,000 to Littleport Parish Council for the Youth Centre interactive wall</li> </ul> <p>Proactive promotion of funding opportunities (including events and funding streams) to community</p>	<p>Communities and Partnerships Support Officer Communities and Partnerships Manager</p>	<p>ECDC community grants promoted at the Parish Council Conference.</p> <p>Grant enquiries answered and assistance given to parish councils and community groups regarding potential applications.</p> <p>11 Community Fund grants awarded.</p> <p>3 Section 106 grants awarded.</p> <p>2 Facilities Improvement Grants awarded.</p> <p>Funding opportunities proactively promoted to community organisations and parish councils.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
			organisations and Parish Councils.		
<b>Conduct formal reviews of Service Level Agreements between the Council and 2 community and voluntary organisations during 2023 to 2024</b>	Sound financial management	100%, annually	New performance measure.	Communities and Partnerships Manager	Formal reviews of SLAs undertaken and presented to Operational Services Committee in January 2024.
<b>Delivery of one Parish Council conference by end of March 2024</b>	Social and community infrastructure.	100%, annually	Parish Council Conference took place in May 2022 on topic of climate change. 14 parish councils attended.	Communities and Partnerships Support Officer Communities and Partnerships Manager	Parish Council Conference took place in Burwell on 2 November 2023. 15 parish councils attended.
<b>Review and adopt the Council's Community Engagement Strategy by 31 March 2024</b>	Social and community infrastructure.	As identified, annually	New performance measure.	Communities and Partnerships Manager Communities and Partnerships Support Officer	Strategy reviewed and presented to Operational Services Committee in March 2024.
<b>Promote Explore East Cambs website and brand, produce one digital marketing strategy for Explore East Cambs and work with the Open Spaces team to carry out improvements to ECDC owned visitor signboards around the district by 31 March 2024</b>	Social and community infrastructure. Cleaner, greener East Cambridgeshire	As identified, annually	Establishments featured on Explore East Cambs reviewed and website updated. Christmas promotional campaign delivered. Seasonal webpages added to promote specific seasonal activity. A mapping exercise of existing ECDC owned visitor signboards has been completed. The information gathered will be used to identify improvement works to be carried out to ECDC	Communities and Partnerships Manager Communities and Partnerships Support Officer	Explore East Cambs website continually updated. Engagement with establishments and parish councils undertaken to inform any required changes. All new information received following engagement has been added to website.  Website promoted to local visitor establishments and parish councils via email.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
			owned visitor signboards by 31 March 2024.		<p>Website promoted at local events such as Youth Fusion Events and the parish council conference.</p> <p>Digital Marketing Strategy developed by consultants.</p> <p>New signboard inserts designed, and quotes obtained for maintenance upgrades to ECDC owned visitor signage.</p>
<b>Delivery of East Cambs Youth Strategy and Year 3 of the Youth Action Plan by March 2024 and support the delivery of 3 East Cambs youth days by 31 March 2024</b>	Social and community infrastructure. Sound financial management. Improving transport	As identified, annually	Year 2 of the Youth Action Plan delivered within timescales.	Communities and Partnerships Support Officer Communities and Partnerships Manager	Youth Strategy and Action Plan delivered within timescales. 3 Youth Fusion events delivered.
<b>Review the Council's Vulnerable Community Strategy by March 2024</b>	Social and community infrastructure. Sound financial management. Improving transport	As identified, annually	New performance measure.	Communities and Partnerships Manager	Strategy reviewed and presented to Operational Services Committee in March 2024.
<b>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</b>	Social and community infrastructure. Sound financial management. Improving transport	100%, annually	<p>4 Assets of Community Value nominations were received by the Council, and all were processed within the required timescales.</p> <p>The Assets of Community Value nominations processed are set out as follows:</p> <ul style="list-style-type: none"> <li>Wicken Jubilee Village Hall ref 40 – nomination accepted.</li> <li>Maids Head Wicken ref 41 – nomination refused.</li> </ul>	Communities and Partnerships Support Officer Communities and Partnerships Manager	<p>9 Assets of Community Value nominations received, and all were processed within the required timescales.</p> <p>Annual review of protocol and appendices completed by end of August 2023, as recommended by internal audit.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
			<ul style="list-style-type: none"> <li>• Kings Head, Wilburton ref 42 – nomination refused.</li> <li>• Kings Head Wilburton ref 43 – nomination refused.</li> </ul> <p>Internal audit completed an audit of Assets of Community Value nominations. All recommendations arising from the audit were implemented within the agreed timescales.</p>		
<p><b>Manage Service Level Agreements between the Council and 2 community and voluntary organisations during 2023 to 2024 in accordance with SLA timescales</b></p>	<p>Social and community infrastructure. Sound financial management. Improving transport</p>	<p>As identified, annually</p>	<p>SLAs in place and monitored in accordance with SLA requirements.</p>	<p>Communities and Partnerships Manager</p>	<p>SLAs monitored in accordance with SLA requirements.</p>
<p><b>Support the development, implementation, and monitoring of the East Cambs Community Safety Partnership Action Plan 2023 to 2024</b></p>	<p>Social and community infrastructure.</p>	<p>As identified, annually</p>	<p>Community Safety Partnership Action Plan developed, implemented, and monitored. Achievements include:</p> <ul style="list-style-type: none"> <li>• cyberbullying toolkit developed and shared.</li> <li>• 4 court experiences events have taken place.</li> <li>• Safer Street business packs developed and distributed to local businesses.</li> <li>• Drink Spiking campaign promotional materials produced including beer mats containing QR code directing people to ECDC community safety webpages for information on drink safety, posters, and information booklets distributed to local drinking establishments.</li> </ul>	<p>Neighbourhood and Community Safety Team Leader Community Safety Support &amp; Anti-Social Behaviour Officer Community Safety and Projects Support Officer Communities and Partnerships Manager</p>	<p>CSP Action Plan agreed by CSP Board in June 2023.</p> <p>Examples of work carried out:</p> <p>Community safety related presentations and training provided to local groups and schools.</p> <p>Interactive, awareness raising event held at Ely Courthouse with local school in July 2023. Court events shortlisted for Police’s One More Step Prevention Awards.</p> <p>Support provided to parish council ran community safety forums in Bottisham and Isleham.</p>



Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
			<ul style="list-style-type: none"> <li>• quarterly CSP newsletters produced and distributed to Neighbourhood Watch, parish councils and live on ECDC community safety webpages.</li> <li>• CSP promotional posters created with QR codes directing people to CSP community safety webpages.</li> <li>• Eyes &amp; Ears training provided to Parish Councillors, Neighbourhood Watch parish clerks and CCC.</li> <li>• CSP Twitter account launched and active.</li> <li>• Shop Watch set up via WhatsApp in Ely city centre</li> </ul>		<p>Shop Watch launched in Littleport and Soham and information packs produced for local businesses.</p>
<p><b>Acknowledge anti-social behaviour enquiries received by the Council within 2 working days</b></p>	<p>Social and community infrastructure.</p>	<p>100%, annually</p>	<p>New performance measure.</p>	<p>Community Safety Support and Anti-Social Behaviour Officer Community Safety and Projects Support Officer</p>	<p>ASB enquires acknowledged and recorded within 2 working days of receipt.</p> <p>ASB CRM form updated, and internal data log developed to make the categorising of ASB reports received by the Council more consistent with the reporting used by other agencies, including the police. This improves intelligence gathering and enhances multi-agency data sharing.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
<p><b>Manage the agenda for quarterly Community Safety Partnership (CSP) meetings in consultation with the CSP chair</b></p>	<p>Social and community infrastructure.</p>	<p>100%, annually</p>	<p>CSP agenda managed effectively in consultation with CSP Chair.</p>	<p>Neighbourhood and Community Safety Team Leader</p>	<p>CSP agenda managed effectively in consultation with CSP Chair.</p>
<p><b>Deliver outcomes set out in OPCC Putting Communities First grant agreement in accordance with grant timescales</b></p>	<p>Social and community infrastructure.</p>	<p>100%, annually</p>	<p>New performance measure.</p>	<p>Community Safety and Projects Support Officer Neighbourhood and Community Safety Team Leader</p>	<p>Grant outcomes achieved in accordance with grant timescales.</p> <p>Local communities supported to develop applications to submit to the OPCC's Safer Communities grant fund. 14 applications submitted.</p> <p>Support provided to Bottisham and Isleham Community Safety Forums and assistance with development and coordination of action plans to address issues raised at forums.</p> <p>Research conducted and advice provided to local school on topic of safe parking.</p> <p>Community safety funding promoted to local organisations by email, via Neighbourhood Watch meetings and at parish council meetings. Funding also promoted via the CSP twitter page.</p> <p>Supported production and promotion of CSP communications including CSP newsletters.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
<p><b>Work with CSP to ensure statutory duties are met</b></p>	<p>Social and community infrastructure.</p>	<p>100%, annually</p>	<p>New performance measure.</p>	<p>Neighbourhood and Community Safety Team Leader</p>	<p>Community safety statutory duties complied with.</p> <p>Community safety statutory duty audit completed by service leads, which included awareness raising of requirements of statutory duties. Neighbourhood and Community Safety Team Leader provided one-on-one support to various ECDC departments on statutory duties that affect them.</p> <p>Neighbourhood and Community Safety Team Leader attends relevant county boards who oversee and/or inform local compliance with statutory duties.</p> <p>Home Office Prevent training promoted to ECDC departments.</p> <p>Neighbourhood and Community Safety Team Leader liaises with counterparts and other districts to share experiences, information, and best practice on statutory duty related procedures.</p>
					<p><b>Support the continued professional development of the team to ensure that they are meeting personal and professional career development</b></p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
<p>opportunities by attending 8 training events</p>			<p>Traveller Cultural Awareness Training</p> <ul style="list-style-type: none"> <li>• Domestic Homicide Review training</li> <li>• PREVENT training.</li> <li>• Risk management training</li> <li>• Hate Crime training.</li> <li>• Equalities and Diversity training</li> <li>• Data protection training</li> <li>• Anti-Social Behaviour training</li> <li>• Safety in Water training</li> <li>• Use of Body-worn Camera training</li> <li>• Youth services – sharing practice among local authorities.</li> <li>• Introduction to Mental Health (Youth focus)</li> </ul> <p>Mental Health First Aid</p>	<p>Community Safety Support &amp; Anti-Social Behaviour Officer Ely Riverside Officers</p>	
<p>100% of appraisals undertaken by 31 March 2024</p>	<p>Sound financial management.</p>	<p>100%, annually</p>	<p>On track to meet deadline as of 16 February 2023.</p>	<p>Communities and Partnerships Manager Neighbourhood and Community Safety Team Leader</p>	<p>All appraisals to be undertaken by March 2024.</p>
<p>Regularly review higher level corporate risks, including:</p> <ul style="list-style-type: none"> <li>• Assets of Community Value applications not managed in accordance with Localism Act Statutory obligations.</li> <li>• mooring enforcement not compliant with the</li> </ul>	<p>Sound financial management.</p>	<p>Minimum annually, annually</p>	<p>Risks reviewed. Risk management training completed by relevant team members.</p>	<p>Communities and Partnerships Manager Neighbourhood and Community Safety Team Leader</p>	<p>Risks reviewed.  Statutory duties complied with.  Community Safety Statutory Duty Audit completed by Service Leads.  Annual review of Assets of Community Value protocol and appendices completed by end of August 2023, as recommended by internal audit.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
<p><b>Council’s contract law enforcement processes</b></p> <ul style="list-style-type: none"> <li>grants and agreements not managed in accordance with procedures.</li> <li>failure to adhere to community safety related statutory duties</li> </ul>					<p>Assets of Community Value, grant, and mooring enforcement processes followed.</p>
<p><b>Consult at least 50 users of Ely Country Park and ensure that the site continues to serve as a destination for the entire district and beyond by 31 March 2024</b></p>	<p>Social and community infrastructure. Cleaner, greener East Cambridgeshire.</p>	<p>As identified, annually</p>	<p>New performance measure.</p>	<p>Communities and Partnerships Support Officer</p>	<p>50+ site users consulted.</p>
<p><b>Carry out quarterly inspections of Ely Country Park during 2023 to 2024</b></p>	<p>Social and community infrastructure. Cleaner, greener East Cambridgeshire.</p>	<p>Quarterly inspections, annually</p>	<p>New performance measure.</p>	<p>Communities and Partnerships Support Officer</p>	<p>5 inspections carried out (including 1 in each quarter)</p>
<p><b>Review and submit accreditation applications for Jubilee Gardens and Ely Country Park in partnership with the Council’s Open Spaces team in accordance with accreditation timescales</b></p>	<p>Social and community infrastructure. Cleaner, greener East Cambridgeshire.</p>	<p>By 31 January 2024, annually</p>	<p>Accreditation documentation submitted by 31 January 2023.</p>	<p>Communities and Partnerships Support Officer Communities and Partnerships Manager</p>	<p>Accreditation applications submitted by deadline.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 - 2024
<p><b>Enforce the Council’s mooring management scheme at Ely Riverside ensuring that all timescales and procedures are adhered to during 2023 to 2024 and 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</b></p>	<p>Social and community infrastructure. Cleaner, greener East Cambridgeshire.</p>	<p>As required, annually</p>	<p>75 tickets issued and processed as of 6 March 2023. 100% of enforcement timescales and procedures adhered to. Patrols conducted, issues logged, reported and actioned.</p>	<p>Ely Riverside Officers Communities and Partnerships Support Officer Communities and Partnerships Manager</p>	<p>Severe Weather Enforcement Protocol live on ECDC website and promoted to marinas, waterway agencies (e.g. EA, GOBA, EOWA, Cam Conservators and other agencies).  33 tickets issued and processed (as of 12 February 2024).  Patrols conducted, issues logged, reported, and actioned.</p>
<p><b>To raise the profile of climate change initiatives amongst local young people during 3 East Cambs youth days in 2023 to 2024</b></p>	<p>Social and community infrastructure. Cleaner, greener East Cambridgeshire.</p>	<p>As identified, annually</p>	<p>Communities and Partnerships Support Officer assisted Strategic Planning team with Green Community Awards project. Parish Council Conference took place in May 2022 on topic of climate change. 14 parish councils attended.</p>	<p>Communities and Partnerships Support Officer Communities and Partnerships Manager</p>	<p>3 youth events delivered in Littleport, Soham and Bottisham, which all included a climate change stall.</p>



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## Communities and Partnerships Service Delivery Plan 2024 to 2025

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### Overview of the service

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

The work of the team includes:

- Development and delivery of strategies and initiatives aimed at improving community wellbeing and engagement such as the Council's Community Engagement Strategy and Vulnerable Community Strategy.
- Supporting the development, implementation, and monitoring of the East Cambs Community Safety Partnership (CSP) Action Plan and managing the agenda for CSP meetings in consultation with the CSP chair.
- Working with the CSP to ensure that statutory duties are met and carrying out an annual community safety statutory duty audit with all Services Leads.
- Delivery of parish council conferences.
- Management of Section 106, Community Fund and Facilities Improvement Grant Schemes.
- Processing of Asset of Community Value nominations.
- Enforcement of the Council's mooring management scheme at Ely Riverside.
- Management of Service Level Agreements between the Council and community and voluntary organisations.
- Management and promotion of the Explore East Cambs brand and website.
- Responding to anti-social behaviour enquiries received by the Council.
- Delivery of outcomes set out in Office of Police and Crime Commissioner's Putting Communities First grant agreement.
- Reviewing and submitting accreditation applications for Jubilee Gardens and Ely Country Park in partnership with the Council's Open Spaces team.
- Seeking feedback from users of Ely Country Park with the aim of ensuring that the site continues to serve as a destination for the entire district and beyond.

- Carry out appraisals and support the continued professional development of the team to ensure that they are meeting personal and professional career development opportunities by attending training events.

### Cost of service

The cost to run the service totals £292,556.

### Staffing Information

The Communities and Partnerships team comprises 6 members of staff.

Communities and Partnerships Manager (full time)

Communities and Partnerships Support Officer (full time)

Ely Riverside Officer (1 part time)

Neighbourhood and Community Safety Team Leader (full time)

Community Safety and Projects Support Officer (full time)

Community Safety Support and Anti-Social Behaviour Officer (part time)

### Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2024 to 2025	November 2024	Operational Services
Youth activity progress 6-month update	November 2024	Operational Services
End of year report 2024 to 2025	March 2025	Operational Services
Service Delivery Plan 2025 to 2026	March 2025	Operational Services



## Communities and Partnerships Service Delivery Plan 2024 to 2025

This Service Delivery Plan describes what Communities and Partnerships will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2024 to 2027.

**Council's strategic outcome:** Customers are at the heart of everything we do.

**Communities and Partnerships' strategic objective:** Ensure that the Council engages effectively with Parish Councils and communities.

**Link to Corporate Plan:** Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Review grant and asset of community value documentation and make amendments to ensure accessibility compliance and review website content to ensure that it is relevant, and that digital functionality is of a high standard, accessible to all, simple to use and meet the needs of customers by 31 December 2025.	Review all relevant webpages and documentation by 31 December 2024	New measure.	Communities and Partnerships Manager Communities and Partnerships Support Officer Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support & Anti-Social Behaviour Officer
Deliver the team's actions for 2024-25 in the Council's Community Engagement Action Plan, including the delivery of 1 parish council conference	100%, 31 March 2025	Strategy reviewed and presented to Operational Services Committee in March 2024.	Communities and Partnerships Manager Communities and Partnerships Support Officer
Support the work of the East Cambs Community Safety Partnership (CSP) by delivering the team's actions in the CSP Action Plan 2024/25 and ensuring that we meet statutory requirements.	100%, 31 March 2025	CSP Action Plan agreed by CSP Board in June 2023.  Examples of work carried out:  Community safety related presentations and training provided to local groups and schools.  Interactive, awareness raising event held at Ely Courthouse with local school in July 2023. Court events shortlisted for Police's One More Step Prevention Awards.  Support provided to parish council ran community safety forums in Bottisham and Isleham.  Shop Watch launched in Littleport and Soham and information packs produced for local businesses.  Community safety statutory duties complied with.	Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support & Anti-Social Behaviour Officer Communities and Partnerships Manager

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
		<p>Community safety statutory duty audit completed by service leads, which included awareness raising of requirements of statutory duties. Neighbourhood and Community Safety Team Leader provided one-on-one support to various ECDC departments on statutory duties that affect them.</p> <p>Neighbourhood and Community Safety Team Leader attends relevant county boards who oversee and/or inform local compliance with statutory duties.</p> <p>Home Office Prevent training promoted to ECDC departments.</p> <p>Neighbourhood and Community Safety Team Leader liaises with counterparts and other districts to share experiences, information, and best practice on statutory duty related procedures.</p>	
<p><b>Management of Section 106, Community Fund and Facilities Improvement Grant Schemes in accordance with specific grant timescales and hold 2 grant Community Fund application windows during 2024/25.</b></p>	<p>As determined by specific grant schemes, 2 application windows open by 31 March 2025</p>	<p>ECDC community grants promoted at the Parish Council Conference.</p> <p>Grant enquiries answered and assistance given to parish councils and community groups regarding potential applications.</p> <p>11 Community Fund grants awarded.</p> <p>3 Section 106 grants awarded.</p> <p>2 Facilities Improvement Grants awarded.</p> <p>Funding opportunities proactively promoted to community organisations and parish councils.</p>	<p>Communities and Partnerships Support Officer Communities and Partnerships Manager</p>

**Council’s strategic outcome:** ‘Can do’ approach and open for business.

**Communities and Partnerships’ strategic objective:** Maximise visitor spend and spread footfall.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<p>Review and implement agreed recommendations of the Digital Marketing Strategy for Explore East Cambs during 2024-2025</p>	<p>100%, 31 March 2025</p>	<p>Digital Marketing Strategy developed by consultants.</p>	<p>Communities and Partnerships Manager Communities and Partnerships Support Officer</p>

**Council’s strategic outcome:** Safe, vibrant, and inclusive communities. Community sustainability. Customers at the heart of everything we do.

**Communities and Partnerships’ strategic objective:** Support community resilience and wellbeing.

**Link to Corporate Plan:** Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<p><b>Deliver 2 East Cambs Youth Fusion events by 31 March 2025</b></p>	<p>2 events delivered by February 2025</p>	<p>3 Youth Fusion events delivered.</p>	<p>Communities and Partnerships Support Officer Communities and Partnerships Manager</p>
<p><b>Deliver the team’s actions for 2024-25 in the Council’s Vulnerable Community Strategy, including the management of SLAs with Voluntary and Community Action East Cambs and Citizens Advice West Suffolk in accordance with SLA timescales</b></p>	<p>100%, 31 March 2025</p>	<p>Strategy reviewed and presented to Operational Services Committee in March 2024.</p>	<p>Communities and Partnerships Manager Communities and Partnerships Support Officer</p>

**Council’s strategic outcome:** Improve systems and practices.

**Communities and Partnerships’ strategic objective:** Identify and mitigate risks to the Council.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<p>Regularly review higher level corporate risks, including:</p> <ul style="list-style-type: none"> <li>Assets of Community Value applications not managed in accordance with Localism Act statutory obligations</li> <li>mooring enforcement not compliant with the Council’s contract law enforcement processes</li> <li>grants and agreements not managed in accordance with procedures</li> <li>failure to adhere to community safety related statutory duties</li> </ul>	Review quarterly	<p>Risks reviewed.</p> <p>Statutory duties complied with.</p> <p>Community Safety Statutory Duty Audit completed by Service Leads.</p> <p>Annual review of Assets of Community Value protocol and appendices completed by end of August 2023, as recommended by internal audit.</p> <p>Assets of Community Value, grant, and mooring enforcement processes followed.</p>	<p>Communities and Partnerships Manager            Communities and Partnerships Support Officer            Neighbourhood and Community Safety Team Leader            Community Safety and Projects Support Officer            Community Safety Support &amp; Anti-Social Behaviour Officer            Ely Riverside Officer</p>
<p>Extend or review commercial mooring operator licence by 17 October 2024.</p>	License reviewed by 17 October 2024	New measure.	Communities and Partnerships Manager

**Council’s strategic outcome:** A clean, green, and attractive place.

**Communities and Partnerships’ strategic objective:** Undertake activities which help to mitigate/adapt to climate change.

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<p><b>Reduce our paper usage within the service by 5%</b></p>	<p>5% reduction by 31 March 2025</p>	<p>New measure.</p>	<p>Communities and Partnerships Manager                      Communities and Partnerships Support Officer                      Neighbourhood and Community Safety Team Leader                      Community Safety and Projects Support Officer                      Community Safety Support &amp; Anti-Social Behaviour Officer                      Ely Riverside Officer</p>

## Customer Services end of the year report 2023 to 2024

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
Monitor customer feedback and service performance and provide quarterly service reports to Service Leads and Management Team and monthly reports to East Cambs Street Scene (ECSS)	Sound financial management	100%, annually	Achieved - Quarterly service reports provided to Service Leads and Management Team and monthly reports provided to ECSS. Customer satisfaction Survey - 116 responses received. 63.8 % were satisfied or very satisfied with the service, 10.3% are neither satisfied or dissatisfied with the service and 25.9% felt dissatisfied or very dissatisfied with the service.	Customer Services Manager Digital Services Officer	<p>Quarterly 1, 2 &amp; 3 service reports issued to Service Leads and CMT. Monthly reports Apr 23 – Jan 24 provided to ECSS. Q4 and Feb &amp; Mar 24 ECSS reports will be provided when available.</p> <p>Reports include contact volumes, contact type, method of contact, performance against service targets and % of contact resolved at first point of contact.</p> <p>354 customer satisfaction surveys completed. 72.6% were satisfied or very satisfied, 6.8% were neither satisfied or unsatisfied and 20.6% were unsatisfied or very unsatisfied with the service they had received.</p>
Measure the Council's website accessibility compliance monthly and achieve or exceed a great rating and 90% compliance with WCAG 2.1 accessibility standard	Sound financial management	Monthly - 90%, annually	Achieved excellent rating throughout the year: April and May 2022 97%, June, July, August, September, October, November and December 2022 94%, January, February & March 2023 91%.	Customer Services Manager Digital Services Officers	<p>Compliance score remained Excellent throughout April, however it dipped below 90% in May, June and July.</p> <p>Investigations identified an issue with the external monitoring software. This was resolved in August and we have achieved an excellent rating for the rest of the year.</p> <p>April - 94% May - 88% June - 88% July - 85% August - 95% September - 95%</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
					<p>October - 95%                      November - 95%                      December - 95%                      January - 95%                      February - 95%                      March to be provided when available.</p> <p>Figures provided by independent web monitoring software</p>
<p>Answer calls offered via the Council's telephone system</p>	<p>Sound financial management</p>	<p>Monthly - 90%, annually</p>	<p>April 2022 93.7 %, May 2022 97.6%, June 2022 94.7%, July 2022 96.6%, August 2022 97.1%, September 2022 96.1%, October 2022 98.3%, November 2022 98.5%, December 2022 98.6%, January 2023 97.4%, February 97.1% March 2023</p>	<p>Customer Services Team Leader                      Customer Service Advisors/Apprentice</p>	<p>April - 97.3%                      May - 96.4%                      June - 97.0%                      July - 98%                      August - 98.7%                      September figures unavailable due to problem with telephone line                      October – 94.1%                      November – 98.6%                      December - 98.8%                      January – 98.4%                      February &amp; March figures will be provided when available.</p> <p>Achieved 9 out of 9 months, 100% for April 23 – Jan 24</p>
<p>Answer calls offered via the Council's telephone system for the main Council telephone number 01353 665555 within 30 seconds.</p>	<p>Sound financial management</p>	<p>Monthly – 90% annually</p>	<p>New performance measure</p>	<p>Customer Services Team Leader                      Customer Service Advisors and Apprentice</p>	<p>April – 32 seconds                      May – 29 seconds                      June – 25 seconds                      July – 23 seconds                      August – 21 seconds                      September figures unavailable due to problem with telephone line                      October – 18 seconds                      November – 18 seconds                      December – 16 seconds                      January – 19 seconds                      Feb &amp; March will be provided when available.</p> <p>Achieved 8 out of 9 months, 88.8% April 23 – Jan 2024</p>



Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
<p>Respond to emails to the customerservices@eastcambs.gov.uk mailbox within 48 hours, the response will include a resolution or, if this is not possible at first point of contact, details of action taken to ensure the customer’s enquiry is resolved as soon as possible</p>	<p>Sound financial management</p>	<p>Monthly – 90% annually</p>	<p>New performance measure</p>	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>	<p>April – 100% May – 99.7% June – 100% July – 99.6% August – 99.2% September – 99.3% October – 99.3% November – 99% December – 98.9% January – 99.7%</p> <p>February and March figures will be provided when available.</p> <p>Achieved 100% April 23 – Jan 24</p>
<p>Monitor avoidable contact and work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority</p>	<p>Sound financial management</p>	<p>As required, annually</p>	<p>Worked closely with Communications team throughout the year, particularly in respect of the waste service, support for Ukraine and cost of living crisis. Worked closely with ECSS to ensure information given to customers was correct and up to date and that recurring issues are investigated and resolved. Improvements have been made to the business grant forms, licensing forms, the community advice web pages and new suite of pages and online forms relating to event safety.</p>	<p>Digital Services Officers</p>	<p>We continue to work closely with the Communications team and ECSS throughout the year to ensure information given to customers is correct, relevant, up to date and that recurring issues are investigated and resolved. Examples of partnership work with services to reduce failure demand include:</p> <ul style="list-style-type: none"> <li>- Improvements to the Planning Customer journey</li> <li>- May 2023 Election support</li> <li>- Waste - black bag roll out and brown bin renewals, maintained master round database.</li> <li>- Climate change web pages review.</li> <li>- Licensing - multiple form updates and web page changes.</li> <li>- Legal – new online form for data subject access request.</li> <li>- Leisure – new suite of pages for health living and review of the sport pages.</li> <li>- Corporate – new on the ground with east cambs mapping. This shows where the Council has invested the money it receives from a broad range of sources to benefit the Community.</li> <li>- Env Health – improvements to energy efficient pages the food safety and food business areas of the website.</li> <li>- Facilities - The Chipside project for parking tickets</li> </ul>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
<p>Continue to provide a frontline service for ECSS and support the development of their service throughout 2023 to 2024</p>	<p>Sound financial management</p>	<p>As required, annually</p>	<p>Fully supported ECSS with the round reconfiguration, black bag distribution, brown bin renewals and change of senior personnel</p>	<p>Customer Services Manager Customer Services Team Leader Digital Services Officers</p>	<p>% of calls logged in the customer relationship management system resolved at first point of contact Q1 – 46.4% Q2 – 46.1% Q3 – 46.9%</p> <p>% of waste emails resolved at first point of contact Q1 – 82% Q2 – 83% Q3 – 80%</p> <p>Heavily involved in Bartech Project including</p> <ul style="list-style-type: none"> <li>- Data cleansing and creation of Bartech database</li> <li>- Assisting with Street Cleansing data cleansing.</li> <li>- Review of workflows and work processes</li> <li>- Integration with Customer Relationship Management System</li> </ul> <p>Have fully supported ECSS with, black bag distribution, brown bin renewals and change of senior personnel.</p>
<p>Respond to Building Control and Planning copy requests within 5 working days</p>	<p>Sound financial management</p>	<p>100%, annually</p>	<p>100% achieved , 77% completed within 24 hours.</p>	<p>Customer Services Team Leader Customer Service Advisors/Apprentice</p>	<p>100% achieved (April 2023 to January 2024), 76.8% completed within 24 hours. Figures will be updated to include February and March 2024 figures when available.</p>
<p>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 Connected Customer Journeys Programme</p>	<p>Sound financial management</p>	<p>100%, annually</p>	<p>Completed and included:</p> <ul style="list-style-type: none"> <li>• ECDC representation at Customer Strategic, Tactic and Buddy meetings.</li> <li>• the delivery of the main scheme £150 energy rebate and the Council's discretionary</li> </ul>	<p>Customer Services Manager Customer Services Team Leader</p>	<p>Attended Strategic, Tactic AND Buddy Meetings Presented UX training options paper and indicative costs to strategic partners. Contributed to the following projects:</p> <ul style="list-style-type: none"> <li>- customer insight project</li> <li>- migration from Mitel telephone to Teams</li> <li>- new contact us form to replace email addresses</li> <li>- Housing Benefit Accuracy review</li> <li>- Handling of complaints</li> <li>- tools to increase self service</li> <li>- Digital Service improvements</li> </ul>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
			<ul style="list-style-type: none"> <li>energy rebate</li> <li>• customer journey analytics</li> <li>• review of written comms</li> <li>• Work Programme Planning</li> <li>• tele solutions</li> <li>• performance measures</li> <li>• clear communication around customer projects</li> </ul>		
Achieve 99% website availability each month	Sound financial Management	Monthly - 99%, annually		New performance Measure	<p>April – 100%            May - 100%            June - 100%            July – 100%            August– 100%            September- 100%            October - 100%            November - 97.5% (below target)            December – 100%            January – 100%            February and March figures to be provided when available.</p> <p>Availability 99.7% April 23 to January 24. 17.5-hour outage in November when JISC requested we transfer our domain names to a gov.uk accredited host provider            Figures provided by independent web monitoring software.</p>
					<p>April – 27.13%            May - 28.44%            June - 27.11%            July - 41.81%%            August 9.53%            Sept- - 3.2%</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
<p><b>Achieve a monthly website bounce rate of between 26% and 40%</b></p>	<p>Sound financial Management</p>	<p>Monthly 0 26% - 40%, annually</p>			<p>October - 2.82% November - 3.15% December – 2.64% January – 2.87%</p> <p>February and March figures will be provided when available.</p> <p>Forced migration to Google Analytics 4 on 1 July changed the bounce rate figures considerably, the criteria and algorithms have changed and the focus is now about engagement rates.</p> <p>The bounce rate is calculated by deducting the engagement % rate from 100% (For example, our engagement rate in August 23 was 90.47% therefore our bounce rate was 9.53%)</p> <p>Anything above 63% is a good engagement rate. We will measure engagement rate going forward.</p>
<p><b>Promote and provide an assisted digital service for customers claiming Housing Benefit, Council Tax Support and Universal Credit and provide 6 monthly uptake figures to The Director (Operations), Anglian Revenues Partnership and the Department of Work and Pensions</b></p>	<p>Social and community infrastructure</p>	<p>100%, annually</p>	<p>Complete. Assisted with 477 forms during the annual year 2022. A significant increase from the 170 people requiring digital assistance in 2021.</p>	<p>Customer Services Team Leader Customer Service Advisors/Apprentice</p>	<p>326 forms completed April 23 – February 24</p> <p>Will update figures when March figures are available</p>
<p><b>Ensure all customer service advisors and 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</b></p>	<p>Sound financial management</p>	<p>100%, annually</p>	<p>Complete in accordance with corporate training and individual training plans. Training this year has included:</p> <ul style="list-style-type: none"> <li>• conflict management</li> <li>• telephone online training</li> <li>• equality and diversity</li> <li>• UC and HB/Council Tax</li> </ul>	<p>Customer Services Manager Customer Services Team Leader</p>	<p>Complete in accordance with corporate training and individual training plans. Training this year has included:</p> <ul style="list-style-type: none"> <li>• Risk Assessment</li> <li>• Crystal reports</li> <li>• Prevent training.</li> <li>• Safeguarding training</li> <li>• Fire warden training</li> <li>• Discretionary Housing Payment form training</li> <li>• Domestic Abuse Housing Alliance Training</li> <li>• Bartech Training</li> <li>• Procurement training</li> <li>• Display Screen Assessor Training</li> <li>• Accessibility Training</li> <li>• Google Analytics Training</li> </ul>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
			<ul style="list-style-type: none"> <li>refresher training</li> <li>fire warden and bomb threat training</li> <li>emergency rest centre training</li> <li>cyber ninja data protection online training</li> <li>safeguarding</li> </ul>		<ul style="list-style-type: none"> <li>Data Protection</li> <li>Carbon Literacy</li> <li>Emergency Planning</li> <li>PCI Compliance</li> </ul>
<b>Team meetings.</b>	Sound financial management	Minimum 4 a year, annually	Completed 11 team meetings (on the last Tuesday of the month, except for December, outside office hours).	Customer Services Manager Customer Services Team Leader	Completed 9 team meeting this year outside of office hours, well attended.
<b>One to one meetings.</b>	Sound financial management	Minimum 4 a year, annually	Not applicable	Customer Services Manager Customer Services Team Leader	Complete
<b>Complete appraisals annually and within the time frame set by HR</b>	Sound financial management	100%, annually	Not applicable	Customer Services Manager Customer Services Team Leader	Complete
<b>Regularly review corporate risks including:</b> <ul style="list-style-type: none"> <li>disaster recovery to provide continuous front facing services to the public in the event of a minor or major system outage.</li> <li>GDPR (General Data Protection Regulation) compliance to protect personal data, Council</li> </ul>	Sound financial management	Minimum annually, annually	Customer Services Business Continuity Plan reviewed annually. 4 minor data breaches recorded and reported in line with Council GDPR data breach guidance. Additional processes put in place where possible to prevent recurrence.	Customer Services Manager Customer Services Team Leader Facilities Service Lead ICT Legal Services Anglia Revenues Partnership All service Leads Third party suppliers	<b>Disaster recovery</b>  Remote working rota ensures we can continue to provide front line service away from The Grange if necessary.  Mobile phone contingency plan was tested in September when we experienced a problem with the phones. This highlighted an issue with the signal within the Customer Services back office, this was improved by providing access to east cambs wi-fi.  <b>GDPR &amp; Information Security</b>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
<p>reputation and avoid financial penalties.</p> <ul style="list-style-type: none"> <li>information security to protect personal data, prevent council reputation and provide confidence in online services.</li> <li>health and safety of members of the public visiting the Council offices</li> </ul>			<p>Team completed annual GDPR training.</p> <p>Archived data held in Customer Relationship Management system in line with corporate retention policy.</p> <p>Undertaken data cleansing of customer service data held in Outlook.</p> <p>No successful security attacks nor data leakage recorded against the Council's website and Customer Relationship System during 2022 to 2023.</p> <p>Customer Services risk assessment reviewed annually and as required. Last reviewed January 2023.</p> <p>Customer Services Team Leader is member of the Council's Health and Safety Working Group.</p>		<p>No data or Security breaches reported.</p> <p>Data Protection training complete.</p> <p>Data archived in line with corporate retention policy.</p> <p><b>Health &amp; Safety</b></p> <p>Risk Assessment last reviewed November 23. Discussed at monthly team meetings,</p> <p>Customer Services Team Leader is a member of the Council's Health and Safety Working Party</p>
<p>Reduce Customer Services annual paper usage by 10%</p>	<p>Cleaner, greener East Cambridgeshire</p>	<p>100% Annually</p>	<p>New Performance Measure</p>	<p>Cross-council Activity</p>	<p>23.24% reduction in paper usage April 23 to January 24</p>



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## Customer Services Service Delivery Plan 2024 to 2025

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### Overview of the service

The Customer Services team provides a front-line service for all Council services, East Cambs Street Scene and Ely Markets, delivering high quality customer service and responding in a fast, efficient and helpful manner. The whole team acts as 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 24/7.

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 and policy change 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.

When we are not answering the phone, responding to emails or serving customers face to face, we have a whole host of admin jobs that we do to support Council Services, ECSS Ely Markets and Anglia Revenues partnership. Examples range from maintaining the ECSS waste database and administering the annual Additional Green Waste Renewals and Business and Markets parking permits to processing cheques, updating the TV screen in reception and assisting with mail outs.

### Cost of service

The cost to run the service for year 2024/2025 is £703,762, this includes £125,000 for a new website.

### Staffing Information

1 Customer Services Manager

- 1 Customer Services Team Leader
- 7 Full time Customer Service Advisors
- 2 Part time Customer Service Advisors
- 1 Customer Service Apprentice
- 1 Full time Digital Services Officers
- 2 Part time Digital Services Officers

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2024 to 2025	November 2024	Operational Services
End of year report 2024 to 2025	March 2025	Operational Services
Service Delivery Plan 2025 to 2026	March 2025	Operational Services



## Customer Services Service Delivery Plan 2024 to 2025

This Service Delivery Plan describes what Customer Services will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2024 to 2025.

**Council's strategic outcome:** Customers are at the heart of everything we do.

**Customer Services' strategic objective:** Seek feedback and be accessible, responsive and flexible to customer needs.

**Link to Corporate Plan:** Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Monitor customer feedback and service performance and provide quarterly service reports to Service Leads and Management Team and monthly reports to East Cambs Street Scene (ECSS)	100%, annually	<p>Quarterly 1, 2 &amp; 3 service reports issued to Service Leads and CMT. Monthly reports Apr 23 – Jan 24 provided to ECSS. Q4 and Feb &amp; Mar 24 ECSS reports will be provided when available.</p> <p>354 customer satisfaction surveys completed. 72.6% were satisfied or very satisfied, 6.8% were neither satisfied or unsatisfied and 20.6% were unsatisfied or very unsatisfied with the service they had received.</p>	<p>Customer Services Manager Customer Services Team Leader Digital Services Officer</p>
Measure the Council's accessibility compliance monthly and achieve or exceed an excellent rating and 90% compliance with WCAG 2.1 and WCAG 2.2 accessibility standard	Monthly - 90%, annually	<p>Compliance score remained Excellent throughout April, however it dipped below 90% in May, June and July.</p> <p>April - 94%, May - 88%, June - 88%, July - 85% August - 95%, September - 95%, October - 95% November - 95%, December - 95%, January - 95% February - 95%, March to be provided when available.</p>	<p>Digital Services Officers Digital Support Officer</p>
Answer calls offered via the Council's telephone system for the main Council telephone number 01353 665555	Monthly - 90%, annually	<p>April - 97.3%, May - 96.4%, June - 97.0% July - 98%, August - 98.7%, September figures unavailable due to problem with telephone line October – 94.1%, November – 98.6% December - 98.8%, January – 98.4% February &amp; March figures will be provided when available.</p> <p>Achieved 100% for April 23 – Jan 24.</p>	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Answer calls offered by the telephone system for the main Council telephone number 01353 665555 within 30 seconds	Monthly - 90%, annually	<p>April – 32 seconds, May – 29 seconds, June – 25 seconds, July – 23 seconds                      August – 21 seconds, September figures unavailable due to problem with telephone line, October – 18 seconds, November – 18 seconds                      December – 16 seconds, January – 19 seconds                      Feb &amp; March will be provided when available.</p> <p>Achieved, 88.8% April 23 – Jan 2024.</p>	<p>Customer Services Team Leader                      Customer Service Advisors and Apprentice</p>
Respond to emails to the ContactUs@eastcamb.gov.uk mailbox within 48 hours, the response will include a resolution or, if this is not possible at first point of contact, details of action taken to ensure the customer’s enquiry is resolved as soon as possible	Monthly - 90%, annually	<p>April – 100%, May – 99.7%, June – 100%, July – 99.6%, August – 99.2%, September – 99.3%, October – 99.3%, November – 99%, December – 98.9%                      January – 99.7%.</p> <p>February and March figures will be provided when available.</p> <p>Achieved 100% April 23 – Jan 24.</p>	<p>Customer Services Team Leader                      Customer Service Advisors and Apprentice</p>

**Council’s strategic outcome:** Customers are at the heart of everything we do.

**Customer Services’ strategic objective:** Help to reduce failure demand across the authority. Work proactively and support the customer experience and reduce silo working.

**Link to Corporate Plan:** Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Monitor avoidable contact and work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority	As required, annually	<p>We continue to work closely with the Communications team and ECSS throughout the year to ensure information given to customers is correct, relevant, up to date and that recurring issues are investigated and resolved.</p> <p>Examples of partnership work with services to reduce failure demand include: Improvements to the Planning Customer journey, May 2023 Election support, Waste - black bag roll out and brown bin renewals, maintained</p>	<p>Customer Services Manager                      Customer Service Team Leader                      Digital Services Officers</p>

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
		<p>master round database, Climate change web pages review, multiple licensing form updates and web page changes, new online form for data subject access requests, new suite of pages for health living and review of the sport pages, new on the ground with East Cambs mapping, improvements to energy efficient pages, the food safety and food business areas of the website and the transfer of parking tickets to Chipside.</p>	
<p>Continue to provide a frontline service for ECSS and support the development of their service throughout 2024 to 2025</p>	<p>As required, annually</p>	<p>% of calls logged in the customer relationship management system resolved at first point of contact Q1 – 46.4%, Q2 – 46.1%, Q3 – 46.9%</p> <p>% of waste emails resolved at first point of contact Q1 – 82%, Q2 – 83%, Q3 – 80%</p> <p>Heavily involved in Bartech Project including Data cleansing and creation of Bartech database, assisting with Street Cleansing data cleansing, review of workflows and work processes and integration with Customer Relationship Management System</p> <p>Have also fully supported ECSS with, black bag distribution, brown bin renewals and change of senior personnel.</p>	<p>Whole team activity</p>
<p>Respond to Building Control and Planning copy requests within five working days</p>	<p>100%, annually</p>	<p>100% achieved (April 2023 to January 2024), 76.8% completed within 24 hours.</p> <p>Figures for February and March will be provided when available.</p>	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>
<p>Attend and make an effective contribution to monthly ARP Customer Service meetings and develop and action plan that supports and demonstrates commitment to the ARP Better Connected Journeys programme</p>	<p>100%, annually</p>	<p>Attended Strategic, Tactic AND Buddy Meetings Presented UX training options paper and indicative costs to strategic partners.</p> <p>Contributed to the following projects: customer insight project, migration from Mitel telephone to Teams, - new contact us form to replace email addresses, - Housing Benefit Accuracy review, handling of complaints, tools to increase self- service, digital service improvements.</p>	<p>Customer Services Manager Customer Services Team Leader Customer Service Advisor</p>

**Council’s strategic outcome:** ‘Can do’ approach and open for business.

**Customer Services’ strategic objective:** Create digital solutions that provide easy access to information and services 24/7.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Achieve 99% website availability each month	Monthly - 99%, annually	April – 100%, May - 100%, June - 100% July – 100%, Aug – 100%, September- 100% October - 100%, November - 97.5%* December – 100%, January – 100% Feb and March figures to be provided when available.  Availability 99.7% April 23 to Jan 24. 17.5-hour outage in November when JISC requested we transfer our domain names to a gov.uk accredited host provider.	Customer Services Manager Plan Alpha Systems
Achieve website engagement rate of 63% each month	Monthly – 100% annually	New performance measure.	Digital Services Officers
Deliver a new East Cambs Website by 1 <sup>st</sup> December 2024	By 1 <sup>st</sup> December 2024	New Performance Measure	Customer Services Manager Digital Services officers Service Leads

**Council’s strategic outcome:** Safe, vibrant and inclusive communities. Community sustainability.

**Customer Services’ strategic objective:** Make a positive contribution to the health and wellbeing within our district.

**Link to Corporate Plan:** Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Promote and provide an assisted digital service for customers claiming Housing Benefit, Council Tax Support and Universal Credit and provide uptake figures to the Director Legal and Anglia Revenues Partnership	100%, annually	326 forms completed Apr 23 – Feb 24  Will update figures when March figures are available	Customer Services Team Leader Customer Service Advisors and Apprentice

**Council’s strategic outcome:** Be an excellent employer.

**Customer Services’ strategic objective:** Support the continued professional development of Customer Services. Ensure that the Council’s corporate risks are managed effectively and mitigations and put in place to reduce impact.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<p>Ensure all members of the Customer Service team receive adequate training to fulfil their role</p>	<p>100%, annually</p>	<p>Complete in accordance with corporate training and individual training plans. Training this year has included: Risk Assessment, Crystal reports, Prevent training, Safeguarding training, Fire warden training, Discretionary Housing Payment form training, Domestic Abuse Housing Alliance Training, Bartech Training, Procurement training, Display Screen Assessor Training, Accessibility Training, Google Analytics Training, Data Protection, Carbon Literacy, Emergency Planning, PCI Compliance training</p>	<p>Customer Services Manager Customer Services Team Leader</p>
<p>Team meetings</p>	<p>Minimum 4 a year, annually</p>	<p>Completed nine team meeting this year outside of office hours, well attended. .</p>	<p>Customer Services Manager Customer Services Team Leader</p>
<p>One to one meetings.</p>	<p>Minimum 4 a year, annually</p>	<p>Complete</p>	<p>Customer Services Manager Customer Services Team Leader</p>
<p>Appraisals completed annually and within timeframe set by HR.</p>	<p>100%, annually</p>	<p>100% complete</p>	<p>Customer Services Manager Customer Services Team Leader</p>
<p>Regularly review corporate risks including:</p> <ul style="list-style-type: none"> <li>disaster recovery to provide continuous front facing services to the public in the event of a minor or major system outage.</li> <li>GDPR (General Data Protection Regulation) compliance to protect personal data, council reputation and provide confidence in online services.</li> <li>information security to protect personal data, prevent financial penalties, protect council reputation and provide confidence in online services.</li> <li>health and safety of members of the public visiting the Council offices</li> </ul>	<p>Minimum annually, annually</p>	<p>Disaster Recovery</p> <ul style="list-style-type: none"> <li>Remote working rota ensures we can continue to provide front line service away from The Grange if necessary.</li> <li>Mobile phone contingency plan was tested during recent phone issues, this highlighted problems with the signal within the Customer Services back office, this was improved by providing access to east cambs wi-fi.</li> </ul> <p>GDPR &amp; Information Security</p> <ul style="list-style-type: none"> <li>No data or Security breaches reported.</li> <li>Data Protection training complete.</li> <li>Data archived in line with corporate retention policy.</li> </ul>	<p>Customer Services Manager Customer Services Team Leader</p>

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
		Health & Safety <ul style="list-style-type: none"> <li>- Risk Assessment last reviewed November 23.</li> <li>- Discussed at monthly team meetings.</li> <li>- Customer Services Team Leader is a member of the Council's Health and Safety Working.</li> </ul>	

**Council's strategic outcome:** A clean, green and attractive place.

**Customer Services' strategic objective:** Undertake activities which help to mitigate/adapt to climate change.

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Replace plastic visitor passes with sustainable bamboo passes.	By 1 September 2024	New performance measure.	Customer Services Team Leaser Reprographics
Manage the Additional Garden Waste Bins and annual renewals within Bartec so that licence stickers are no longer required.	By 3 May 2024	New Performance measure	Customer Services Team

## Environmental Health services end of the year report 2023 to 2024

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
Continue to work with Sanctuary Housing and get commitment to provide 40% of the cost towards disabled adaptations in their stock by April 2023	Sound financial management	As identified, annually	£170,000	Senior Case Worker Environmental Services Manager	£120,000
Maintain fee income of East Cambridgeshire Home Improvement Agency £120,000 by March 2023	Sound financial management	As identified, annually	£121,400	Senior Case Worker Case Worker Technical Officer Business Support Officer Administrative Officer	£136,000
100% of permitted processes	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	100%, annually	100% (6 sites)	Senior Environmental Health Officer (Domestic) Environmental Health Officer (2) Technical Officer Scientific Officer	100%. 3 completed. 3 remaining but booked to be completed by end of March 2024.
100% of large mobile home sites inspected	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	100%, annually	100% (10 sites)	Senior Environmental Health Officer (Domestic) Environmental Health Officer (2) Technical Officer Scientific Officer	100% 10 sites inspected.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
<b>100% Private water supplies tested</b>	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	100%, annually	100%	Senior Environmental Health Officer (Domestic) Environmental Health Officer (2) Technical Officer Scientific Officer	100% (12 sites)
<b>97% of air quality data capture obtained</b>	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	97%, annually	98.6%	Senior Environmental Health Officer (Domestic) Environmental Health Officer (2) Technical Officer Scientific Officer	98%
<b>80% of potentially contaminated land that has been remediated</b>	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	80%, annually	81%	Senior Environmental Health Officer (Domestic) Environmental Health Officer (2) Technical Officer Scientific Officer	81.6%
<b>100% of A and B rated food premises</b>	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	100%, annually	100%	Senior Environmental Health Officer (Commercial) Environmental Health Officers (Commercial) x3 Administration Officer	100% (32 inspections)
<b>90% of Cand D rated food premises</b>	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	90%, annually	60%	Senior Environmental Health Officer (Commercial) Environmental Health Officers (Commercial) x3 Administration Officer	90% (185 inspections carried out to date 87%)



Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
<b>90%of E rated premises sent a questionnaire</b>	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	90%, annually	100%	Senior Environmental Health Officer (Commercial) Environmental Health Officers (Commercial) x3 Administration Officer	Currently 100% sent out
<b>100% approved premises inspected</b>	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	100%, annually	100%	Senior Environmental Health Officer (Commercial) Environmental Health Officers (Commercial) x3 Administration Officer	5 existing 4 have been programmed into March
<b>100%of first stage customer enquiries responded to within 5 days</b>	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	100%, annually	95%	Senior EHO (Domestic) Domestic Team Officers	100%
<b>98% Planning/Building Regulation consultations responded to within 21 days</b>	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	98%, annually	98%	Senior EHO (Domestic) Domestic Team Officers	98%
<b>98%of general Licensing consultations responded to within 28 days</b>	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	98%, annually	100%	Senior EHO (Domestic) Domestic Team Officers	100%

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
90% first contact within 3 working days	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	90%	93%	Senior EHO (Domestic) Domestic Officers	95%
100% Export Health Certificates issued within 7 working days	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	100%, annually	100%	Senior EHO(Commercial) EHO x3 Administration Officer	19 currently all processed within 7 days
Review the Health and Wellbeing strategy and update action Plan	Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	As Identified annually	New Performance measure	Environmental Services Manager Health and Wellbeing Project Coordinator	Draft Health and Wellbeing Strategy and Action plan taken to March Operations service committee for approval
90% of requests for advice or statutory investigation and intervention by officers, resolved within 90 days	Cleaner, greener East Cambridgeshire	90% annually	92%	Senior EHO (Domestic) EHO x 2 Technical Officer x 2 Scientific Officer	89%
Undertake targeted promotional campaigns or press releases aimed at increasing public awareness to reduce the incidence of Environmental Crime, littering and dog fouling	Cleaner, greener East Cambridgeshire	3 targeted campaigns by March 2024 annually	7 targeted campaigns	EHO x 2 Technical Officer x 2 Dog Warden	7 targeted campaigns
5%of fixed penalty notices (FPN) served in relation to annual number of environmental offences investigated	Cleaner, greener East Cambridgeshire	5% annually	6.8%	Technical Officer x 2 Dog Warden	5.5%

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
Review Environmental Crime Enforcement Policy and Standard operating procedures (SOP's)	Cleaner, greener East Cambridgeshire	By 31 March 2024 annually	New Performance Measure	Senior EHO Domestic	Policy adopted Sept 2023
Reduce the departmental use of paper by 10%	Cleaner, greener East Cambridgeshire	By 31 March 2024 annually	New Performance Measure	Environmental Health Department	Departmental paper use reduced by 15.22%
Disabled facilities Grants (DFG)	Housing Cleaner, greener, East Cambridgeshire	75 annually	84 completed 90 approved waiting for completion	Senior Case Worker Case worker Technical Officer Business Support Administrative Officer	86 Completed 94 approved waiting completion
Risk assess all houses in Multiple Occupation (HMO's) licensed premises and undertake inspections of those as high risk within 12 months	Housing Cleaner, greener East Cambridgeshire	100% annually	57%	Senior EHO Technical Officer Housing	100% (5 undertaken. Remaining 3 to be completed by end of March 2024)
Bid for Government funding or other sources of funding targeted at improving the energy efficiency of homes on low incomes and suffer high fuel costs	Housing Cleaner, greener East Cambridgeshire	As identified, annually	HUG Funding applied for as part of the Cambs Energy Retrofit Partnership consortium made up of all Cambridgeshire Authorities. Awaiting decision on total funding 2 million earmarked for ECDC	Home Energy Advisors x 2	HUG2 funding for April 23-25 was successful securing £10 M of funding for the partnership for residential retrofits for residents in ECDC, South Cambs, HDC, Cambridge City and Fenland

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
Undertake regular marketing activity to communicate funding/grant opportunities and energy advice available to residents via ECDC website, Facebook and Twitter, Parish clerks and newsletters and local charities/third party groups	Housing Cleaner, greener East Cambridgeshire	Minimum of 2 per quarter	7 events attended	Home Energy Advisors x 2	Claire and I have attended and presented at several events and to local community groups across the district including a Members briefing in Nov 23. Regular energy related articles are sent via our internal Comms team and via our Action On Energy website and social media channels
Process grant applications for ECO flex initiative	Housing Cleaner, greener East Cambridgeshire	100%, annually	100%	Home Energy Advisors x 2	We are participating in the scheme and are providing declarations as appropriate
Respond to all near “Here and now” queries raised by customers, including debt advice, billing enquiries, immediate funding support, cost of living	Housing Cleaner, greener East Cambridgeshire	Within 4 working days, annually	New Performance measure	Home Energy Advisors x 2	100%
Respond to all future funding enquiries under CERP including HUG2 and ECO4 funding queries	Housing Cleaner, greener East Cambridgeshire	Within 5 working days, annually	New Performance measure	Home Energy Advisors x 2	This is being supported via the recruitment of a fixed term Admin Support Officer. We can respond in a timely manner to all enquiries that come directly to the Council from residents/third parties and via the Action on Energy website.
Annual review of risk to ensure that the councils statutory and legislative requirements are fully met	Sound Financial management	As required annually	ongoing	Environmental Services Manager Senior EHO's x 2 Senior Case Worker (HIA)	Complete no risks identified

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
100% Appraisals undertaken	Sound Financial Management	100% annually	On going	Environmental Services Manager Senior EHO's x 2 Senior Case Worker (HIA)	100% appraisals complete





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## Environmental Health Service Delivery Plan 2024 to 2025

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### Overview of the service

The activities of Environmental Health service 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 listed below.

#### Commercial team

- food safety – food safety is a statutory function, 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 internals
- issuing food hygiene ratings to businesses in the national scheme
- issuing of registration to skin piercers and establishments
- Health and Safety – health and safety inspections and enforcement of workplaces is a statutory function and includes investigation of workplace accidents and fatalities
- communicable disease control – investigation of infectious disease, food poisoning outbreaks

#### East Cambridgeshire Home Improvement Agency

- housing grants – supporting the elderly, disabled and vulnerable to access mandatory disabled facilities and discretionary grants by organising and overseeing the building works to current building regulations and planning laws and submitting paper work on the client’s behalf through to completion of work
- sign posting – supporting clients to access other forms of help by liaising with charities, support groups and local contractors

## Agenda Item 7 Appendix 1

- benefits checks – provides a benefit checks to all clients who are subject to a financial meant test to ensure they are receiving the correct income and refers onto appropriate organisations where necessary
- partnership working – agreement with Sanctuary Housing is facilitated through the service for them to cover the cost of 40% of the cost towards adaptations to their stock
- panel meetings – work in partnership with Children’s and Adults Occupational Therapy teams; attending panel meetings for assessing applications for mandatory Disabled Facilities Grants.

### Domestic Team

- housing conditions – officers undertake a range of housing functions, the aim being to tackle poor housing conditions in all sectors and to develop strategies and procedures that address and improve housing standards. 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 in areas such as air quality review and strategy, contaminated land, nuisance investigations, Environmental Pollution Prevention Control permits, pest control advice 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, fixed penalty notices (FPN’s) and Community Protection Notices (CPN’s) right through to prosecutions for 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; engage with fuel providers and third parties to help resolve energy debt problems and assist residents experiencing fuel poverty access short term grants; work with Cambridgeshire and Peterborough authorities to access government funding for householders to improve the energy efficiency of their homes

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 Health service is uniquely positioned to improve individual and public health and wellbeing. That is why our service takes the lead on health and wellbeing working with health partners such as, Cambridgeshire County Council, Integrated Care Partnership,



and local community organisations to reduce health inequalities and provide the lead and coordination on actions to tackle the wider determinants of health.

### Cost of service

The cost to run the service totals £835,698. This amount includes staffing cost, contracted services example kennelling and rehoming of stray dogs

### Staffing Information

Environmental Services Manager (full time)

Senior EHO Domestic team (full time)

Senior EHO Commercial team (full time)

EHO Domestic team (2 full time)

EHO Commercial (3 full time)

TO Domestic (3 full time)

Dog Warden (full time)

Scientific Officer (full time)

Admin Domestic (1 full time)

Admin Commercial (part time)

Admin HIA (part time)

Senior Case Worker HIA (full time)

Case Worker HIA (part time)

Technical Officer HIA (full time)

Business Support Officer (part time)

Home energy Officer (2 part time)

Home Energy admin support (full time/fixed term)

Forward planning for Councillors

<b>Proposed item</b>	<b>Proposed date of decision</b>	<b>Committee</b>
Review of Caravan Site Licensing and HMO licensing fees	June 2024	Operational Services
Air Quality Strategy	September 2024	Operational Services
Health and Wellbeing Strategy Action Plan performance update	September 2024	Operational Services
Env Crime Action Plan Performance update	November 2024	Operational Services
Half year report 2024 to 2025	November 2024	Operational Services
End of year report 2024 to 2025	March 2025	Operational Services
Service Delivery Plan 2025 to 2026	March 2025	Operational Services

## Environmental Health Service Delivery Plan 2024 to 2025

This Service Delivery Plan describes what Environmental Health team will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2023 to 2027.

**Council's strategic outcome:** Maintain sound finances. Improve systems and practices.

**Environmental Health services' strategic objective:** Consider opportunities to increase income through the provision of added value services.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Continue to work with Sanctuary Housing and get commitment to provide 40% of the cost towards disabled facilities grants in their stock by 1 April 2023	£170,000 by end of March 2024, annually	£170,000	Senior case worker HIA Environmental Services Manager
Maintain fee income of £120,000 by 31 March 2024	£120,000 end of March 2024, annually	£121,400	Senior case Worker HIA Case worker HIA Technical Officer HIA Business support Officer HIA Administration Officer HIA
Support the Council's growth agenda and undertake a fees and charges review	By December Annually	Annual review complete by November 2024	Senior EHO Domestic/Commercial
Annual review of risk to ensure that the councils statutory and legislative requirements are fully met	By March Annually	Annual review complete by March 2025	Environmental Services Manager Senior EHO's x 2 Senior Case Worker (HIA)

**Council's strategic outcome:** Customers are at the heart of everything we do.

**Environmental Health services' strategic objective:** 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 health and welfare of the population.

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Meet all statutory duties relating to the protection of the natural and built environment	100%, annually	100%	Senior EHO Domestic EHO X 2 TO x 3 Scientific Officer Dog Warden Admin assistant

**Council’s strategic outcome:** Customers are at the heart of everything we do.

**Environmental Health services’ strategic objective:** Reduce the incidence and effects of pollution and to promote environmental stewardship

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Undertake targeted promotional or press releases aimed at increasing public awareness to reduce incidence of Environmental Crime, littering and dog fouling	3 targeted campaigns by March 25	7 targeted campaigns	EHO X 2 Dog warden Technical officer x 2

**Council’s strategic outcome:** Enhance the natural environment and build on our sustainability goals.

**Environmental Health Services’ strategic objective:** Reduce Environmental Services carbon footprint where possible.

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Reduce departmental paper use by 10%	By 10%, annually	Reduced by 15.22%	All officers

**Council’s strategic outcome:** Customers are at the heart of everything we do.

**Environmental Health services’ strategic objective:** Ensure that residents in ECDC are adequately housed in a dwelling that is safe and suited to their needs.

**Link to Corporate Plan:** Social and community infrastructure. Housing.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Deliver the Home improvement Agency service in line with contract requirements for Fenland District Council	100% KPI's within contract Annually	New measure	Senior Case worker Care and Repair
Work with Cambs retrofit partnership consortium to obtain funding to improve energy efficiency of homes for residents on low income and high fuel cost	As Identified Annually	HUG2 funding for April 23-25 was successful securing £10 M of funding for the partnership for residential retrofits for residents in ECDC, South Cambs, HDC, Cambridge City and Fenland	Home energy advisors x 2
Meet all statutory duties relating to the allocation of Disabled facilities Grants funding	100% Annually	100% funding committed	Senior case worker Case worker Technical Officer Business support Officer Admin support
Meet all statutory duties relating to official controls over poor housing standards in the private sector	100%	100%	Senior EHO Domestic Technical Officer x 1

**Council's strategic outcome:** Customers are at the heart of everything we do.

**Environmental Health services' strategic objective:** Demonstrate ECDC's compliance with Statutory requirements of official controls of food and food hygiene.

**Link to Corporate Plan:** Social and community infrastructure. Housing. Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Meet all statutory duties relating to official controls of food and food hygiene	100%, annually	100%	Senior EHO Commercial EHO x 3 Administration Officer

**Council’s strategic outcome:** Safe, vibrant and inclusive communities. Community sustainability.

**Environmental Health services’ strategic objective:** Implement the Health and Wellbeing Strategy and action plan.

**Link to Corporate Plan:** Social and community infrastructure.

Performance measure	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners
To deliver the Health and wellbeing strategy and action plan	100% Bi annually	New performance measure.	Environmental Services Manager Health and Wellbeing Project Coordinator

## Housing and Community Advice Service end of the year report 2023 to 2024

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
<b>Avoid the use of Bed and Breakfast (B&amp;B) accommodation where possible unless in an absolute emergency, high risk clients and there is no other accommodation available to the client</b>	Sound financial management	90%, annually	100%	Housing Options Team	85%, 14 high risk clients were placed in alternative accommodation due to the risk of using our temporary accommodation.
<b>Recoup monies loaned to clients for deposits, storage and removals with a collection rate of 85%</b>	Sound financial management	85%, annually	84%	Income and Recovery Officer	84%
<b>Prioritise homeless presentations and deal with 100% of clients immediately</b>	Sound financial management	100%, annually	100%	Housing Options Team	100%
<b>Provide income maximisation services to all of our clients</b>	Sound financial management	100%, annually	100%	Housing and Community Advice Team	100%
<b>Ensure we use 100% of the discretionary housing fund</b>	Social and community infrastructure	100%, annually	100%	Housing and Community Advice Team	100% of £67,716
<b>Prevent or relieve at least 250 households from becoming homeless per year</b>	Social and community infrastructure	250, annually	451	Housing Options Team	Prevented 247. Relieved 251

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
Undertake an annual rough sleeper estimate	Social and community infrastructure	Annual estimate, annually	Completed-estimated count was 5	Housing and Community Advice Manager	Completed in November 2023 Estimated count 1
Maintain the 10 bed spaces we have for supported accommodation for clients with mental health, drug and alcohol issues provided by The Pringle Group and Amicus	Social and community infrastructure	10, annually	Ongoing	Housing and Community Advice Team	Ongoing
Ensure 100% of clients are seen within 15 minutes of attending drop in	Social and community infrastructure	100%, annually	100%	Housing and Community Advice Team	97% - average waiting time is 5 minutes. Not always able to access an interview room.
Ensure resolution guarantee for 100% of clients seen by the Community Advice team	Social and community infrastructure	90%, annually	94%	Community Advice Team	100% of clients received a resolution.
Work in partnership with Environmental Health to ensure all Houses in Multiple Occupation (HMO's) are licensed and meet the required standards prior to any placements within the private landlord remit	Social and community infrastructure	100%, annually	Ongoing	Housing and Community Advice Team	Ongoing when new HMOs set up, 100% existing known HMOs.
Carry out 100% of welfare checks with our Ukrainian guests within a week of arriving at their host properties	Social and community infrastructure	100% annually	100%	Community Advice Resettlement Officers	100%
Improve communications by updating our website and leaflets, relationships with registered providers and the private sector with regular forums and to ensure		100%	ongoing	Housing & Community Advice	Leaflets and websites continually being updated when needed



Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
services are accessible for all residents within East Cambs					
<b>Support all residents in private sector housing in any court appearances, including assisting with all relevant paperwork</b>	Social and community infrastructure	100%, annually	24 court appearances with 22 evictions prevented	Housing Court Officer	27 court appearances with 25 of those evictions prevented.
<b>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</b>	Social and community infrastructure	100%, annually	2 residents supported to remain in their own home	Housing Options and Community Advice Team	4 residents were supported to remain in their own homes.
<b>Work towards attaining DAHA (domestic abuse housing accreditation) accreditation</b>	Social and community infrastructure	100%, annually	Ongoing 12-18 months process	Housing Options Team Leader	All modules will be completed and submitted by the end of March.
<b>Ensure 100% of all unauthorised traveller encampments are visited within 24 hours and working with partner agencies to arrange planned move-ons or evictions</b>	Social and community infrastructure	100% annually	100%	Traveller Liaison Officer	No unauthorised encampments this year
<b>Ensure all staff attend mandatory council training courses in policy and procedures for safeguarding, equality, diversity and inclusion, health and safety: ensure all staff maintain their professional development records</b>	Social and community infrastructure	100%, annually	100%	Housing and Community Advice Manager	100%

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
<b>All appraisals to be completed annually and within the timescales set by HR</b>	Sound financial management	100%, annually	100%	Housing and Community Advice Manager Housing Options Team Leader Community Advice Team Leader	100%
<b>Undertake activities which help mitigate/adapt to climate change</b>	Cleaner, greener East Cambridgeshire	To contribute to the implementation of the Council's Climate and Environment Action Plan	Ongoing	Cross-council Activity	Ongoing
<b>Reduce our paper usage within the service by 5%</b>	Cleaner, greener East Cambridgeshire	To contribute to the implementation of the Council's Climate and Environment Action Plan	19%	Housing and Community Advice	



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## Housing and Community Advice Service Delivery Plan 2024 to 2025

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### Overview of the service

#### Housing Advice

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, 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, and referring clients to homeless hostels. They are also the conduit for the Rent Deposit Scheme, Young Persons Project, provision and assistance for 16/17year olds 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 amended) as well as the Council's Homelessness and Rough Sleeping Strategy 2020 to 2025 and the Council's corporate aims of:

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

The team oversee the Homes for Ukraine Scheme, Asylum Dispersal Scheme and Afghan Resettlement Scheme and work with Community Advice Resettlement officers in supporting, re-matching, and moving our guests into independent accommodation.

### Community Advice

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 people's lives.

The team co-ordinate and attend the community hubs/bus across the district, reaching more remote residents and ending social and digital isolation.

Direct delivery of the Community Advice services 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 issue that they face in an ever-changing environment.

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

- Universal Credit (including the housing element)
- domestic abuse
- defending possession proceedings
- housing options
- conflict management
- DASH risk assessments
- mediation
- income maximisation
- armed forces covenants
- immigration status and eligibility
- Adults and Mental Capacity Act
- mental health
- drug and alcohol abuse
- personal independence payments (PIP) applications and challenging decisions
- overpayments of benefits
- employment and consumer law
- rent arrears
- debt and money advice
- anti-social behaviour
- pensions
- referrals or signposting to other services

## Cost of service

The gross cost of running the Housing and Community Advice service is £818,093 with a net cost to the authority of £224,666 the remainder of £593,427 is covered by Department for Levelling Up, Housing and Communities funding.

## Staffing Information

Housing and Community Advice Manager (part time)

Housing Options Team Leader (full time)

Housing Options Officer (4 full time)

Housing and Court Officer (full time)

Income and Recovery Officer (full time)

Traveller Liaison Officer (part time)

Community Advice Team Leader (full time)

Community Advice Officer (3 full time)

Community Advice and Resettlement Officer (3 full time)

Housing & Community Advice Admin Officer (1 full time)

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2024 to 2025	November 2024	Operational Services
End of year report 2024 to 2025	March 2025	Operational Services
Service Delivery Plan 2025 to 2026	March 2025	Operational Services

## Housing and Community Advice Service Delivery Plan 2024 to 2025

This Service Delivery Plan describes what Housing and Community Advice Service will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2023 to 2027.

**Council's strategic outcome:** Minimise the financial (cost) impact of the Council on its residents.

**Housing and Community Advice Service's strategic objective:** Maximising income via the re charging policy and reduce the risk of temporary accommodation.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Avoid the use of Bed and Breakfast (B&B) accommodation where possible unless in an absolute emergency, high risk clients and there is no other accommodation available to the client	90%, annually	85%	Housing Options Team
To secure alternative accommodation for high-risk clients to avoid the use of B&B accommodation		New performance measure	Housing & Community Advice Manager
Recoup monies loaned to clients for deposits, storage and removals with a collection rate of 85%	85%, annually	84%	Income and Recovery Officer
Produce a full re charging policy for B&B, deposits, removals and storage	100%, annually	New performance measure	Housing Options Team

**Council’s strategic outcome:** Sustainable Communities

**Housing and Community Advice Service’s strategic objective:** Provide a holistic Housing and Community Advice service with the emphasis on preventing homelessness and offering a fully accessible Community Advice Service.

**Link to Corporate Plan:** Support our residents to live happy and healthy lives.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Meet all of our statutory duties relating to the Housing Act 1996 as amended	100% annually	New performance measure	Housing & Community Advice Team
Ensure that 100% of the discretionary Housing Fund is fully utilised to prevent homelessness	100%, annually	100%	Housing and Community Advice Team
Prevent or relieve at least 250 households per year from becoming homeless	Minimum 250, annually	Prevented 247 Relieved 251	Housing Options Team
To continue to implement the DAHA accreditation including providing DA survivors with essential packs of sanitary products and essential clothing and bedding to support when fleeing	100%, annually	New performance measure	Housing and Community Advice Team
Ensure 100% of clients are seen within 15 minutes of attending drop-in services and explore the possibility of more interview rooms	100%, annually	100%	Housing and Community Advice Team
Ensure resolution guarantee for 100% of clients that are seen by the Community Advice team	100%, annually	96%	Community Advice Team

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Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Carry out 100% of welfare checks with our Ukrainian guests within a week of arriving at their host properties and continue to work in partnership on the Asylum Dispersal and Afghan Resettlement Scheme	100%, annually	100%	Community Advice and Resettlement Officers
Work in partnership with Environmental Health to ensure all Houses in Multiple Occupation (HMO's) are licensed and meet the required standards prior to any placements within the private landlord remit including upskilling another housing officer to carry out HRSS property inspections	100%, annually	100%	Housing Options Team
To ensure at least one officer undertakes training and are qualified to provide residents with immigration advice to enhance the service provided by the Community Advice Team	100%	New performance measure	Housing and Community Advice Team
Improve communications by updating our website and leaflets, relationships with registered providers and the private sector. Including regular promotional work to make residents aware of services available	As required, annually	Ongoing	Housing and Community Advice Team
Support residents in the private sector and social housing in any court appearances, including assisting with all relevant court paperwork	100%, annually	100%	Housing Options Court Officer
Ensure 100% of all unauthorised traveller encampments are visited within 24 hours and working with partner agencies to arrange planned move-ons or evictions	100%, annually	100%	Traveller Liaison Officer



**Council’s strategic outcome:** A clean, green attractive place.

**Housing and Community Advice Service’s strategic objective:** Undertake activities which help to mitigate/adapt to climate change.

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Reduce our paper usage within the service 10 %	10% reduction, annually	19%	Housing and Community Advice Team



**Leisure Services End of the Year report 2023 - 2024**

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 - 2023	Owner and co-owners	Outcome or output 2023 - 2024
To support the modernisation of the District's leisure facility network	Social and Community Infrastructure	Work with facility providers to identify potential developments in their facilities, programmes and services, operations and organisational arrangements.  Annual review	Work continuing with Ross Peers Sports Centre to develop long term strategy regarding facility improvements.  Work continuing with Ely Outdoor Sports Association to develop business case for refurbishment and use of renewable energy.	Leisure and Active Lifestyles Manager	Littleport supported with second gym project. Bottisham and the Hive supported with Swimming Pool Support Fund applications. Ellesmere exploring a refurb project. New targeted physical activity programmes taking place at Littleport, Ross Peers Sports Centre and the Paradise Centre to engage new members. Support provided through one to ones and group partnership meeting.
To support the modernisation of the District's leisure facility network	Social and Community Infrastructure	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 6 monthly	Community Sports Facility Grant scheme launched, and three grants awarded to support facility improvements at Ely Outdoor Sports Association, Littleport Leisure and Ross Peers Sports Centre.	Leisure and Active Lifestyles Manager	Littleport Leisure received £11,400 Community Sports Facility Grant funding to adapt second gym space to support greater use.
To support the modernisation of the District's leisure facility network	Social and Community Infrastructure	To support bids for external funding and investment as appropriate  Annual review	Work continuing, discussions ongoing with partner organisations	Leisure and Active Lifestyles Manager	Awaiting confirmation on the Swimming Pool Support Fund Grant from Sport England for solar panels on the Hive and for replacement boilers and to upgrade windows to triple glazed at Bottisham Sports Centre. Littleport Leisure successful with £5,600 grant from Sport England towards gym project.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 - 2023	Owner and co-owners	Outcome or output 2023 - 2024
<p>To extend active leisure opportunities across the District in collaboration with partner agencies and local stakeholders</p>	<p>Social &amp; Community Infrastructure</p>	<p>Continued implementation of Public Health funded physical health ('Healthy You') programme.  Review 6 monthly</p>	<p>New walking, walking sport, running and strength and balance programmes established. Nutrition activities delivered at local school and at events.  Delivery of 1:1s and referrals working with GPs to provide advice and support to residents</p>	<p>Active Lifestyles Coordinator</p>	<p>Bolt on strength and balance funding provided to Healthy You project.  Over 500 East Cambridgeshire individual residents supported to date in the year.  Support provided to various community groups, leisure centres and schools to develop physical activity programmes.</p>
<p>To extend active leisure opportunities across the District in collaboration with partner agencies and local stakeholders</p>	<p>Social &amp; Community Infrastructure</p>	<p>Development of programmes and services and opportunities present.  Annual review</p>	<p>Support provided to development of running groups and events, walking sports, strength, and balance activities.  Exercise referral offer extended to include Littleport Leisure and private providers</p>	<p>Leisure and Active Lifestyles Manager  Active Lifestyles Coordinator</p>	<p>Active for Health – a new initiative originally delivered from November as a pilot using Public Health Healthy Weight money. A 12-week scheme targeted at inactive individuals with a high BMI to run in Littleport in partnership with Littleport Leisure.  The scheme is to be extended to Soham to take place at Ross Peers Sports Centre starting in March 24.  New link created with Dynamic Health at Princess of Wales hospital to support Musculoskeletal (MSK) conditions with pathways into physical activity supporting the Waiting Well initiative.</p>
<p>To extend active leisure opportunities across the District in collaboration with partner agencies and local stakeholders</p>	<p>Social &amp; Community Infrastructure</p>	<p>Monitor and pursue external resource opportunities in collaboration with partner agencies and authorities and appropriate.  Review 6 monthly</p>	<p>Support given to Burwell Parish Council, Haddenham Parish Council, 10is Academy</p>	<p>Leisure and Active Lifestyles Manager  Active Lifestyles Coordinator</p>	<p>Working in collaboration with the Integrated Neighbourhood Board to support resident needs across the district linking to physical activity opportunities.  Review of health inequalities opportunities including Cardiac Rehab and Musculoskeletal.  Working with Community Hubs to provide physical activity options.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 - 2023	Owner and co-owners	Outcome or output 2023 - 2024
Support the operation of the Hive to ensure that it meets the Council's strategic objectives	Social & Community Infrastructure/Sound Financial Management	Develop and implement operational arrangements and service plans in consultation with the appointed operator. Ensure continuing high performance and service standards compliance.  Review 6 monthly	Continuing and regular engagement with operator, service standards kept under review and media enquiries as necessary.  Brise Soleil extended.  Screen provided to make Changing Places facility compliant, and details added to the Changing Places, Hive and Council websites	Leisure and Active Lifestyles Manager	Regular engagement with operator maintained. Full site inspection carried out in January 2024.  Quest (national benchmarking) booked to be carried out in Spring 2024 that will support operations.  Support provided in delivery programmes to ensure suitable programmes for residents and targeted schemes where required.
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 Leisure Services, including: <ul style="list-style-type: none"> <li>Loss of facilities or services of trust operated centres</li> <li>Regulatory breaches at Council or trust operated facilities</li> </ul>	Reviews undertaken quarterly	Leisure and Active Lifestyles Manager	Risks reviewed and no issues.
Continue to develop highly trained staff to support service delivery and drive forward our corporate priorities	Sound Financial Management	Attend training events when available to ensure staff are well informed and up to date with procedures and required legislation	2 training events attended	Leisure and Active Lifestyles Manager	16 training sessions attended by service, mainly internal but also some external.
Continue to develop highly trained staff to support service delivery and drive forward our corporate priorities	Sound Financial Management	100% of appraisals undertaken by 31 <sup>st</sup> March 2023	100%	Leisure and Active Lifestyles Manager	On track to be completed.
Undertake activities which help to mitigate/adapt to climate change	Cleaner, Greener East Cambridgeshire	Contribute to the Council's target of 20% reduction in paper use	New Target	Leisure and Active Lifestyles Manager  Active Lifestyles Coordinator	4.47% reduction. Due to nature of target market in older adults hard copies are required to support marketing of physical activity programmes.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 - 2023	Owner and co-owners	Outcome or output 2023 - 2024
Undertake activities which help to mitigate/adapt to climate change	Cleaner, Greener East Cambridgeshire	Explore possibility of installing solar panels at The Hive during 2023 to 2024.	New target	Leisure and Active Lifestyles Manager	Awaiting confirmation on the Swimming Pool Support Fund Grant from Sport England



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## Leisure Services Service Delivery Plan 2024 to 2025

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### Overview of the service

Leisure Services provides an important function of promoting physical activity and wellbeing to our residents. Raising the profile of the benefits of regular physical activity on both physical and mental health. Significant research shows that the most effective preventative measure for ill health and wellbeing is being active. Physical Activity and exercise are good not just for our physical health it is good for our mental wellbeing, connects and strengthens communities, and boosts the nation's (and local) economy.

The service has a specific focus on getting the less active more active and addressing health inequalities through targeted physical activity programmes. Working collaboratively with various individuals, community groups and leisure providers through the Healthy You contract to enable those who are currently inactive, to start their physical activity journey and enter the behaviour change model. This is often used by residents to enable them to become an active member of a leisure centre or community group.

The other core focus of the service is supporting the leisure providers across the district to ensure they are sustainable and delivering to their local communities.

The scope of the team's work is:

- Working with partners to support physical activity levels across the district and deliver the outcomes of the Healthy You project.
- Supporting the implementation of the Council's Health and Wellbeing Strategy and Action Plan to address health inequalities through physical activity.
- 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.
- Active environments - creating the places and spaces for people to be more active.
- Raising the profile of physical activity and its benefits to residents and communities.

### Cost of service

The cost of service for 2024/25 is £74,724.

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 costs are included.

Additional funding to support focused strength and balance programmes for older adults has been bolted on to the Healthy You contract until September 2025.

### Staffing Information

The Leisure Services team comprises of two members of staff.

Leisure and Active Lifestyles Manager (full time)

Active Lifestyles Coordinator (full time, employed by the Authority, externally funded currently until September 2025)

The service utilises leisure and physical activity professionals across the district to support programmes. A number of volunteers support programmes such as the Wellbeing Walks.



## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Community Sports Facility Grant applications	As required	Operational Services
Half year report 2024 to 2025	November 2024	Operational Services
End of year report 2024 to 2025	March 2025	Operational Services
Service Delivery Plan 2025 to 2026	March 2025	Operational Services
Health & Wellbeing Strategy update	6 monthly	Operational Services

## Leisure Services Service Delivery Plan 2024 to 2025

This Service Delivery Plan describes what Leisure Services will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2023 to 2027

**Council's strategic outcome:** Safe, Vibrant and Inclusive Communities. Community Sustainability

**Leisure Services' strategic objective:** Support the district to create more places and spaces to be active.

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<b>Supporting the district leisure facilities with their delivery plans and facility developments</b>	Work with facilities that require support and advice up to March 2025.  Annual review, annually	Littleport supported with second gym project. Bottisham and the Hive supported with Swimming pool application. Ellesmere exploring a refurb project. New targeted physical activity programmes taking place at Littleport, Ross Peers Sports Centre and the Paradise Centre to engage new members.  Support provided through one to ones and group partnership meeting.	Leisure and Active Lifestyles Manager
<b>Support Leisure facilities and partners through grant funding (ECDC and external)</b>	Work with partners to allocate remaining Community Sports Fund Grant by March 2025.  Where opportunity presents provide support on external grants available up to March 2025.  6-monthly review, annually	Littleport Leisure received £11,400 Community Sports Facility Grant funding to adapt second gym space to support greater use.  Awaiting confirmation on the Swimming Pool Support Fund Grant from Sport England for solar panels on the Hive and for replacement boilers and to upgrade windows to triple glazed at Bottisham Sports Centre.  Littleport Leisure successful with £5,600 grant from Sport England towards gym project.	Leisure and Active Lifestyles Manager
<b>Deliver against the Council's Health and Wellbeing strategy 2024 - 27</b>	Provide leadership and support to complete the actions related to Physical Activity and others where required by April 2025.  6-monthly review, annually	New performance measure	Leisure and Active Lifestyles Manager

**Council’s strategic outcome:** Customers at the heart of everything we do

**Leisure Services’ strategic objective:** Developing physical activity opportunities to address health inequalities and inactivity.

**Link to Corporate Plan:** Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<p><b>Continued implementation of Public Health funded Physical Activity (“Healthy You”) programme</b></p>	<p>600 residents to take part in Healthy You programmes and at least five new strength and balance sessions added across the district by March 2025</p> <p>6-monthly review, annually</p>	<p>Bolt on strength and balance funding provided to Healthy You project.</p> <p>Over 500 East Cambridgeshire individual residents supported to date in the year.</p> <p>Support provided to various community groups, leisure centres and schools to develop physical activity programmes.</p>	<p>Leisure and Active Lifestyles Manager Active Lifestyles Coordinator</p>
<p><b>Development of programmes and services to support health inequalities through physical activity</b></p>	<p>Deliver four further Active for Health programmes and implement 1 Cardiac Phase IV class by March 2025</p> <p>6-monthly review, annually</p>	<p>Active for Health – a new initiative originally delivered from November as a pilot using Public Health Healthy Weight money. A 12-week scheme targeted at inactive individuals with a high BMI to run in Littleport in partnership with Littleport Leisure.</p> <p>The scheme is to be extended to Soham to take place at Ross Peers Sports Centre starting in March 24.</p> <p>New link created with Dynamic Health at Princess of Wales hospital to support Musculoskeletal (MSK) conditions with pathways into physical activity supporting the Waiting Well initiative.</p>	<p>Leisure and Active Lifestyles Manager Active Lifestyles Coordinator</p>
<p><b>Raising the profile of Physical Activity across the district</b></p>	<p>Improve web site pages as part of web review by December 2025.</p> <p>Produce a new service specific document to enhance awareness of physical activity opportunities by November 2024.</p> <p>Annual review</p>	<p>New performance measure</p>	<p>Leisure and Active Lifestyles Manager Active Lifestyles Coordinator</p>

**Council’s strategic outcome:** Safe, vibrant and inclusive communities. Community sustainability.

**Leisure Services’ strategic objective:** Support the operation of the Hive to ensure that it meets the Council’s strategic objectives.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Develop and implement operational arrangements and service plans in consultation with the appointed Operator; ensure continuing high performance and service standards compliance	Meet monthly with the operator and use Quest accreditation to support service reviews.  Monthly reviews	Regular engagement with operator maintained. Full site inspection carried out in January 2024.  Quest (national benchmarking) booked to be carried out in Spring 2024 that will support operations.  Support provided in delivery programmes to ensure suitable programmes for residents and targeted schemes where required.	Leisure and Active Lifestyles Manager

**Council’s strategic outcome:** Be an excellent employer.

**Leisure Services’ strategic objective:** Ensure that the Council’s corporate risks are managed effectively and mitigations are put in place to reduce impact.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners
Regularly review risks associated with Leisure Services, including: <ul style="list-style-type: none"> <li>loss of facilities or services of trust operated centres</li> <li>regulatory breaches at Council or trust-operated facilities</li> </ul>	Ongoing risk reviews of services, utilising monthly meetings with operator to manage.  Report annually	Reviews undertaken quarterly.	Leisure and Active Lifestyles Manager

**Council's strategic outcome:** A clean, green and attractive place.

**Leisure Services' strategic objective:** Undertake activities which help to mitigate/adapt to climate change.

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
<p><b>Deliver the installation of solar panels at The Hive during 2024/25</b></p>	<p>To complete the project on time and in budget by March 2025 As identified, annually</p>	<p>Awaiting confirmation on the Swimming Pool Support Fund Grant from Sport England</p>	<p>Leisure and Active Lifestyles Manager</p>





## Licensing Service end of year report 2023 to 2024

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owners and co-owners	Outcome or output 2023 to 2024
Support the Council's growth agenda and undertake a fees and charges review	Sound financial management	By December annually	Fees reviewed October 2022	Senior Licensing Officer	Fees reviewed November 2023
100% of valid new vehicle licence applications to be ready for collection within 3 working days	Sustainable communities	100%, annually	100% (58 total)	Senior Licensing Officer	100% (104)
100% of valid vehicle licence renewal applications to be ready for collection within 3 working days, or by the	Sustainable communities	100%, annually	100% (101 total)	Senior Licensing Officer	100% (148)

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owners and co-owners	Outcome or output 2023 to 2024
expiry date of the licence (where an applicant submits their application more than 3 working days in advance of their expiry date)					
100% of valid vehicle licence variation applications to be processed by the close of the next working day	Sustainable communities	100%, annually	100% (14 total)	Senior Licensing Officer	100% (60 total)
100% of valid Temporary Event Notices to be processed and determined by the close of the next working day	Sustainable communities	100%, annually	100% (233 total)	Senior Licensing Officer	100% (308 total)
100% of valid personal licences processed within the statutory period	Sustainable communities	100%, annually	100% (31 total)	Senior Licensing Officer	100% (43 total)



Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owners and co-owners	Outcome or output 2023 to 2024
100% of enquiries responded to within 3 working days	Sustainable communities	100%, annually	100% (570 CRM enquiries plus unknown number of direct dialled and emailed enquiries).	Senior Licensing Officer	100% (1760 CRMs, plus unknown number of direct calls and emails in total)
Ensure website and online options are up to date	Sustainable communities	As identified, annually	Ongoing	Senior Licensing Officer	Up to date, but this is an on-going piece of work due to the nature of the performance measure.
Ensure staff are all up to date on latest policies and procedures	Sustainable communities	As identified, annually	Ongoing	Senior Licensing Officer	Up to date, but this is an on-going piece of work due to the nature of the performance measure.
100% of complaints received will be responded to within 3 working days	Sustainable communities	100%, annually	100% (12 total)	Senior Licensing Officer	100% (15 total)

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owners and co-owners	Outcome or output 2023 to 2024
Service request module to be populated to ensure compliance with enforcement audit	Sustainable communities	As identified, annually	New performance measure	Senior Licensing Officer	Commenced, but behind schedule due to other priority work entering the department – estimated implementation mid 2024/2025
Ensure all required animal welfare inspections are arranged within the statutory time frame	Sustainable communities	100%, annually	100% (30 total)	Senior Licensing Officer	100% (19 total)
Ensure all biennial private hire operator base audits are completed on time	Sustainable communities	100%, annually	New performance measure	Senior Licensing Officer	100% (16 total)
100% of staff appraisals undertaken by the corporate deadlines	Sound financial management	100%, annually	100% (2 total)	Senior Licensing Officer	100% (3 total)

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owners and co-owners	Outcome or output 2023 to 2024
<p>Ensure all training requirements are met by the specific deadline</p>	<p>Sound financial management</p>	<p>100%, annually</p>	<p>Ongoing</p>	<p>Senior Licensing Officer</p>	<p>Up to date, but this is an on-going piece of work due to the nature of the performance measure.</p>
<p>Work towards providing a full complement of online forms and paperless solutions</p>	<p>Cleaner, greener East Cambridgeshire</p>	<p>As identified, annually</p>	<p>This is a new performance measure, however, we have been working towards providing a full complement of online forms and paperless solutions for over 5 years now.</p>	<p>Senior Licensing Officer</p>	<p>Up to date, but this is an on-going piece of work due to the nature of the performance measure.</p>





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## Licensing Service Delivery Plan 2024 to 2025

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### 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 applications, registrations and notices received are processed and issued within any required timescales.
- ensuring applicable fees are received for each type of application, registration, and notice, including any annual fees payable.
- 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 illegal activity, breaches of licence conditions and statutory duties, including initiating formal prosecutions where appropriate.
- preparing and presenting reports for both Licensing Committee and Licensing Sub-Committee hearings.
- offering support and guidance to applicants, licensees, Members, responsible authorities, 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
- defending appeals against decisions in court

## Cost of service

The cost of the service is £98,169. This figure is the combined licensing budget and corporate costs attributable to the Licensing Authority, less income received.

## Staffing Information

Senior Licensing Officer (full time)

Licensing Officer (Enforcement) (full time)

Licensing Support Officer x 2 (full time)

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Enforcement Policy – review	By October 2024	Licensing Committee
Half year report 2024 to 2025	November 2024	Operational Services
Fees review	By December 2024	Licensing Committee
Inclusivity Service Plan	By December 2024	Licensing Committee
Gambling Act 2005 – Statement of Principles of Licensing – review	By December 2024	Licensing Committee
Service Delivery Plan 2025 to 2026	March 2025	Operational Services
End of year report 2024 to 2025	March 2025	Operational Services

### Licensing Service Delivery Plan 2024 to 2025

This Service Delivery Plan describes what the Licensing service will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council’s strategic outcomes and Corporate Plan 2023 to 2027.

**Council’s strategic outcome:** Ensure the Council is financially sustainable.

**Licensing’s strategic objective:** Ensure the Licensing Authority remains financially sustainable.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Support the Council’s growth agenda and undertake a fees and charges review	By December annually	Annual review completed in November 2023	Senior Licensing Officer
Annual review of risk to ensure that the councils statutory and legislative requirements are fully met	By March annually	Annually review complete in March 2024	Senior Licensing Officer

**Council’s strategic outcome:** Support our businesses to thrive, and our residents to live happy and healthy lives, in East Cambridgeshire.

**Licensing’s strategic objective:** Process all requests promptly within legal constraints to allow businesses to thrive, and to ensure public safety.

**Link to Corporate Plan:** Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
100% of licence applications, registrations and notices to be determined, and inspections conducted within the terms of the controlling legislation	100%, annually	100%	Senior Licensing Officer
100% of enquiries, complaints and inspections to be actioned within required timelines	100%, annually	100%	Senior Licensing Officer
Service request module to be populated to ensure compliance with enforcement audit	By September 2024	50%	Senior Licensing Officer

**Council’s strategic outcome:** Enhance the natural environment and build on our sustainability goals.

**Licensing’s strategic objective:** Reduce the Licensing Authority’s carbon footprint where possible.

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Reduce paper use through the customer journey where possible by using IT solutions	5% reduction in paper usage, annually	7,200 prints produced	Senior Licensing Officer



**Planning Services End of the Year report 2023 - 2024**

<b>Performance measure</b>	<b>Link to Corporate Plan priority</b>	<b>Target and reporting timescale</b>	<b>Baseline/output from 2022 – 2023</b>	<b>Owner and co-owners</b>	<b>Outcome or output 2023 – 2024</b>
<b>Statutory targets met for the speed of decisions to avoid being designated – major applications within agreed timescales</b>	Sound Financial Management Housing Cleaner, Greener East Cambridgeshire	60%, annually	100% 40 out of 40 applications on time	Planning Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	100% 36 out of 36 applications on time
<b>Statutory targets met for the speed of decisions to avoid being designated – non-major applications within agreed timescales</b>	Sound Financial Management Housing Cleaner, Greener East Cambridgeshire	70%, annually	90% 675 out of 751 applications on time	Planning Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	94% 594 out of 632 applications on time
<b>Major applications to be determined within agreed timescales</b>	Sound Financial Management Housing Cleaner, Greener East Cambridgeshire	90%, annually	100% 40 out of 40 applications on time	Planning Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	100% 36 out of 36 applications on time
<b>Minor applications to be determined within agreed timescales</b>	Sound Financial Management Housing Cleaner, Greener East Cambridgeshire	80%, annually	87% 204 out of 235 applications on time	Planning Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	93% 192 out of 207 applications on time
<b>Householder applications to be determined within agreed timescales</b>	Sound Financial Management Housing Cleaner, Greener East Cambridgeshire	90%, annually	92% 362 out of 395 applications on time	Planning Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	96% 319 out of 334 applications on time

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 – 2024
All other applications to be determined within agreed timescales	Sound Financial Management Housing Cleaner, Greener East Cambridgeshire	90%, annually	90% 109 out of 121 applications on time	Planning Manager Planning Team Leaders All Planning Officers (including Seniors and Planning Assistant)	91% 83 out of 91 applications on time
Tree Preservation Order, Trees in Conservation Areas or compliance with tree condition applications to be determined within agreed timescales	Sound Financial Management Housing Cleaner, Greener East Cambridgeshire	100%, annually	100% 282 applications on time	Trees Officer Planning Manager	99.6% 322 out of 321 applications on time
Discharge of condition applications determined within agreed timescales	Sound Financial Management Housing Cleaner, Greener East Cambridgeshire	75%, annually	86% 223 out of 271 discharge application on time	Planning Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant) Office Team Leader Support Officers	86% 259 out of 303 discharge application on time
All applications determined within 26 weeks unless otherwise agreed extension	Sound Financial Management Housing Cleaner, Greener East Cambridgeshire	100% of planning applications determined within 26 weeks of validation unless a planning performance agreement or extension of time has been agreed	99.1% 823 out of 830 decisions	Planning Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	99.7% 709 out of 711 decisions
Applications validated within 5 working days	Sound Financial Management Housing Cleaner, Greener East Cambridgeshire	85%, annually	94% 1471 out of 1563 applications	Planning Manager Office Team Leader Senior Support Officer All Support Officers	94% 1226 out of 1304 applications

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 – 2024
<p><b>Continue work on the Cambridgeshire Local Heritage Project (CLHP), within the next year:</b></p> <ul style="list-style-type: none"> <li>• complete data for candidate list entries</li> <li>• continue vetting process via county assessment panel</li> </ul> <p><b>commence rolling consultation programme with owners and parishes for adoption of new entries on a parish-by-parish basis</b></p>	<p>Housing Cleaner, Greener, East Cambridgeshire Improving Transport Social and Community Infrastructure</p>	<p>As identified, annually</p>	<p>New Target</p>	<p>Conservation Officer Planning Manager</p>	<p>Survey complete for 35 Parishes resulting in circa 600 sites identified. First Parish consultations to be undertaken for Coveney and Witcham during March, with other vetted Parishes to follow.</p>
<p><b>Project manage major applications as a team (approx. 50+ dwellings and commercially important schemes) through action tracker management and other project management tools</b></p> <p><b>Build collective understanding of major projects and business focus for customers</b></p> <p><b>Manage expectations of stakeholders and build in resilience across the team for complex project management</b></p> <p><b>Seek consistency across outcomes</b></p>	<p>Housing Cleaner, Greener, East Cambridgeshire Improving Transport Social and Community Infrastructure</p>	<p>As identified, annually</p>	<p>New Target</p>	<p>Planning Manager Planning Team Leader All Planning Officers as needed</p>	<p>Major projects meeting has been set up to discuss and agree options on major planning applications. Reduced outstanding major application to 36 cases.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 – 2024
<p><b>Achieve consistency across S106 agreements and timing of Committee decisions</b>  <b>Aim to require agreed and completed S106 agreement before reporting planning applications to Committee.</b>  <b>Display draft legal agreements on website before decisions are made and before Committee resolutions</b>  <b>Monitor throughput of S106 agreements through action tracker and other project management tools</b></p>	<p>Housing  Cleaner, Greener, East Cambridgeshire  Improving Transport  Social and Community Infrastructure</p>	<p>As identified, annually</p>	<p>New Target</p>	<p>Planning Manager  Planning Team Leaders  All Planning Officers as needed</p>	<p>S106 agreements are monitored through the Major Projects meeting.</p>
<p><b>Contribute to the implementation of the Council’s Climate and Environment Action Plan</b></p>	<p>Housing  Cleaner, Greener, East Cambridgeshire  Improving Transport  Social and Community Infrastructure</p>	<p>As identified, annually</p>	<p>New Target</p>	<p>Cross-Council activity  Planning Team Leader</p>	<p>Achieved 27% in paper reduction.  23 members of staff have completed or are booked to attend the Carbon Literacy training</p>
<p><b>Set up and implement system of monitoring and if necessary effective enforcement of major project implementation, monitor compliance with conditions, including phasing, and where appropriate S106 agreements</b></p>	<p>Cleaner, Greener East Cambridgeshire</p>	<p>80% of initial site visits completed within 10 days, annually</p>	<p>New Target</p>	<p>Planning Manager  Planning Enforcement Team Leader  All Planning Enforcement Officers</p>	<p>New process implemented to monitor the compliance of conditions through the delivery of selected developments.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 – 2024
Monitor 20% of approved tree works	Cleaner, Greener East Cambridgeshire	20%, annually	23% 73 application sites reviewed/visited	Trees Officer Planning Manager	19.5% 70 application sites reviewed/visited
Review Tree Strategy to reflect changes to service provision	Cleaner, Greener East Cambridgeshire	As identified, annually	Tree strategy to be fully reviewed as the responsibilities for trees within the council have been split between the planning trees officer and the parks and open spaces trees officer as well as the use of new technology.	Trees Officer Planning Manager	Target to remain for the coming year. Assistance from Strategic Planning Manager in the review of the document.
80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt	Cleaner, Greener East Cambridgeshire	80%, annually	100%	Planning Manager Planning Enforcement Team Leader All Planning Enforcement Officers	99%
80% of enforcement complaints to have complainant contact within 15 working days to advise of findings	Cleaner, Greener East Cambridgeshire	80%, annually	99%	Planning Manager Planning Enforcement Team Leader All Planning Enforcement Officers	100%
Undertake visits during works to listed buildings for 25% of implemented approved consents	Cleaner, Greener East Cambridgeshire	As identified, annually	Sites visited where works in progress	Conservation Officer Planning Manager	Sites visited where works in progress
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 NPPF, 2021 and cover all necessary aspects	Cleaner, Greener East Cambridgeshire	As identified, annually	Initial ideas shared with Team Leaders, Enforcement and Planning Manager	Planning Manager Planning Team Leaders Conservation Officer Trees Officer All Planning Officers (including Seniors and Planning Assistant)	This measure has been programmed as part of the Planning Review

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 – 2024
required by legislation/policy					
20hrs average of CPD per person 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 and the next team meeting.	Sound Financial Management	As identified, annually	1196 hours completed by 27 members of staff resulting in 44 hrs/person average.	Planning Manager	850.25 hours completed by 26 members of staff resulting in 32 hrs/person average.
Skills assessment of officers to ensure adequate training and expertise are available, for example biodiversity net gain, design, viability	Sound Financial Management	As identified, annually	New Target	Planning Manager	This measure has been programmed as part of the Planning Review
Regularly review high 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	Sound Financial Management	As required, annually	No Judicial Reviews	Planning Manager	No Judicial Reviews
Parish councils to be invited to training session and tree and conservation advice when required	Sound Financial Management Housing	As required, annually	Revised wording. New Performance measure.	Planning Manager All Officers	Parish training and update session took place on 29 November 2023 which received positive feedback from those who attended. Next session to

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners	Outcome or output 2023 – 2024
					be booked in mid 2024.
<b>Website review of content and customer experience and contact form</b>	Sound Financial Management Housing	As identified, annually	New Target	Planning Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant) Office Team Leader	Identified as part of the Planning Review. Document log with all publications including a review programme. New Contact form created for Customer Services use.
<b>Implementation of further electronic working processes and procedures within 1 year – measuring the cost for printing for next year</b>	Sound Financial Management Housing	As identified, annually	All templates set to email where an email address is provided. Working files are disposed of after a check that all relevant information is present and correct on the document management system following decision.	Planning Manager Office Team Leader Senior Support Officer	Wording of measure amended to include the outcomes of the Planning Review and Government funded Digital Planning project.
<b>Trial implementation of separate inbox for updates on individual planning applications, in between duty officer and direct email to case officers to provide updates when case officer unavailable; email address to be on acknowledgement of applications receipt</b>	Sound Financial Management Housing	As identified, annually	New Target	Planning Manager Officer Team Leader Senior Planning Support Officer	New email mailbox set up and major templates to be updated to direct customers to use it.







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## Planning Services Service Delivery Plan 2024 to 2025

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### 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.

Planning enforcement will work inline with the adopted Local Planning Enforcement Plan and will respond to queries in a proportionate manner.

### Cost of service

The Planning service generates an income for the Council with planning application fees being set by national government and pre-application fees being set by the local planning authority.

The budgeted income for 2024 to 2025 from planning applications and pre-application advice is £1,133,348 and £75,192 respectively.

## Agenda Item 7 Appendix 1

The level of income received to date from 1 April 2023 to 31 January 2024 for planning applications is £495,700 and pre-application advice is £38,440. The net expenditure for the Planning services is £678,019.

In the year of 2023 to 2024 (01 April 2023 to 31 January 2024) the Planning service dealt with a total of 1303 valid applications, the breakdown of which is:

- majors - 23
- minors - 223
- others (includes householders, listed buildings, adverts, conditions, amendments, certificate of lawfulness, prior notifications) – 725
- trees - 332

### Staffing Information

The Planning service includes a number of functions. The team consists of a total of 28.6 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.

<b>FTE</b>	<b>Role title</b>
1.0	Planning Manager
3.8	Planning Team Leaders
1.0	Office Team Leader
1.0	Enforcement Team Leader
1.0	Tree Officer
1.0	Conservation Officer
9.0	Career Grade Planning Officers/Senior Planning Officers
1.0	Planning Assistant
1.6	Enforcement Officers
1.0	Senior Planning Support Officer
7.2	Planning Support Officers

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Planning Committee	First Wednesday of every month	Planning
Member training	June 2024 In house by Planning Manager and external day event	Planning
Half year report 2023 to 2024	November 2024	Operational Services
End of year report 2023 to 2024	March 2025	Operational Services
Service Delivery Plan 2024 to 2025	March 2025	Operational Services

## Planning Services Service Delivery Plan 2024 to 2025

This Service Delivery Plan describes what the Planning service will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2022 to 2023.

**Council's strategic outcome:** Maintain sound finances. Improve systems and practices.

**Planning services' strategic objective:** Deliver statutory functions within specified timescales and within budget.

**Link to Corporate Plan:** Sound financial management. Cleaner Green East Cambridgeshire. Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Major applications to be determined within agreed timescales	90%, annually	100%	Planning Manager All Officers
Minor applications to be determined within agreed timescales	80%, annually	92%	Planning Manager All Officers
Householder applications to be determined within agreed timescales	90%, annually	96%	Planning Manager All Officers
All other applications to be determined within within agreed timescales	90%, annually	91%	Planning Manager All Officers
Tree Preservation Order, Trees in Conservation Areas or compliance with tree condition applications to be determined within agreed timescales	100%, annually	100%	Planning Manager All Officers
Discharge of condition applications determined within agreed timescales	75%, annually	85%	Planning Manager All Officers

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
All applications determined within 26 weeks unless otherwise agreed extension	100%, annually	100%	Planning Manager All Officers
Applications validated within 5 working days	85%, annually	94%	Planning Manager All Officers

**Council’s strategic outcome:** Safe, vibrant and inclusive communities. Community sustainability.

**Planning services’ strategic objective:** Take a proactive approach to enhancing and improving the places in which people live: balancing economic, environmental and social needs.

**Link to Corporate Plan:** Cleaner Green East Cambridgeshire. Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners
<p>Continue to work on the Cambridgeshire Local Heritage Project (CLHP), within the next year:</p> <ul style="list-style-type: none"> <li>complete data for candidate list entries</li> <li>continue vetting process via county assessment panel</li> <li>commence rolling consultation programme with owners and parishes for adoption of new entries on a parish-by-parish basis</li> </ul>	As identified, annually	<p>Survey complete for 35 Parishes resulting in circa 600 sites identified.</p> <p>First Parish consultations to be undertaken for Coveney and Witcham during March, with other vetted Parishes to follow.</p>	Conservation Officer Planning Manager
<p>Project manage major applications as a team (approx. 50+ dwellings and commercially important schemes) through action tracker management and other project management tools</p> <p>Build collective understanding of major projects and business focus for customers</p> <p>Manage expectations of stakeholders and build in resilience across the team for complex project management</p> <p>Seek consistency across outcomes</p>	Meet bi-weekly, annually	Major projects meeting has been set up to discuss and agree options on major planning applications. Reduced outstanding major applications to 36 cases.	Planning Manager Planning Team Leaders All Planning Officers as needed

Performance measure	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners
Achieve consistency across S106 agreements and timing of Committee decisions Aim to require agreed and completed S106 agreement before reporting planning applications to Committee. Display draft legal agreements on website before decisions are made and before Committee resolutions Monitor throughput of S106 agreements through action tracker and other project management tools	As identified, annually	New performance measure.	Planning Manager Planning Team Leaders All Planning Officers as needed
Contribute to the implementation of the Council's Climate and Environment Action Plan	As identified, annually	New performance measure.	Cross-Council activity Planning Team Leader
To reduce the amount of paper used by the Department in relation to its day-to-day work	10%, annually	Reduction of 27%	Planning Manager All Officers

**Council's strategic outcome:** A clean, green and attractive place.

**Planning services' strategic objective:** Improve the quality of the built and natural environment throughout the district.

**Link to Corporate Plan:** Cleaner Green East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners
Monitor 20% of approved tree works	20%, annually	70 application sites reviewed/visited = 19.5% of total applications determined.	Trees Officer Planning Manager
Review Tree Strategy to reflect changes to service provision	As identified, annually	Tree strategy to be fully reviewed as the responsibilities for trees within the council have been split between the planning trees officer and the parks and open spaces trees officer as well as the use of new technology.	Trees Officer Planning Manager
80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt	80%, annually	99%	Planning Manager Planning Enforcement Team Leader All Planning Enforcement Officers
80% of enforcement complaints to have complainant contact within 15 working days to advise of findings	80%, annually	100%	Planning Manager Planning Enforcement Team Leader All Planning Enforcement Officers

Performance measure	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners
Review and update our Standard Conditions and Reasons Manual to ensure they meet the 6 tests set out in Paragraph 56 of NPPF, 2021 and cover all necessary aspects required by legislation/policy	As identified, annually	Initial ideas shared with Team Leaders, Enforcement and Planning Manager. Completed as part of the Planning Review	Planning Manager Planning Team Leaders Conservation Officer Trees Officer All Planning Officers

**Council’s strategic outcome:** Be an excellent employer.

**Planning services’ strategic objective:** Improve staff motivation, participation and involvement in service provision and encourage staff development.

**Link to Corporate Plan:** Sound Financial Management.

Performance measure	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners
20hrs average of CPD per person 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 and the next team meeting.	As identified, annually	850.25 hours completed by 26 members of staff resulting in 32 hrs/person average.	Planning Manager All Officers
Skills assessment of officers to ensure adequate training and expertise are available, for example biodiversity net gain, design, viability	100%, annually	New performance measure. To be completed as part of the Planning Review.	Planning Manager All Officers
Regularly review high 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	As required, annually	No judicial reviews.	Planning Manager

**Council’s strategic outcome:** Customers are at the heart of everything we do.

**Planning services’ strategic objective:** Provide excellent customer services at all times and to improve communication with all customers.

**Link to Corporate Plan:** Sound Financial Management. Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners
Parish councils to be invited to Planning and related subject training session(s)	As required, annually	Parish training and update session took place 29 November 2023 which received positive feedback. Next session to be booked in mid 2024.	Planning Manager All Officers
Website review of content and customer experience and contact form	As identified, annually	Identified as part of the Planning Review. Production of a document log detailing all publications including author and a review programme. New Contact form created for Customer Services use.	Planning Manager Planning Team Leaders Conservation Officer All Planning Officers Office Team Leader
Implementation of further electronic working processes and procedures as per the outcome of the Planning Review and Government funded Digital Planning project	As identified, annually	All templates set to email where an email address is provided. Working files are disposed of after a check that all relevant information is present and correct on the document management system following decision.	Planning Manager Office Team Leader Senior Support Officer
Review implementation of separate inbox for updates on individual planning applications, in between duty officer and direct email to case officers to provide updates when case officer unavailable; email address to be on acknowledgement of applications receipt	As identified, annually	New email mailbox set up and major templates to be updated to direct customers to use it.	Planning Manager Officer Team Leader Senior Planning Support Officer



## Waste and Street cleansing services end of the year report 2023 to 2024

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
To provide best value services through East Cambridgeshire Street Scene Ltd	Sound financial management	Monitor the performance of ECSS to ensure all KPIs are in line with MoA are met	Ongoing with quarterly reports going to Operational Services Committee	Director of Operations Head of Street Scene	Reports submitted as required to Operational Services Committee.
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact	Sound Financial management	On going annually	Risks reviewed and added to corporate risk register.	Head of Street Scene	Corporate Risk reviewed as per Audit Committee and Full Council meetings throughout year.
Run awareness campaigns, attend promotional events and schools to increase knowledge of waste issues, resolve issues and encourage a sustainable attitude towards waste	Cleaner, greener East Cambridgeshire Social and Community infrastructure	10 schools attended,	9 events	Development Manager Development Officer	10 events attended, 1 community group engaged with
Review Cambridgeshire and Peterborough Waste Strategy by September 2023	Cleaner, greener East Cambridgeshire Social and community infrastructure	By September 2023	New performance measure	Head of Waste Services	This has been delayed due to time constraints. Workshops planned for early in the next financial year

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners	Outcome or output 2023 to 2024
<p><b>Review delivery model for waste services in light of the implementation of the Environment Act 2021 by March 2024</b></p>	<p>Cleaner, greener East Cambridgeshire Social and community infrastructure</p>	<p>March 2024</p>	<p>New performance measure</p>	<p>Head of Street Scene Operations Manager</p>	<p>Strategic review being undertaken by Director of Operation ECDC to be reported to Operations Committee</p>
<p><b>Introduction of alternative fuel for waste service fleet to reduce CO2</b></p>	<p>Cleaner, greener East Cambridgeshire</p>	<p>As identified Annually</p>	<p>New performance measure</p>	<p>Head of Street Scene</p>	<p>HVO being trialled since October. Being extended to new fleet in 24/25 after approval by Full Council 20.02.24 to increase management fee to ECSS to allow HVO use.</p>
<p><b>Increase recycling rate</b></p>	<p>Cleaner, greener East Cambridgeshire</p>	<p>60% annually</p>	<p>On going</p>	<p>Head of Street Scene Project Manager Operations Manager</p>	<p>Q1 &amp; Q2 60%</p>



## Waste and Street Cleansing Service Delivery Plan 2024 to 2025

### Overview of the service

Work undertaken covered by this service delivery plan is split in to two areas.

Firstly, the council provide a waste collection, recycling, and street cleansing services to residents of East Cambridgeshire through East Cambridgeshire Street Scene Ltd. The services have been operating under a Memorandum of Agreement since 2018, 2024/25 is the final year of the agreement. This agreement includes key performance indicators, ensuring performance levels are managed and monitored through the terms of agreement.

The second area is around activities which impact on the present and future waste and street cleansing services and performance and include:

- procurement of Material Recycling Facilities (MRF) - the MRF is where all the dry mixed recycling materials collected are taken for onward processing
- bringing forward proposals for the waste collection service preparing for the implementation of the Environment Act 2021
- drive up improvements of our environment, and recycling rates through campaigns, education, and communication
- actively work with our neighboring authorities as part of the RECAP partnership, for example developing a county wide Waste Strategy, undertaking joint procurement

### Cost of service

The value of the management fee paid to deliver the requirement of the service to East Cambridgeshire Street Scene for 2024 to 2025 is £4,601,370

### Staffing information

Director Operations	Part time
Environmental Services Manager	Part time
Waste Development and Support Manager	Part time

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Quarter 1 Performance Report	September 2024	Operational Services
Cambridgeshire and Peterborough Waste Strategy review	September 2024	Operational Services
Quarter 2 Performance Report	November 2024	Operational Services
Half year report 2023 to 2024	November 2024	Operational Services
Quarter 3 Performance Report	January 2025	Operational Services
Quarter 4 Performance Report	March 2025	Operational Services
End of year report 2023 to 2024	March 2025	Operational Services
Service Delivery Plan 2024 to 2025	March 2025	Operational Services

## Waste and Street Cleansing Delivery Plan 2023 to 2024

This Service Delivery Plan describes what Waste and Street Cleansing Service will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2022 to 2023.

**Council's strategic outcome:** Maintain sound finances. Improve systems and practices.

**Waste and Street Cleansing service's strategic objective:** Provide best value services through East Cambridgeshire Street Scene Ltd.

**Link to Corporate Plan:** Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Monitor performance of ECSS to ensure KPI's are met within the MoA	Quarterly monitoring reports to Operational Services Committee, annually	Reports submitted.	
Ensure that the council's corporate risks are managed effectively and mitigations are put in place to reduce impact	Ongoing reviews, annually	Risks reviewed and added to corporate risk register.	

**Council's strategic outcome:** A clean, green and attractive place.

**Waste and Street Cleansing service's strategic objective:** Keep the environment of East Cambridgeshire, clean and presentable and undertake activities to mitigate/adapt to climate change.

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Review Cambridgeshire and Peterborough Waste Strategy by September 2024	By September 2024, annually	New performance measure.	Environmental Services Officer
Review delivery model for waste service delivery in light of the implementation of the Environment Act 2021 by March 2025	March 2025, annually	New performance measure.	Director Operational Services
Procure new materials recycling facility and waste transfer provision by 31 August 2024	By August 2024	New performance measure.	Environmental Services Manager
Deliver "Love your Steets" campaign by March 2025	By March 2024	New performance measure.	Waste Development and Support Manager

