



Building Control service half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Increase market share of local authority building control (LABC) services for all applications submitted in the East Cambridgeshire district	Minimum 80%, annually	Halfway through the year market percentage stands at 78.6%. Slightly below target but still in the top 5% of Local Authorities in the Country – average is around 59%
Achieve a break-even budget for the fee earning account and be self sufficient	100%, annually	Currently approximately 15% down on budgeted income levels due to a fall in applications. Larger companies are holding fire on starting projects.
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	Required information has been updated as needed but an overall review has always been pencilled in to take place in the second half of the year – therefore not actioned yet.
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% and 100%, annually	During the first half of the year 91% of applications have been registered within 3 working days and 100% within 5 working days.
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	90%, annually	97% of plan checking has been carried out within 3 working weeks, and of this 58% has been done within a week and 76% has been done within 2 weeks. All decisions have been made within

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aim to check applications for compliance within 3 working weeks		the required determination period of 5 or 8 weeks.
Examine and determine applications within statutory period of 5 weeks or 2 months where an extension of time agreed to, penalties can be incurred for missing these deadlines so must be adhered to	100%, annually	100% determined within required statutory periods.
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	All inspections have been carried out when requested by customers – any moved have been done so with the co-operation and understanding of the customer.
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	100%, annually	Staff have completed their initial registration for the required BCSF validation process and await further dialogue with them. Staff have successfully completed training course at all levels.
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	As required, annually	Regular sessions take place with the team to set goals and work delivery for the week. 1-2-1 sessions take place regularly. Legislation updates have been disseminated to the team and wider clients.
To regularly review risks associated with Building Control, including:	Minimum annually, annually	Information continues to be slow from the BSR but staff have done everything required of them to

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<ul style="list-style-type: none"> • Building Safety Regulator/Register - new Survey or Register being implemented during 2023, all surveying staff need to pass validation and register by April 2024 • Building Safety Levy - strong possibility of BSL being allocated to Building Control, await developments from BSR on this (staffing/resources) • 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 • 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 • updated SWOT Analysis - identify current threats to the service 		<p>date.</p> <p>The Building Safety Levy will be allocated to Building Control and is likely to come into fruition in the Spring of 2024.</p> <p>The cost of living crisis has impacted the department in terms of lower application numbers and income. This is a national issue and we have fared a lot better than most – competitor applications in our area are down by a greater percentage than our numbers.</p> <p>Training is continuing to be undertaken by members of the team in facets such as enforcement, Safety at Sports Grounds and Building Control Management.</p>
<p>Ensure the provision of a responsive dangerous structures service by attending:</p> <ul style="list-style-type: none"> • 100% of reports of a dangerous structure within 2 hours if after a desktop assessment it is determined 	<p>100%, annually</p>	<p>All dangerous structures have been dealt with in the required timeframes.</p>

Performance measure	Target and reporting timescale	Half year update
<p>the structure may cause immediate danger to the public</p> <ul style="list-style-type: none"> 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 		<p>This included a large fire at a former public house in Fordham where staff were on site for around 12 hours helping to ensure safety of firefighters and the public.</p>
<p>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</p>	<p>100%, annually</p>	<p>All demolition notices are responded to within the 4 week period.</p>
<p>Attend and provide technical guidance at all applicable Safety Advisory Group meetings both internally and externally</p>	<p>As required, annually</p>	<p>Staff have attended all meeting and on-site safety walkarounds as required.</p>
<p>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</p>	<p>As identified, annually</p>	<p>Overall printing within the Building Control department sent to reprographics has been reduced by 59% year-on-year.</p> <p>We have also saved in excess of £3.5K by sending letters and completions by email as opposed to printing out and posting.</p>
<p>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,</p>	<p>As identified, annually</p>	<p>Mileage year-on-year has decreased by around 23% - there has been a drop in inspection numbers (approximately 12%) but savings have still been made in excess of this.</p>

Performance measure

**Target
and
reporting
timescale**

Half year update

**and combine site visits to a single
journey where this is practicable**



Communities and Partnerships service half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Management of Section 106, Community Fund and Facilities Improvement Grant Schemes staff	As required, annually	<p>Grant enquiries answered and assistance given to Parish Councils and community groups regarding potential applications.</p> <p>5 Community Fund Grants awarded to:</p> <ul style="list-style-type: none">- Isleham Community Pantry £750- Blue Smile £1,000- Safe Soulmates £725- Petals £1,000- Babylon Arts £1,000 <p>1 Facilities Improvement Grant awarded to:</p> <ul style="list-style-type: none">- Swaffham Prior play area £10,000 <p>4 S106 Grants awarded to:</p> <ul style="list-style-type: none">- Burwell Parish Council (Westhorpe play area project - kerb/path) £10,115- Burwell Parish Council (Westhorpe play area) £10,000- Witchford Playing Fields Association (Social club community garden improvements) £29,000- Fordham Parish Council (Bus Shelters) £5,054.74 <p>Proactive promotion of funding opportunities (including events and funding streams) to community organisations and Parish Councils.</p>

Performance measure	Target and reporting timescale	Half year update
Conduct formal reviews of Service Level Agreements between the Council and 2 community and voluntary organisations during 2023 to 2024	100%, annually	Reviews in progress and on track.
Delivery of one Parish Council conference by end of March 2024	100%, annually	Parsh Conference to take place in November 2023.
Review and adopt the Council's Community Engagement Strategy by 31 March 2024	As identified, annually	Review of strategy in progress and on track.
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	As identified, annually	<p>Visitor signboard improvements project in progress and on track.</p> <p>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.</p> <p>Request for Quotations (RFQ) for digital marketing strategy for the Explore East Cambs website issued in April 2023 however no feasible responses received. RFQ amended and re-issued in October 2023.</p>
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	As identified, annually	<p>Action Plan delivery in progress and all on track.</p> <p>3 x Youth Fusion events successfully delivered in Soham, Bottisham and Littleport during summer 2023.</p>

Performance measure	Target and reporting timescale	Half year update
Review the Council's Vulnerable Community Strategy by March 2024	As identified, annually	Review of strategy in progress and on track.
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	100%, annually	<p>5 Assets of Community Value nominations were received by the Council and all processed within the required timescales.</p> <p>The Assets of Community Value nominations processed were: 44 – Sutton Priors field surgery – accepted but removed followed listing review 45 – Isleham community orchard - rejected 46 – Isleham railway nature reserve – rejected 47 – Isleham community orchard – accepted 48 – Isleham railway nature reserve – accepted</p> <p>Annual review of ACV protocol and appendices completed by end of August 2023, as recommended by internal audit.</p>
Manage Service Level Agreements between the Council and 2 community and voluntary organisations during 2023 to 2024 in accordance with SLA timescales	As identified, annually	<p>SLA targets for year 2 of the SLA agreed by ECDC and VCAEC.</p> <p>SLA targets for year 2 of the SLA agreed by ECDC and CAWS.</p> <p>SLAs being monitored in accordance with SLA requirements.</p>
Support the development, implementation and monitoring of the East Cambs Community Safety Partnership Action Plan 2023 to 2024	As identified, annually	<p>CSP Action Plan agreed by CSP Board in June 2023.</p> <p>Examples of work carried out: Presentation delivered at an event held by Haddenham Parish Council which</p>

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		<p>focused drug awareness, knife crime, county lines and online safety.</p> <p>Interactive, awareness raising event held at Ely Courthouse with local school in July 2023. Court events nominated for Police's One More Step Prevention Awards and got to the last 12.</p> <p>Police cadets received Eyes and Ears training in September 2023 on topics of county lines and knife crime awareness. Scam talk given to group at St Mary's Church, Ely in July 2023.</p>
<p>Acknowledge anti-social behaviour enquiries received by the Council within 2 working days</p>	<p>100%, annually</p>	<p>ASB enquires are acknowledged and recorded within 2 working days of receipt.</p> <p>New ASB data log being worked on with CCC Business Intelligence.</p>
<p>Manage the agenda for quarterly Community Safety Partnership (CSP) meetings in consultation with the CSP chair</p>	<p>100%, annually</p>	<p>CSP agenda managed effectively in consultation with CSP Chair.</p>
<p>Deliver outcomes set out in OPCC Putting Communities First grant agreement in accordance with grant timescales</p>	<p>100%, annually</p>	<p>Supported local communities to develop applications to submit to the OPCC's Safer Communities grant fund. 11 applications submitted, 10 of them were successful.</p> <p>Team supported Bottisham Community Safety Forum and assisted with development and coordination of action plan to address issues raised at forum.</p> <p>Research conducted and advice provided to local school on topic of safe parking.</p> <p>Community safety funding promoted to</p>

Performance measure	Target and reporting timescale	Half year update
		<p>local organisations by email, via Neighbourhood Watch meetings and at parish council meetings. Funding also promoted via the CSP twitter page.</p> <p>Community Safety and Projects Support Officer supported production and promotion of CSP communications including CSP newsletters.</p>
<p>Work with CSP to ensure statutory duties are met</p>	<p>100%, annually</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>Community Safety team attended Prevent training in Oct 2023.</p>
<p>Support the continued professional development of the team to ensure that they are meeting personal and professional career development opportunities by attending 8 training events</p>	<p>100%, annually</p>	<p>Examples of training completed by officers include:</p> <ul style="list-style-type: none"> - Procurement - Prince 2 Foundation and Practitioner project management training - Health & Safety - Prevent (topic of terrorism/radicalisation) - Risk assessment training

Performance measure	Target and reporting timescale	Half year update
		<ul style="list-style-type: none"> - Display Screen Equipment (DSE) training - Drug and Alcohol Abuse Awareness training - Spiking Awareness training
100% of appraisals undertaken by 31 March 2024	100%, annually	All appraisals to be undertaken by March 2024.
Regularly review higher level corporate risks, including: <ul style="list-style-type: none"> • Assets of Community Value applications not managed in accordance with Localism Act Statutory obligations • mooring enforcement not compliant with the Council's contract law enforcement processes • grants and agreements not managed in accordance with procedures • failure to adhere to community safety related statutory duties 	Minimum annually, annually	<p>Community Safety Statutory Duty Audit completed by Service Leads.</p> <p>Annual review of ACV protocol and appendices completed by end of August 2023, as recommended by internal audit.</p>
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	As identified, annually	At least 29 site users consulted.
Carry out quarterly inspections of Ely Country Park during 2023 to 2024	Quarterly inspections, annually	3 inspections carried out.

Performance measure	Target and reporting timescale	Half year update
<p>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</p>	<p>By 31 January 2024, annually</p>	<p>Accreditation to be submitted by deadline.</p>
<p>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</p>	<p>As required, annually</p>	<p>Severe Weather Enforcement Protocol live on ECDC website and promoted to marinas, waterway agencies.</p> <p>28 tickets issued since 1st April 2023.</p> <p>Patrols conducted, issues logged, reported, and actioned.</p>
<p>To raise the profile of climate change initiatives amongst local young people during 3 East Cambs youth days in 2023 to 2024</p>	<p>As identified, annually</p>	<p>3 x youth events in Littleport, Soham and Bottisham during summer 2023, all events included climate change stall</p>



Communications service half year report 2023 to 2024


Performance measure	Target and reporting timescale	Half year update
Directors, service leads and staff <ul style="list-style-type: none">engage with service leads every month (as a minimum)ensure all agreed requests are delivered within one month	As required, annually	All Service Leads engaged with on a regular basis and comms delivered within a month unless otherwise agreed.
Council members <ul style="list-style-type: none">deliver communications training to new cohort of Councillors in Maymedia training to be offered as required	As identified, annually	External media training provided to x 4 council members on 12 October 2023. Internal media training provided to eight councillors on 26 June 2023. This session is to be repeated on 28 November 2023. Media training offered to councillors before interviews on a request basis.
Trading companies and other partners <ul style="list-style-type: none">attend ARP, ECSS and ECTC meetings every monthensure all agreed requests are delivered within one monthreview council tax bill for 2023/24 in partnership with ARP (12 months)	As required, annually	All meetings attended by a representative from the comms team All agreed requests delivered within a month, unless otherwise agreed Council tax bill reviewed with APR prior to being issued. This will be repeated for 24/25
Community engagement <ul style="list-style-type: none">launch campaign to encourage residents to sign up to	As identified, annually	Anna Bailey's monthly newsletter includes a call to action encouraging residents to sign up for notifications. A full campaign

Performance measure	Target and reporting timescale	Half year update
<p>monthly ECDC newsletter (six months)</p> <ul style="list-style-type: none"> attend minimum of six engagement events and seek feedback on Council communication (12 months) work with service leads to promote and issue a residents' survey (nine months) work with service leads to promote and host focus groups (nine months) work with service leads to set up a residents' panel (12 months) 		<p>to encourage greater sign up will be incorporated into the Community Engagement Strategy currently being drafted</p> <p>To date the comms team has attended approx. 10 community engagement events and had informal conversations regarding council comms. More formal feedback will be invited when the comms team issue an annual residents survey which will form part of the Community Engagement Strategy. The introduction of focus groups and a possible residents' panel will also form part of the forthcoming Community Engagement Strategy</p>
<p>Parish Councils</p> <ul style="list-style-type: none"> carry out annual call round of Parish Councils to ensure ECDC is meeting their requirements ensure Parish Councils receive all toolkits and press releases as appropriate 	<p>As identified, annually</p>	<p>The annual call round of Parish Councils last took place in Feb 2023 and will be repeated in Feb 2024.</p> <p>All toolkits are sent to parish councils as appropriate. Toolkits issued to date include information on elections and the King's Coronation</p>
<p>Crisis comms and business continuity</p> <ul style="list-style-type: none"> work with directors and service leads to ensure all risks to ECDC are identified and mitigation measures put in place where possible complete COMAH exercise and update emergency comms plan with learnings (3 months) 	<p>As identified, annually</p>	<p>The comms team monitors media activity daily to identify potential issues.</p> <p>All responses to crisis issues and reserve statements are drafted in a timely fashion.</p> <p>The comms team works with CPLRF Warn and Inform and attends exercises as appropriate. The COMAH exercise took place in Newmarket on 22 February and learnings have been incorporated into the emergency comms plan. The comms team also attended a</p>

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<p>Communications Plan - 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>As identified, annually</p>	<p>The council's communications plan is updated on a rolling basis. Since May (after the pre-election period) the team has issued 35 press releases and worked on numerous campaigns including the coronation, the election, Hedgehogs, Youth Fusion, Pride of Place and Digital signs for Ely. To date the comms team has attended circa 10 awareness raising events, ranging from Youth Fusion to CSP's engagement event.</p>
<p>Elections</p> <ul style="list-style-type: none"> • 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 • observe the pre-election period, which at East Cambridgeshire District Council will run from 20 March until 5 May 2023 (three months) • support the Council in holding parish and town council elections and neighbourhood referendums (ongoing) 	<p>As identified, annually</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, less than 14 people were unable to vote due to not having voter ID. The district also witnessed a 1.7 per cent increase in turnout figures on 2021 election. The comms team also provides support at all parish and town council elections and at neighbourhood referendums.</p>
<p>Branding - continue to work on the internal review of the ECDC brand, looking at such facets as use of the logo, fonts, key messages and tone</p>	<p>As identified, annually</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</p>

Performance measure	Target and reporting timescale	Half year update
<p>of voice and produce a brand guidelines document in partnership with Reprographics Manager (six months)</p>		<p>Cambridgeshire District Council, which also takes account of accessibility guidelines and guidelines for updating the website. This will go live on December 1</p>
<p>Website</p> <ul style="list-style-type: none"> 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>As identified, annually</p>	<p>The comms team is actively carrying out a review of the current website and will be providing feedback to the Customer Services manager in time for her presentation to the CMT in November. The outcome of this meeting will determine next steps for the website.</p>
<p>Social media</p> <ul style="list-style-type: none"> increase following on ECDC Twitter by 5 per cent and Facebook channels by 8 per cent over (12 months) host a minimum of three Twitter takeover days to showcase work at the Council (12 months) undertake a review to identify whether the Council can sustain an Instagram account to support engagement with younger residents (six months) ensure at least one interactive post is issued every week 	<p>As identified, annually</p>	<p>The ECDC X (formerly Twitter) following has increased by 38 followers (1 per cent). The ECDC Facebook following has increased by 257 to 3624 (nearly 8 per cent) as of 17 October 2023. X take over days have been held to promote the elections and healthy living. A third event is planned for later in the year.</p> <p>The comms team undertook an internal review regarding 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.</p>

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<p>LinkedIn - launch LinkedIn to support the work of the Economic Development team and assist HR with recruitment and build to 400 followers (six months)</p>	<p>As identified, annually</p>	<p>The comms team is in the process of launching LinkedIn with the support of the Econ Dev team and HR. This is likely to go live before the end of the calendar year.</p>
<p>Community Safety Partnership - work with team members of the CSP to help it meet its three core objectives:</p> <ul style="list-style-type: none"> • increase public and business awareness of the CSP • highlight issues identified in its statutory assessment react to incidents 	<p>As required, annually</p>	<p>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.</p>
<p>Internal communication - work with HR to create and issue an annual staff survey and achieve a 50% response rate in the first year (nine months)</p>	<p>As required, annually</p>	<p>Meeting have taken place with HR. HR has indicated it will be issuing a staff survey later in the year. Comms will support this through awareness raising in internal comms.</p>
<p>Environmental communications</p> <ul style="list-style-type: none"> • create an external communications plan to support the Council in the delivery of its Environment Plan • ensure all press releases are issued within one month of the request date • provide support for the Green awards (six months) • provide internal comms support for the Green Team 	<p>As required, annually</p>	<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>

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		The comms team has also met its pledge to cut down on the amount of paper used for printing. In October 2023 this equated to a 64 per cent reduction.



Customer Services half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
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	Q1 and Q2 reports issued to Service Leads and CMT. Monthly reports issued to ECSS. Reports include contact volumes, contact type, method of contact, performance against service targets and % of contact resolved at first point of contact.
Measure the Council's accessibility compliance monthly and achieve or exceed an excellent rating and 90% compliance with WCAG 2.2 accessibility standard	Monthly - 90%, annually	April - 94% May - 88% June - 88% July - 85% Aug - 95% Sept - 95% Average % for year to date – 90.8%
Answer calls offered via the Council's telephone system for the main Council telephone number 01353 665555	Monthly - 90%, annually	April – 97.3% May – 96.4% June – 97.0% July – 98% Aug – 98.7% Sept figures unavailable due to problem with telephone line. Average % for year to date – 97.5%
Answer calls offered by the telephone system for the main Council	Monthly - 90%, annually	April – (32 seconds) May – (29 seconds)


Performance measure	Target and reporting timescale	Half year update
<p>telephone number 01353 665555 within 30 seconds</p>		<p>June – (25 seconds) July – (23 seconds) Aug – (21 seconds) Sept figures unavailable due to problem with telephone line</p> <p>Achieved 4 out of 5 months - 80% average for the year to date.</p>
<p>Respond to emails to the customerservices@eastcambs.gov.uk mailbox within 24 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>Monthly – 90%, annually</p>	<p>100%of emails received between 1 April – 30 Sept 23 responded to within 24 hours</p> <p>April – 95% May - 97% June – 98% July – 97% August - 95% September – 96%</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>As required, annually</p>	<p>Partnership work with services to reduce failure demand include:</p> <ul style="list-style-type: none"> - Improvements to the Planning Customer journey - May 2023 Election support - Waste - black bag roll out. - Climate change web pages review. - Licensing - multiple form updates and web page changes. - Legal – new online form for data subject access request. - Leisure – new suite of pages for health living and review of the sport pages. - Corporate – new on the ground with east cambs mapping. This shows where the Council has

Performance measure	Target and reporting timescale	Half year update
		<p>invested the money it receives from a broad range of sources to benefit the Community.</p> <ul style="list-style-type: none"> - Env Health – improvements to energy efficient pages.
<p>Continue to provide a frontline service for ECSS and support the development of their service throughout 2023 to 2024</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%</p> <p>% of waste emails resolved at first point of contact Q1 – 82% Q2 – 83%</p> <p>Heavily involved in Bartech Project including</p> <ul style="list-style-type: none"> - Setting up Bartech database and data cleansing - Assisting with Street Cleansing data cleansing. - Review of workflows and work processes - Integration with Customer Relationship Management System
<p>Respond to Building Control and Planning copy requests within 5 working days</p>	<p>100%, annually</p>	<p>100% achieved to date.</p> <p>72.6% requests responded to within 24 hrs. 10% requests responded to within 2 days. 7.3% requests responded within 3 days. 7% requests responded within 4 days. 3.1% requests responded to within 5 days.</p>

Performance measure	Target and reporting timescale	Half year update
<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. Contributed to the following projects:</p> <ul style="list-style-type: none"> - 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>Achieve 99% website availability each month</p>	<p>Monthly - 99%, annually</p>	<p>April – 100% May - 100% June - 100% July – 100% Aug – 100% September- 100%</p> <p>Figures provided by independent web monitoring software</p>
<p>Achieve a monthly website bounce rate of between 26% and 40%</p>	<p>Monthly - 26% to 40%, annually</p>	<p>April – 27.13 May - 28.44 June - 27.11 July - 41.81%</p> <p>Forced migration to Google Analytics 4, the algorithms have changed and the bounce rates</p>

Performance measure	Target and reporting timescale	Half year update
		for August and September have reduced considerably to 9.53% and 3.2% respectively. We are not confident the data is correct and are currently investigating further.
<p>Promote and provide an assisted digital service for customers claiming Housing Benefit, Council Tax Support and Universal Credit and provide take up figures to the Director Legal and Anglia Revenues Partnership</p>	<p>100%, annually</p>	<p>Complete Half yearly report sent to Director Legal and Anglia Revenues Partnership 19/10/23. 116 assisted forms completed to date.</p>
<p>Ensure all members of the Customer Service team receive adequate training to fulfil their role</p>	<p>100%, annually</p>	<p>Training completed Apr – Sept 23</p> <ul style="list-style-type: none"> - 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 <p>2 new members of staff undergoing full Customer Service induction training.</p>
<p>Team meetings</p>	<p>Minimum 4 a year, annually</p>	<p>Team Meetings held monthly and well attended.</p>

Performance measure	Target and reporting timescale	Half year update
One to one meetings	Minimum 4 a year, annually	On track – Customer Service Advisors have had two formal one to one meetings, The Digital Service Team and the Customer Services Team Leader meet with Customer Services Manager weekly.
Appraisals completed annually and within timeframe set by HR	100%, annually	Not applicable
Regularly review corporate risks including: <ul style="list-style-type: none"> • disaster recovery to provide continuous front facing services to the public in the event of a minor or major system outage. • GDPR (General Data Protection Regulation) compliance to protect personal data, council reputation and provide confidence in online services. • information security to protect personal data, prevent financial penalties, protect council reputation, and provide confidence in online services. • health and safety of members of the public visiting the Council offices 		<p>Disaster recovery</p> <p>Remote working rota ensures we can continue to provide front line service away from The Grange if necessary.</p> <p>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.</p> <p>GDPR & Information Security</p> <p>No data or Security breaches reported.</p> <p>Health & Safety</p> <p>Risk Assessment reviewed at monthly team meetings,</p>
Reduce Customer Services annual paper usage by 10%	100%, annually	On track – 28.20% reduction in number of paper usage Apr to Sept 23 compared to Apr – Sept

Performance measure	Target and reporting timescale	Half year update
		22



Environmental Health half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
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	£103,000 on target to achieve
Maintain fee income of £120,000 by 31 March 2024	£120,000 end of March 2024, annually	£78,000 enough pipeline cost to reach target
100% of all permitted industrial processes	100%, annually	17%. 6 inspections due in 2023/24. 1 completed, 5 programmed for inspection before end of March 2024
100% of large mobile home sites inspected	100%, annually	60%. 10 sites due in 2023/24. 6 inspected, 4 programmed for inspection before end of March 2024
100% of private water supplies tested	100%, annually	50%. 12 supplies requiring testing in 2023. 6 completed in Jan 2023. Remainder to be tested before end of 2023.
97% of air quality data capture obtained	97% annually	98%

Performance measure	Target and reporting timescale	Half year update
80% of potentially contaminated land that has been remediated	80%, annually	81.6%
100% of A and B rated food premises	100%, annually	100% achieved. A- 1 B- 8
90% of C and D rated food premises	90%, annually	100% achieved. C- 51 D- 62
90 % of E rated premises sent a questionnaire	90%, annually	100% 29 sent out
100% of approved premises inspected	100%, annually	Non inspected they become due November 2023
100% of first stage customer enquiries responded to within 5 days	100%, annually	99% 343 customer enquiries responded to.
98% Planning/Building Regulation consultations responded to within 21 days	98%, annually	98%. 141 consultations responded to.
98% of general Licensing consultations responded to within 28 days	98%, annually	100%. 4 general licensing consultations received.
90% first contact within 3 working days	90%, annually	95%. 507 enquiries.

Performance measure	Target and reporting timescale	Half year update
100% Export certificates issued within 7 working days	100%, annually	15 @ £105 issued within 7 working days
Review the Health and wellbeing strategy and update the action plan	As identified, annually	Members seminar arranged for 21 st November, Revised Health and Wellbeing Strategy to be brought to Operational Services Committee March 2024
Annual review of risk to ensure that the councils statutory and legislative requirements are fully met	As required, annually	On going
100% appraisal undertaken	100%, annually	n/a
90% of requests for advice or statutory investigation and intervention by officers, resolved within 90 days	90% resolved in 90 days, annually	88%. 303 investigations resolved.
Undertake targeted promotional campaigns or press releases aimed at increasing public awareness to reduce the incidence of Environmental Crime, littering and dog fouling	3 targeted campaigns by March 2024, annually	<p>1 joint operation with Police and EA in Sept 2023, stopping vehicles with potential to be carrying waste.</p> <p>Attendance at 2 Parish Council meetings in June 2023, to discuss fly tipping and CCTV.</p> <p>Weekend attendance at 2 recreation parks in May 2023, to promote responsible dog ownership.</p>

Performance measure	Target and reporting timescale	Half year update
5% of fixed penalty notices (FPN) served in relation to annual number of environmental offences investigated	5%, annually	8%. 123 investigations and 10 FPN's served
Review Environmental Crime Enforcement Policy and Standard operating procedures (SOP's)	By 31 March 2024, annually	Updated Environmental Crime Enforcement Policy adopted in July 2023.
Reduce the departmental use of paper by 10%	By 31 March 2024, annually	Paper usage reduced by 18.4%
Deliver Disability Facilities Grants (DFG)	75, annually	67 completed this includes any c/fwd grants from last year. 50 in this year
Risk assess all Houses in Multiple Occupancy (HMO's) licensed premises and undertake inspections of those identified as high risk within 12 months	100%, annually	0%. 4 licenced HMO's inspected between March and May 2023, carried over from the previous year. 4 licenced HMO's identified as requiring an inspection in 2023/24, that have not yet been undertaken. 2 unlicensed and therefore higher risk HMO's were identified in this period, requiring inspections and considerable follow up resource. A further 2 new HMO applications were received, the properties being inspected, and licences produced in this period.

Performance measure	Target and reporting timescale	Half year update
<p>Bid for Government funding or other sources of funding targeted at improving the energy efficiency of homes for residents on low incomes and suffer high fuel costs</p>	<p>As identified, annually</p>	<p>Completed - £10 Million HUG2 funding secured by the Cambridgeshire Energy Retrofit Partnership made up of all Councils in Cambs to use jointly to retrofit 'off-gas' heated energy inefficient homes occupied by households on low income and/or with health conditions impacted by cold.</p>
<p>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</p>	<p>Minimum of 2 per quarter, annually</p>	<p>2 engagements with ECDC members via Members Fayre and separate briefing.</p> <p>Focused engagement in Haddenham via letters, SM, door knocking, PC & Posters.</p> <p>Attended Ely ECO fayre with demonstration units of ASHP & Solar PV</p> <p>Co-hosted a CERP event for stakeholders across the County including front line 3rd party delivery organisations.</p> <p>Weekly A on E posts reposted by ECDC Comms team</p>
<p>Process grant applications for ECO-flex initiative</p>	<p>100% eligible grants, annually</p>	<p>In Progress – introduction of the new Great British Insulation Scheme has delayed implementation</p>
<p>Respond to all 'Here and Now' queries raised by customers, including debt advice, billing enquiries, immediate funding support, cost of living</p>	<p>Within 4 working days, annually</p>	<p>Not meeting target, less than 5 cases due to resourcing issues. Will form part of the Admin Support role</p>

Performance measure	Target and reporting timescale	Half year update
Respond to all future funding enquiries under CERP including HUG2 and ECO4 funding queries	Within 5 working days, annually	Not meeting target consistently due to volume and complexity of enquiries. In process of recruiting Admin Support (external funding)



Housing and Community Advice Service half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
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	2 High risk clients provided short term accommodation in B&B
Recoup monies loaned to clients for deposits, storage and removals with a collection rate of 85%	85%, annually	84%
Prioritise homeless presentations and deal with 100% of clients immediately	100%, annually	All homeless presentations are seen immediately
Provide income maximisation services to all of our clients	100%, annually	100% all clients have income maximisation and income and expenditures
Ensure that 100% of the discretionary Housing Fund is fully utilised to prevent homelessness	100%, annually	43.7% spent so far
Prevent or relieve at least 250 households per year from becoming homeless	Minimum 250, annually	303 households have either been prevented for relieved from becoming homeless

Performance measure	Target and reporting timescale	Half year update
Undertake the annual rough sleeper estimate typically in November	100%, annually	Being held on the night/morning of Thursday 23rd and Friday 24 th November
Maintain the 10 bed spaces we have for supported accommodation for mental health, drug and alcohol provided by The Pringle Group and Amicus	100%, annually	Ongoing – 10 bed spaces
Ensure 100% of clients are seen within 15 minutes of attending drop in services	100%, annually	91% of 1,959 clients have been seen within 15 mins, 9% were over 15 mins mostly through lack of interview rooms
Ensure resolution guarantee for 100% of clients that are seen by the Community Advice team	100%, annually	98% of 1317 clients have resolution guarantee, 2% haven't engaged
Carry out 100% of welfare checks with our Ukrainian guests within a week of arriving at their host properties	100%, annually	14 welfare checks completed, 29% within 7 days, 29% within 14 days and 43% within 21 days – hosts haven't always notified us when guests arrived, availability of guests, hosts and 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	100%, annually	Ongoing work as required

Performance measure	Target and reporting timescale	Half year update
<p>Improve communications by updating our website and leaflets, relationships with registered providers and the private sector with regular landlord forums and to ensure services accessible for all residents within East Cambridgeshire making use of our Community Bus</p>	<p>As required, annually</p>	<p>Ongoing work as required</p>
<p>Support residents in the private sector and social housing in any court appearances, including assisting with all relevant court paperwork</p>	<p>100%, annually</p>	<p>21 clients supported at court, 20 evictions prevented successfully</p>
<p>Allow domestic abuse applicants to remain in their own home and to be safe in the knowledge that their property is safe and secure, including referrals to the Bobby Scheme</p>	<p>100%, annually</p>	<p>Ongoing as required</p>
<p>Work towards attaining DAHA (domestic abuse housing accreditation) accreditation for the authority</p>	<p>April 2024, annually</p>	<p>On target for completion in April 2024</p>
<p>Ensure 100% of all unauthorised traveller encampments are visited within 24 hours and working with partner agencies to arrange planned move-ons or evictions</p>	<p>100%, annually</p>	<p>No unauthorised encampments this year</p>
<p>Ensure all staff attend all mandatory council training courses in policy and procedures for safeguarding,</p>	<p>100%, annually</p>	<p>Ongoing as required</p>

Performance measure	Target and reporting timescale	Half year update
equality, diversity and inclusion, health and safety; ensure all staff maintain their professional development records		
Appraisals completed annually and within timeframe set by HR	100%, annually	100%
Reduce our paper usage within the service by 5%	5% reduction, annually	19% decrease in paper usage



Information and Communication Technology (ICT) half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Review the Virtual Environmental and Storage Infrastructure, both hardware and software, to enable replacement/renewals to be sourced between 1 January and 31 March 2024	By end of December 2023, annually	Review underway, with results to be assessed at beginning of November, with solution being identified and tendering process to begin during December 2023.
Complete organisation wide hardware and infrastructure review and create Infrastructure Renewal Plan and present to management	By end of June 2023, annually	Completed April 2023.
Regularly review higher corporate risks, including: <ul style="list-style-type: none">• security and infiltration of the ECDC network• Disaster Recovery Plan• backup of ECDC data• Incident Management Plan Monitoring Strategy	Minimum annually, annually	Disaster Recovery Plan tested in September 2023; minor amendments be carried out. Monthly backup tests undertaken of files, data, emails and servers and daily backup checks are undertaken. Incident Management Plan due for review March 2024. Monitoring strategy due for review January 2024
Ensure the Council is awarded an annual PSN compliance certificate to maintain access to secured services – ensuring all servers remain in support with Microsoft for security	Annual PSN compliance certificate, annually	PSN Accreditation awarded May 2023

Performance measure	Target and reporting timescale	Half year update
<p>Review disaster recovery plans with planned testing dates, providing feedback and lessons learnt and update the Disaster Recovery Plan following the test</p>	<p>By end of September 2023, annually</p>	<p>Successful Disaster Recovery Test undertaken weekend of 8th September 2023.</p>
<p>Close service desk incidents and service requests within the service level agreement (SLA):</p> <p>Incidents</p> <p>Priority 1 – resolution target 4 hours</p> <p>Priority 2 – resolution target 4 hours</p> <p>Priority 3 – resolution target 1 day</p> <p>Priority 3 – resolution target 3 days</p> <p>Service Requests</p> <p>Minor – resolution target 3 days</p> <p>Standard – resolution target 5 days</p> <p>Major – resolution target 10 days</p> <p>Bespoke – agreed with user</p>	<p>90%, annually</p>	<p>Currently 98.13%</p>
<p>Ensure that internal and external networks and systems are stable and reliable and fit for purpose</p>	<p>Network 99% uptime and systems 99% uptime, annually</p>	<p>Currently Network Uptime 99.99% Systems Uptime 99.93</p>
<p>Notifications to Royal Mail to be made with 5 working days of receipt of valid street naming and numbering applications</p>	<p>75%, annually</p>	<p>Currently 88%</p>
<p>Street Naming and Numbering schemes to be sent to customers within 5 working days of receipt of postcode from Royal Mail</p>	<p>95%, annually</p>	<p>Currently 87% (caused by annual leave of the STNN Officer)</p>

Performance measure	Target and reporting timescale	Half year update
<p>New street names to be adopted/formally objected within 1 month (in accordance with Street Naming and Numbering Legislation and policy) of valid application</p>	<p>100%, annually</p>	<p>One scheme only requiring new street names, but due to the complexity of the site and communications between Parish Council and developer the target was not meet.</p>
<p>Undertake all staff appraisals with time frame set by HR ensuring all staff complete documentation to enable feedback and sign off; training needs identified and new accountabilities set</p>	<p>100%, annually</p>	<p>Appraisal will be booked in accordance with HR Timetable at year end.</p>
<p>Transfer remaining physical server to the Virtual Environment</p>	<p>100%, annually</p>	<p>Server transferred to virtual environment and physical server decommissioned 4th September 2023</p>
<p>Support users to reduce printing across the Council by providing tips and tricks guidance around printing and publishing within the Helpdesk portal</p>	<p>As required, annually</p>	<p>Documents have been produced by other sections and published on the intranet, eliminating the need for further documentation to be provided from ICT. We remain available to support users as necessary.</p>



Leisure Services half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Work with facility providers to identify potential developments in their facilities, programmes and services, operations and organisational arrangements	Annual review, annually	Ongoing regular one to one meetings with sites to support.
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	6-monthly review, annually	Improvement works at Ross Peers (roof), Ely Outdoor Sports Association (toilets) and Littleport Leisure (flooring) have all been completed through the Community Sports Facility Grant.
Support bids for external funding and investment as appropriate	Annual review, annually	<p>Bottisham applied for Sport England swimming pool grant funding (revenue) but were unsuccessful. Capital funding application being submitted for new pool cover, new boilers (x2) and new windows to the pool hall.</p> <p>Leisure facilities were signposted towards the County Council Priorities Capital Fund that closed in September.</p>
Continued implementation of Public Health funded Physical Activity ("Healthy You") programme	6-monthly review, annually	On track - Performance reported back to Public Health monthly.

Performance measure	Target and reporting timescale	Half year update
Development of programmes and services as opportunities present	Annual review, annually	Active for Health – a new initiative to be 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.
Monitor and pursue external resource opportunities in collaboration with partner agencies and authorities as appropriate	6-monthly review, annually	<p>Working in collaboration with the Integrated Neighbourhood Board to support resident needs across the district linking to physical activity opportunities.</p> <p>Review of health inequalities opportunities – e.g Cardiac Rehab, MSK</p>
Develop and implement operational arrangements and service plans in consultation with the appointed Operator; ensure continuing high performance and service standards compliance	6-monthly review, annually	Ongoing and new Leisure & Active Lifestyle manager supporting GLL with current and future plans.
Regularly review risks associated with Leisure Services, including: <ul style="list-style-type: none"> • loss of facilities or services of trust operated centres • regulatory breaches at Council or trust-operated facilities 	Quarterly reviews, annually	Services reviewed and no issues.
Attend training events when available to ensure staff are well informed and	As identified, annually	Display Screen Assessor and Risk Assessment training completed in leisure services.

Performance measure	Target and reporting timescale	Half year update
up to date with procedures and required legislation		
Ensure that all staff appraisals are completed annually and within the time frame set by HR	100%, annually	To be completed by year end
Contribute to the Council's target of 20% reduction in paper use for 2022 to 2023	20% reduction, annually	On track, service at 27% reduction
Explore possibility of installing solar panels at The Hive during 2023 to 2024 and publishing within the Helpdesk portal	As identified, annually	Swimming Pool Support Fund – Sport England and Government fund has been open for revenue followed by capital. Capital application has been submitted for Solar PV panels on the Hive with outcome due January 2024.



Licensing Service half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Support the Council's growth agenda and undertake a fees and charges review	By December 2023, annually	Fees review report to be heard on 8 th November 2023
100% of valid new vehicle licence applications to be ready for collection within 3 working days	100%, annually	100% (62 total)
100% of valid vehicle licence renewal applications to be ready for collection within 3 working days, or by the expiry date of the licence (where an applicant submits their application more than 3 working days in advance of their expiry date)	100%, annually	100% (82 total)
100% of valid vehicle licence variation applications to be processed by the close of the next working day	100%, annually	100% (35 total)
100% of valid Temporary Event Notices to be processed and determined by the close of the next working day	100%, annually	100% (208 total)

Performance measure	Target and reporting timescale	Half year update
100% of valid personal licences processed within the statutory period	100%, annually	100% (16 total)
100% of enquiries responded to within 3 working days	100%, annually	100% (1038 CRMs, plus unknown number of direct calls and emails in total)
Ensure website and online options are up to date	As identified, annually	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	As identified, annually	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	100%, annually	100% (12 total)
Service request module to be populated to ensure compliance with enforcement audit	As identified, annually	Behind schedule due to other priority work entering the department
Ensure all required animal welfare inspections are arranged within the statutory time frame	100%, annually	100% (6 total)
Ensure all biennial private hire operator base audits are completed on time	100%, annually	0% - These occur in quarters three and four.

Performance measure	Target and reporting timescale	Half year update
100% of staff appraisals undertaken by the corporate deadlines	100%, annually	0% - These occur in quarters three and four.
Ensure all training requirements are met by the specific deadline	100%, annually	100% - Up to date, but this is an on-going piece of work due to the nature of the performance measure.
Work towards providing a full complement of online forms and paperless solutions	As identified, annually	Up to date, but this is an on-going piece of work due to the nature of the performance measure.



Planning Services half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Statutory targets met for the speed of decisions to avoid being designated – major applications within agreed timescales	60%, annually	100% (19 decided on time)
Statutory targets met for the speed of decisions to avoid being designated – non-major applications within agreed timescales	70%, annually	94% (386 out of 412 decided on time)
Major applications to be determined within agreed timescales	90%, annually	100% (19 decided on time)
Minor applications to be determined within agreed timescales	80%, annually	91% (117 out of 128 decided on time)
Householder applications to be determined within agreed timescales	90%, annually	95% (221 out of 233 decided on time)
All other applications to be determined within agreed timescales	90%, annually	94% (48 out of 51 decided on time)

Performance measure	Target and reporting timescale	Half year update
Tree Preservation Order, Trees in Conservation Areas or compliance with tree condition applications to be determined within agreed timescales	100%, annually	100% (180 decided on time)
Discharge of condition applications determined within agreed timescales	75%, annually	84% (163 out of 195 decided on time)
All applications determined within 26 weeks unless otherwise agreed extension	100%, annually	99.8% (456 out of 457 decided within 26 weeks or with appropriate EOT)
Applications validated within 5 working days	85%, annually	93% (837 out of 900 applications, incl. Preapps)
Continue work on the Cambridgeshire Local Heritage Project (CLHP), within the next year: <ul style="list-style-type: none"> complete data for candidate list entries continue vetting process via county assessment panel commence rolling consultation programme with owners and parishes for adoption of new entries on a parish-by-parish basis 	As identified, annually	Assessment panel meeting regularly and the number of candidates for local listing in the District is being confirmed through this process. Data being recorded for new potential entries through investigation. Consultation process on confirmed entries yet to commence. Additional 590 candidates identified; vetting & adoption roll-out ongoing.
Project manager major applications as a team (approx. 50+ dwellings and commercially important schemes) through action tracker management and other project manager tools	As identified, annually	Major Projects Steering group meets monthly. This group tracks and monitors progress of all major applications, pre-apps, Planning Performance Agreements (PPAs) and S106 agreements.

Performance measure	Target and reporting timescale	Half year update
<p>Build collective understanding of major projects and business focus for customers Manager expectations of stakeholders and build in resilience across the team for complex project management Seek consistency across outcomes</p>		<p>The Steering group now acts as a collective decision making group for major projects, which will leads to a consistent approach to major projects and greater collective understanding of progress. This adds resilience to the service rather than projects being wholly reliant on one officer.</p>
<p>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</p>	<p>As identified, annually</p>	<p>See above for major projects steering group. Director (Legal Services) attends Planning Team leaders meeting once a month to build in consistency. Volume of applications determined with S106 agreements has not been sufficient to embed consistent practice at this stage. Work underway to review all S106 agreement procedures as part of wider planning service review, between October to December 2023.</p>
<p>Contribute to the implementation of the Council's Climate and Environment Action Plan</p>	<p>As identified, annually</p>	<p>Attendance at group by relevant officers</p>
<p>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</p>	<p>80% of initial site visits completed within 10 days, annually</p>	<p>Site Inspections-100%. Each Enforcement Officer has taken on a major development to monitor-Grange Lane Littleport, Kennett Garden Village & Newmarket Road Burwell. Condition monitoring is taking place on these large developments, as well as residential developments of 2-9 dwellings (as directed by the Planning Manager), with</p>

Performance measure	Target and reporting timescale	Half year update
		procedures being developed/enhanced. The Enforcement team now deals with reports about unactioned S106 obligations. There is cross-departmental input required into how best to handle the administration/monitoring of S106 agreements to ensure that relevant documentation is locatable, which is in progress.
Monitor 20% of approved tree works	20%, annually	40 visited out of 211 (19%)
Review Tree Strategy to reflect changes to service provision	As identified, annually	To be part of wider Planning Service Review to be undertaking between October and December 2023
80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt	80%, annually	100%
80% of enforcement complaints to have complainant contact within 15 working days to advise of findings	80%, annually	100%
Undertake visits during works to listed buildings for 25% of implemented approved consents	As identified, annually	No data on this available.
Review and update our Standard Conditions and Reasons Manual within 1 year to ensure they meet the	As identified, annually	To be part of wider Planning Service Review to be undertaking between October

Performance measure	Target and reporting timescale	Half year update
6 tests set out in Paragraph 56 of NPPF, 2021 and cover all necessary aspects required by legislation/policy		and December 2023
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	This target is achieved by averaging across all hours including staff attending Master Degree courses.
Skills assessment of officers to ensure adequate training and expertise are available, for example biodiversity net gain, design, viability	100%, annually	Regular monthly group meetings also used as feedback from those attending individual courses and guest speakers attending. BNG training undertaken and feedback to group. Drainage and Water supply training to take place end of November.
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	Risks reviewed by Service Lead within directorate service lead monthly meetings
Parish councils to be invited to training session and tree and conservation advice when required	As required, annually	Tree advice given to Burwell, Witchford, Wilburton, Witcham, Woodditton and City of Ely. Wider Parish Council briefing set for 29 November 2023.

Performance measure	Target and reporting timescale	Half year update
<p>Website review of content and customer experience and contact form</p>	<p>As identified, annually</p>	<p>To be part of wider planning service review during period October to December 2023</p>
<p>Implementation of further electronic working processes and procedures within 1 year – measuring the cost for printing for next year</p>	<p>As identified, annually</p>	<p>To be part of wider planning service review during period October to December 2023. Idox appointed to undertake audit of software used in planning service.</p>
<p>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</p>	<p>As identified, annually</p>	<p>Paused due to wider service review during period October to December 2023.</p>



Waste and Street Cleansing half year report 2023 to 2024

Performance measure	Target and reporting timescale	Half year update
Monitor performance of ECSS to ensure KPI's are met within the MoA	Quarterly monitoring reports to Operational Services Committee, annually	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	Ongoing reviews, annually	Corporate Risk reviewed as per Audit Committee 16.10.23 and Full Council 19.10.23
Run awareness campaigns, attend promotional events and schools to increase knowledge of waste issues, resolve issues and encourage a sustainable attitude towards waste	10 schools attended, 10 events attended, annually	7 community events attended.
100% appraisals completed by March 2024	100%, annually	n/a
Review Cambridgeshire and Peterborough Waste Strategy by September 2023	By September 2023, annually	Workshop undertaken October 2023 to agree scope of review to be commissioned for completion by end of March 24

Performance measure	Target and reporting timescale	Half year update
Review delivery model for waste service delivery in light of the implementation of the Environment Act 2021 by March 2024	By March 2024, annually	Strategic review to be undertaken in Q3 and 4
Introduction of alternative fuel for waste service fleet to reduce CO emissions	As identified, annually	Costs are beyond the agreed threshold. Report will be submitted to Operational Services Committee in November with options to progress.
Increase recycling rate	60%, annually	Q1 data – 60.8%