

Democratic Services end of the year report 2022 to 2023

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Publish agenda for Regulatory Committees within 5 clear days of a meeting (statutory); Publish agenda for Council, Policy Committees and Audit Committee within 7 clear days of a meeting	Sound financial management Social and community infrastructure	100%, annually	Not applicable.	Democratic Services Manager	100%
Publish decision lists for Council/Committees within 3 working days of a meeting	Sound financial management Social and community infrastructure	95%, annually	Not applicable.	Democratic Services Manager	100%
Publish draft minutes for Council/Committees within 14 working days of a meeting	Sound financial management Social and community infrastructure	85%, annually	Not applicable.	Democratic Services Manager	82%
Review customer feedback forms/information from election and resolve, as far as practicable, issues by commencement of next election period	Sound financial management Social and community infrastructure	90% of all customer feedback actioned (where possible) by commencement of next Election period, annually	Not applicable.	Democratic Services Manager Electoral Services Team Leader	100%

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Publish and maintain an accurate and legally compliant electoral register each year and maximise registration for target groups within the district in order to achieve at least 85% registration rate for Route 2 Forms	Sound financial management Social and community infrastructure	85%, annually	Not applicable.	Democratic Services Manager Electoral Services Team Leader	Change to performance measure to reflect revised Canvass arrangements – Route 2 response rate 84.7%.
Number of electors registering electronically via government portal	Sound financial management Social and community infrastructure	At least 8,000 to be registered, annually	Not applicable.	Democratic Services Manager Electoral Services Team Leader	Change to performance measure to reflect revised Canvass arrangements – Route 1 changes had 3,167 electronic returns, Route 2 had 5,858 electronic returns.
Publication of agendas on website on day of despatch	Sound financial management Social and community infrastructure	100%, annually	Not applicable.	Democratic Services Manager	100%
Ensure that all staff appraisals are completed annually and within the time frame set by HR	Sound financial management	100%, annually	Not applicable.	Democratic Services Manager Electoral Services Team Leader	100%
Prepare, agree and implement member induction, training and development programmes and member seminar sessions to provide members with the required knowledge and skills to effectively perform their role as a district councillor	Sound financial management Social and community infrastructure	10 sessions to be arranged as part of the member training and development and seminar programmes, annually	Not applicable.	Democratic Services Manager	12 sessions
Regularly review higher level corporate risks, including:	Sound financial management Social and community	Minimum monthly, annually	Not applicable.	Democratic Services Manager Electoral Services Team Leader	Reviews of Constitution and committee structure. IRP review of members' allowances. Conduct local elections/referenda.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
<ul style="list-style-type: none"> • changes to the political composition of the Council affecting the democratic decision-making processes • local, regional and national legislative and policy changes affecting the democratic process, both in terms of electoral administration/elections and democratic decision-making • impact of corporate initiatives such as shared services, commercialisation, on the working practices of the team 	infrastructure				<p>Offering services of team on a commercial basis:</p> <ul style="list-style-type: none"> • clerking of ECTC and ECSS Boards • clerking of Kennett Garden Village Delivery Board • Democratic Services Manager providing management support, advice and training services to other authorities/bodies <p>Conduct PDR/CGR.</p>

Economic Development services end of the year report 2022 to 2023

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Evidence Based Study of the economic landscape - work with external consultants to build a multi-level report focussing on the district's business and commercial economy	Social and community infrastructure	Summer 2022, annually	New performance measure.	Economic Development Manager	100% achieved. Evidence based study with recommendations completed in June 2022. Additional work completed in October 2022. High quality LUF/SPF/REPF funding applications made possible by this underpinning work.
Develop working relationships with partners and organisations to help promote and deliver business support programmes and investment initiatives	Social and community infrastructure	As identified, annually	New performance measure.	Economic Development Manager	100% achieved. Facilitated 30 Business Growth Grants creating 111 new jobs including 18 apprentices. Facilitated 20+ High Street Support Grants (£100,000+ funding).
Maintain direct contact with key businesses and related organisations, such as The Chamber of Commerce, FSB, Cathedral Business Group, Business Park operators, BIPC, strategic business investors and large scale/impact commercial businesses/developers	Social and community infrastructure	As required, annually	New performance measure.	Economic Development Manager	100% achieved. In excess of 150 Meetings with stakeholders/business organisations. Collaborated closely with town councils to deliver projects such as Soham-Wicken Fen cycleway. Work with government departments such as Defra, DLUHC in respect of bids/support programmes. Work with Ely and East Cambs Chamber of Commerce. Attended 5 Board meetings and additional networking events with local members. Various actions and engagement opportunities followed up including engagement Governments local improvement skills plan (LSIP). Worked with business park operators to engage on various advisory matters, for example, Lancaster Way, Potters Space.
Retain active lead presence on Enterprise Zone (EZ) steering group	Social and community infrastructure	As identified, annually	New performance measure.	Economic Development Manager	100% achieved. Chaired EZ steering group meetings. Maintained regular contact with the business park owners/operational team.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Develop relationships with skills and employment providers and related agencies	Social and community infrastructure	As identified, annually	New performance measure.	Economic Development Manager	100% achieved. Set up and work with stakeholder groups including education providers, CPCA, County, Jobcentre, employment agencies. Facilitated workshops for skills and employment opportunities, for example, Google Garage workshop October 2022, Skills Fair October 2022, Multiply Roadshow February 2023. East Cambs skills and business support Hub formation with Library service, Cambridgeshire Skills and BIPC. Pilot launched in Summer 2022. Funding secured for ongoing development in 2023 to 2024. CPCA Skills and Employment Strategy joint development of East Cambs local strategy.
Work with businesses, stakeholders and partners to facilitate/signpost available funding and support packages	Social and community infrastructure	As required, annually	New performance measure.	Economic Development Manager Economic Development Officer	100% achieved. All requests, enquires or opportunities were evaluated and dealt with across the year.
Help prepare and submit capital or revenue funding applications on behalf of the Council or partners, for example, Littleport's Market Town Programme (£1m 2022 to 2023), LUF/SPF projects (Summer/Autumn 2022), CPCA Skills and Employment funding across FE/Adult education projects 2022 to 2023	Social and community infrastructure	As required, annually	New performance measure.	Economic Development Manager Economic Development Officer	100% achieved. Market town programme award £1.24million investment. UKSPF award £839,850. Growth Hub award £40,000+. REPF award £652,511+. LUF2, £5.3million bid for Littleport.
Be the first point of contact for the business community, for matters her business support initiatives	Social and community infrastructure	As required, annually	New performance measure.	Economic Development Manager Economic Development Officer	100% achieved. All requests, enquires or opportunities were evaluated and dealt with across the year.
Improve of the council's business website pages and introduce simplification of 'navigation' so that	Social and community infrastructure	By Autumn 2022, annually	New performance measure.	Economic Development Manager Economic Development Officer	100% achieved. Business Support Pages on the ECDC website have been rationalised, up dated and made more navigable.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
visitors can more easily find information/advice					
Continue management of a number of growth delivery projects and Corporate Objectives, for example, the CPCA's market town programme (Ely/Soham Current £2m investment	Social and community infrastructure	As required, annually	New performance measure.	Economic Development Manager Economic Development Officer	100% achieved. Market town programme for Ely, Littleport and Soham. All programmes under ECDC control have been allocated, and are being project managed. Projects targeted to complete between 2023 to 2025.
Work with other Council services such as Planning and Infrastructure to facilitate an understanding of economic drivers and impacts, for example, consult on major commercial planning applications	Social and community infrastructure	As required, annually	New performance measure.	Economic Development Manager Economic Development Officer	100% achieved. Consulted on seven major planning applications including preapplication and meetings with businesses. Total potential inward investment value in excess of £200million. Cross Council engagement to shape programme of interventions for UK SPF application. Successfully allocated £840,000 district wide interventions for community projects.
Develop a district wide skills and employment strategy, linked to the CPCA and underlying funding streams	Social and community infrastructure	As required, annually	New performance measure.	Economic Development Manager	Developed East Cambs skills and employment strategy/ action plan integrated into CPCA's skills and employment strategy. Short term – establishes a skills hub; Medium term - facilitates adult education. Long term - addresses post 16 'Cold Spot' provisions across the district. Led stakeholder groups on initiatives such as the Ely Skills and Employment Hub to the wider district and community (through 2022 and 2023). Worked with the CPCA to identify options for a further education facility within the district and identify funding potential for a potential adult education facility in Soham (2022 to 2023). Worked with organisations such as the BIPC and Library service to roll out support facilities across the district (ongoing since Spring 2022).
Increase the availability of gigabit capable broadband to premises in the district; provide analysis and performance quarterly	Social and community infrastructure	Quarterly from Autumn 2022, annually	New performance measure.	Economic Development Manager Economic Development Officer	100% achieved. Attended and contributed to the Connecting Cambridgeshire project board (quarterly) with ECDC digital investment priorities captured in a district plan. Briefing presented to our Members in Autumn 2022 by Connecting Cambs.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
<p>Work with stakeholders to:</p> <ul style="list-style-type: none"> complete expansion of free public Wi-Fi networks in market towns (Summer 2022) improve 2G cellular signal and 5G coverage 	Social and community infrastructure	As identified, annually	New performance measure.	Economic Development Manager Economic Development Officer	<p>90% complete.</p> <p>Ely/Soham/Littleport public Wi-fi network's completed (March 2023).</p> <p>Established East Cambs a priority for cold-spot mobile coverage. (2G) – priority area.</p> <p>Reprioritised, with focus on 2g/5g cold spots until resources become available.</p>
Deliver digital signage/wayfaring project throughout Ely in conjunction with City of Ely Council	Social and community infrastructure	Autumn 2022, annually	New performance measure.	Economic Development Manager Economic Development Officer	Digital signage programme slightly delayed by procurement difficulties, now due for completion May 2023.
Attend and contribute to the Connecting Cambridgeshire project board (quarterly) and develop local policy/strategic plans for East Cambridgeshire	Social and community infrastructure	Quarterly attendance, annually	New performance measure.	Economic Development Manager Economic Development Officer	<p>100% achieved.</p> <p>Active participation with Connecting Cambs of programme board.</p>
<p>Sustainably manage the E Space serviced business centres, in addition to the council's business units (2) on the Cambridgeshire Business Park, Ely by:</p> <ul style="list-style-type: none"> continuing to invest in sustainable/energy reduction projects with Solar PV project in 2022 ensuring occupancy remains at or above 80% evaluating future development of the E-space centre concept with recommendations for future improvements (2022 to 2023) 	Social and community infrastructure	As identified, annually	New performance measure.	E-Space Manager	<p>100% achieved.</p> <p>E-space continues to thrive and has maintained its expected capacity throughout. Careful management of operational costs and investments have added to its over achievement.</p> <p>Occupancy 90%+.</p> <p>Substantial project to extend the Littleport facility, became the joint focus of our LUF2 bid. This has subsequently now been replaced/prioritised with grant offer for £925,000 from the CPCA to develop the project and awaits confirmation match funding from the REPF application.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Continually review risks associated within the service and projects that it is involved	Sound financial management Social and community infrastructure	Ongoing, annually	New performance measure.	Economic Development Manager E-Space Manager	100% achieved. Examples: managed budgets, market town programme, multiple stakeholders to deliver contractual agreements, managing high value procurement contract awards with procurement team and monitoring constraints. Assessed threats and where necessary implemented remedial activity, for example, health and safety at business centres.
Regularly review/update training and skills requirements within the team	Sound financial management	As identified, annually	Ongoing.	Economic Development Manager E-Space Manager Economic Development Officer	100% achieved. Budget training for E-Space Manager and EDM. Necessary Online E-learning Courses (all staff). MHFA Course by EDO.
Complete staff appraisals annually and within the timeframe set by HR	Sound financial management	As required, annually	New performance measure.	Economic Development Manager	All appraisals completed.
Contribute to the preparation of, and subsequent implementation of, the Council's Climate and Environment Action Plan	Cleaner, greener East Cambridgeshire	As identified, annually	New performance measure.	Cross-council activity	100% achieved. 24 Electronic Vehicle Charging Points due to be installed across three car parks in March 2023. Regular Climate Committee attendance. Solar PV on E-Space North due in March 2023.

Finance Services end of the year report 2022 to 2023

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
<p>Deliver the agreed Internal Audit Plan:</p> <ul style="list-style-type: none"> ensure that the annual Internal Audit Plan is risk based and adds value to the organisation; consult with Corporate Management Team to assist in the preparation of the annual Internal Audit Plan before gaining approval from Audit Committee 	Sound financial management	By 31 March 2023, annually	100%	Chief Internal Auditor	69% of the work detailed in the Audit Plan was completed by the end of December 2022, with the expectation that all would be completed by the end of the financial year.
<p>Produce a Medium Term Financial Strategy (MTFS) with balanced budgets for two years, that is the budget year and the subsequent year, with a trajectory which will allow the Council to remain financially secure.</p> <p>Regularly review high level corporate risks, including public sector funding and major income streams such as council tax and business rates for 2022 to 2023 and 2023 to 2024 including:</p> <ul style="list-style-type: none"> the Government's Fair Funding review for local government East Cambs Trading Company's financial health and potential financial transactions between it and the Council 	Sound financial management	As identified, annually	Completed and presented to Council in February 2022.	Director, Finance	The budget report was presented to Full Council on the 21 February 2023, detailing a balanced budget for the budget year 2023 to 2024 and the first year of the MTFS 2024 to 2025.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Produce the detailed budget for 2023 to 2024 to a time frame that allows the Council to set a legal budget	Sound financial management	To be presented to the Full Council meeting in February 2023, annually	Completed and presented to Council in February 2022.	Director, Finance	The budget report was approved by Full Council on the 21 February 2023, detailing a balanced budget for the budget year 2023 to 2024 and the first year of the MTFS 2024 to 2025.
Produce quarterly budget monitoring reports to committees, (both revenue and capital) and an outturn report at yearend	Sound financial management	Reports to meet committee deadlines, quarterly	Quarterly reports submitted on time.	Senior Accountant Management Accountant	Budget monitoring reports were prepared on a quarterly basis and reported to the next available committee meeting following the end of the quarter.
Work with partners to provide a co-ordinated approach to tackling fraud (in accordance with the Cambridgeshire Anti-Fraud Network priorities)	Sound financial management	As required, ongoing	Work with the Cambridgeshire Anti-Fraud Network, within their agreed business plan, to facilitate a co-ordinated approach to tackling fraud.	Chief Internal Auditor ARP Fraud Team	The main area of work for Internal Audit has been co-ordinating the input of data into the National Fraud Initiative (NFI) exercise. Results from this exercise are beginning to emerge. The total value of fraud and compliance findings by the ARP Fraud Team to the end of December 2022 was £508,995.
Raise awareness of fraud and corruption across the organisation; review of counter fraud procedures, hot line and poster campaign	Sound financial management	As required, annually	Raised the awareness of fraud and corruption of new employees, as part of the staff induction training days run bi-annually by the Council. Dedicated fraud reporting mailbox for members of the public to report any concerns set up and managed/reviewed by Internal Audit. Participation in International Fraud Awareness Week.	Chief Internal Auditor	Fraud awareness week took place during the week starting the 14 November 2022 and the counter fraud pages on the website were up-dated to promote the report fraud mailbox. The Fraud and Corruption Strategy was reviewed and a updated version approved by Full Council on the 21 February 2023.
Pay 99% of undisputed invoices within 30 days	Sound financial management	99%, annually	97.27% achieved for the first ten months of 2021 to 2022.	Senior Accountancy Assistant	98.93% achieved at the end of the third quarter 2022 to 2023.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Average time taken to collect income in relation to external invoices (this indicator does not include council t and business rates)	Sound financial management	Below 25 days, annually	Average collection time in the first ten months of 2021 to 2022 was 19.51 days.	Senior Accountancy Assistant	Average collection time in the first three quarters of 2022 to 2023 was 18.82 days.
Review the operation of the Payroll Service to ensure that this is working efficiently and best advantage is being achieved from the use of self-service and workflow functionality within the system	Sound financial management	As required, annually	New performance measure.	Payroll Officer	The payroll contract with MHR was renewed for three years on the 9 May 2022, after a full review of the service offering to ensure that this remained fit for purpose.
Pay 99.8% of staff the correct amount and on time	Sound financial management	99.8%, annually	99.9% achieved in the first 10 months of 2021 to 2022.	Payroll Officer	99.9% achieved in the first 10 months of 2022 to 2023.
Improve the process for the production of the Statement of Accounts and prepare the draft Statement of Accounts for 2021 to 2022 by the end of July 2022 and ensure that a further version is approved by Audit Committee and published on the Council website as soon as the external audit is completed	Sound financial management	By end of July 2022, annually	The 2020 to 2021 draft Statement of Accounts was published in line with the end of July requirement and the audited version was approved by committee in November and published on the Council's website in December 2021.	Senior Accountant	The 2021 to 2022 Statement of Accounts was prepared by the end of July 2022 in line with the statutory deadline, but these remain unaudited at this point.
Deal with 98% of insurance claims within a fortnight of being notified	Sound financial management	98%, annually	100% of claims were passed onto Zurich for resolution within a fortnight in the first 10 months of 2021 to 2022.	Management Accountant	19 out of 20 claims were passed onto Zurich for resolution within a fortnight in the first eleven months of the year.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Support the continued development of members of the Financial Services team to ensure that they are given personal and professional career development opportunities; provide training to staff in line with their personal training and development plan as detailed in their appraisal document	Sound financial management	90% of training needs to be met, annually	No data.	Director, Finance	Staff within the team have completed Council wide training on cyber security, data protection and equality and diversity and other ad-hoc training specifically in relation to their job role.
Regularly review higher level corporate risks, including: <ul style="list-style-type: none"> public sector funding loss of major income streams 	Sound financial management	As required, annually	These risks are picked up when preparing the MTFS and budget. See section on ensuring the long term financial stability of the Council.	Director, Finance	See above.
Contribute to the implementation of the Council's Climate and Environment Action Plan	Cleaner, greener East Cambridgeshire	As required, annually	New performance measure.	Cross-Council activity	Revenue funding of £100,000 and capital funding to procure solar panels has been included in both the 2022 to 2023 and 2023 to 2024 budgets.

HR services end of the year report 2022 to 2023

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Provide support to managers and staff to deliver the actions set out in the Council's Equality, Diversity and Inclusion Policy	Social and community infrastructure	As required, annually	New performance measure.	Corporate Management Team Council members Service leads HR team	In progress - members can view the Council's progress against the Equality, Diversity and Inclusion Action Plan 2021 to 2024 in the Annual Equality Monitoring Report .
Publish the annual equality monitoring report for the period 1 April to 31 March every year	Social and community infrastructure	As required, annually	Annually.	HR Manager	Achieved – the Annual Equality Monitoring Report for 2021 to 2022 has been published on the Council's website.
Calculate the Council's gender pay gap for the period 1 April to 31 March each year and report to committee	Social and community infrastructure	As required, annually	Annually.	HR Manager	The gender pay gap for 2021 to 2022 was reported to committee in October. The mean gender pay gap had reduced to 7.7% and the median gender pay gap had reduced to 8.5%.
Promote initiatives to raise awareness of health and wellbeing, and support employees who are experiencing mental ill-health to access sources of help	Social and community infrastructure	As identified, annually	Ongoing.	Service leads HR team	The Council now has 15 qualified Mental Health First Aiders (MHFA) to anyone experiencing a mental health issue or crisis. HR fund 6 sessions of counselling or Cognitive Behaviour Therapy (CBT) for employees who are experiencing mental ill-health problems. Since 1 April 2022, 10 people have requested and been offered support plans. HR have funded menopause support workshops.
Maintain the low level of short-term sickness absence, that is number of days lost per full-time equivalent employee (FTE)	Social and community infrastructure	3.4 days per FTE, annually	3.4 days	HR team Service leads Line managers	At the 10-month review period, the short-term sickness absence is at 4.1 days lost per FTE, based on a total of 805 days lost. Of that total, 212 are related to Covid-19 and long Covid. As the target for the year is 3.4 days per FTE, we have already exceeded this at 10 months and this will continue to increase until the end of the financial year.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Once the negotiations with the trade unions have ended, make the necessary changes to the Council's pay scale to meet the requirements of the National Joint Council (NJC) pay award, backdated to 1 April 2021, re-modelling the pay spine if required	Sound financial management	As required, annually	1 April 2020	HR Manager Payroll Officer	The pay award was agreed and implemented in November 2022. As part of the pay award, it has also been agreed that: <ul style="list-style-type: none"> a) all NJC staff will get an increase of one day's annual leave from 1 April 2023 (pro rata for part-timers) b) spinal column point 1 will be deleted from the Council's pay scale from 1 April 2023
Following the appraisal deadline, establish the Performance Related Increment Panel to consider the ratings of 'outstanding', and determine final ratings where the provisional ratings differ, in consultation with the managers concerned	Sound financial management	As required, annually	Achieved by May 2020 – appraisals were cancelled for 2020 to 2021.	HR Manager PRI Panel	PRI Moderation Panel held in May 2022. 20 people were awarded 'outstanding', 131 'excellent', 26 'good', 7 'no official rating and nil 'needs improvement'. 7 had no appraisal.
Review the existing Leading Lights Award Scheme and improve the processes for recognising and rewarding staff who have demonstrated exceptional attitude and performance	Sound financial management	As identified, annually	New performance measure.	HR Manager	Not achieved - CMT asked for the Leading Lights Award Scheme to remain on hold.
Coordinate Job Evaluation Panels to ensure that all new and significantly changed jobs have been evaluated fairly and systematically	Sound financial management	As required, annually	As required.	HR Manager 14 trained job evaluators	Job Evaluation panels continue to be arranged promptly when a new request is received. 23 jobs evaluated between April 2022 and February 2023. Job evaluation training held in November 2022. We now have 14 trained job evaluators.
Update the Council's Pay Policy Statement and present to Full Council in February each year	Sound financial management	February 2024, annually	Achieved by February 2022.	HR Manager	Presented to Full Council in February 2023.
Continue to create new, and update existing, HR policies and procedures	Sound financial management	As required, annually	As required	HR Manager	The Extra Responsibility Allowance Policy and the Acting Up Policy have been updated in 2022 to 2023.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
following changes in legislation or best practice					
Review and improve the existing exit interview procedures to increase participation rates and to improve the quality of the information being collected	Sound financial management	As required, annually	New performance measure.	HR team	The changes to the Exit Survey which members requested, to increase participation rates and to improve the quality of the information being collected, came into effect from 1 June 2022. In this period, 11 of the 17 leavers completed the revised survey.
Continue to look for opportunities to promote the recruitment of apprentices to meet the target as set by the Apprenticeship Levy of 2.3% of the workforce, this equates to 4 apprentices	Sound financial management	As identified, annually	3 apprentices.	CMT Service leads HR team	The public sector apprenticeships target came to an end on 31 March 2022. From this date there will no longer be a target set for public sector employers. However, the Council will continue look for opportunities to recruit apprentices. We currently have 4.
Appraisals undertaken by 31 March 2022	Sound financial management	100%, annually	100% achieved.	HR Manager	Achieved.
Regularly review risks associated with Human Resources as detailed within the Corporate Risk Register: <ul style="list-style-type: none"> • non-compliance with employment legislation, resulting in costly litigation and/or employment tribunal claims and reputational damage • increased sickness levels impacting on team capacity and moral 	Sound financial management	As required, annually	Ongoing.	HR team	In progress.

Infrastructure and Strategic Housing services end of the year report 2022 to 2023

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Monitor development for compliance with requirement of either CIL or S106 and ensure collection of financial contribution and monitoring of public open space transfers	Sound financial management Improving transport Social and community infrastructure	100% compliant, annually	9% CIL payments outstanding. 1% S106 payments outstanding.	CIL Officer	4% CIL payments outstanding. No S106 payments outstanding.
Produce the Infrastructure Funding Statement annually which will be published by 31 December 2022	Sound financial management Improving transport Social and community infrastructure	By 31 December 2022, annually	New performance measure.	Infrastructure and Strategy Manager	2021 to 2022 Infrastructure Funding Statement published by 31 December 2022.
Assist Development Management in the negotiation of Section 106 agreements to ensure new communities and businesses are delivered with the infrastructure that is required to serve those new developments	Sound financial management Improving transport Social and community infrastructure	100% of requests for assistance to be met, annually	100% of requests for assistance met.	Infrastructure and Strategy Manager	100% of requests for assistance met.
Provide technical advice and support to new and existing Community Led Development projects across East Cambridgeshire	Housing Social and community infrastructure	100% of requests for assistance to be met, annually	New performance measure.	Community Led Development Advisor	100% of requests for assistance met.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Maintain the Council's Register of Interest in Self Build and Custom House Building and forward details of planning applications including self-build plots to those on the register	Housing	As required, annually	Details of all planning applications received by the Council that include self-build plots have been sent to those on the register.	Infrastructure and Strategy Manager	Details of all planning applications received by the Council that include self-build plots have been sent to those on the register.
Provide an ongoing affordable housing S106 service to the planning team, negotiating and securing affordable housing on developments in line with strategic requirements and planning policy through S106 agreements, community land trusts, rural exception sites and other means of provision where appropriate	Housing	100% of requests for assistance to be met, annually	100% of requests for assistance met.	Infrastructure and Strategy Manager	100% of requests for assistance met.
Manage the Growth and Infrastructure Fund, develop scheme criteria and launch the Growth and Infrastructure Fund; assess applications against the approved criteria as received	Improving transport Social and community infrastructure	100% of applications received to be assessed, annually	New performance measure.	Infrastructure and Strategy Manager	100% of applications assessed, £2.3million awarded to 9 eligible applications.
Work with partners to develop appropriate schemes for infrastructure and services to North Ely; explore community facility requirements for the North Ely development and work with the applicants to ensure that infrastructure delivery is co-ordinated and in accordance with the planning applications	Improving transport Social and community infrastructure	As required, annually	The Planning Service has been working with the applicant on the discharge of planning conditions and this will be ongoing and feed into the other North Ely work areas. Assistance has been given as required.	Infrastructure and Strategy Manager	Assistance given as required with North Ely planning applications and other North Ely work areas as required.
Continue the parish council liaison programme to educate and provide guidance to local councils on the	Sound financial management Social and community	Visits as requested by parish councils, annually	6 parish councils visited, plus guidance has been given to others via telephone/email.	Infrastructure and Strategy Manager	3 parish councils visited, plus guidance has been given to others via telephone/email.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
community infrastructure levy and the meaningful proportion	infrastructure				
Engage and support local parish councils and key stakeholders on the CIL Infrastructure List and CIL Governance Plan which sets out what infrastructure may benefit from CIL funding and how the funding may be allocated	Sound financial management Social and community infrastructure	During 2022 to 2023, annually	Information about applying for CIL funding and the CIL Infrastructure List (previously known as the R123 List) emailed to all Parish Councils in January 2020.	Infrastructure and Strategy Manager CIL Officer	A number of 1 to 1 advice sessions held with parish council's and other stakeholders, resulting in New Recreation Ground – Haddenham project and Stretham Community Hub project being added to the CIL Infrastructure List.
Hold an annual CIL Infrastructure List workshop held to give details of the process for applying for CIL funding to parish councils and other interested parties	Sound financial management Social and community infrastructure	1 workshop, annually	Attended Parish Conference in March and gave details of the process for applying for CIL funding to parish councils and other interested attendees.	Infrastructure and Strategy Manager CIL Officer	No workshop held in 2022 to 2023, but 1 to 1 advice session held with parish council's and other stakeholders.
Review all existing service web pages to ensure that only up to date accurate and relevant information is live on the Council's website	Sound financial management Social and community infrastructure	monthly, annually	Reviews undertaken and web pages updated where necessary.	CIL Officer	Reviews undertaken and web pages updated where necessary.
Attend CIL/S106 and community led development training when available to ensure staff are well informed and up to date with the procedures and required legislation	Sound financial management	2 events, annually	No training attended due to lack of suitable courses.	Infrastructure and Strategy Manager	6 training events attended.
Ensure that all staff appraisals are completed annually and within the time frame set by HR	Sound financial management	100%, annually	100% of appraisals completed.	Infrastructure and Strategy Manager	100% of appraisals completed.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Regularly review risks associated with Infrastructure and Strategic Housing including: <ul style="list-style-type: none"> • monitoring CIL • S106 income 	Sound financial management	Quarterly, annually	Reviews undertaken quarterly. Income figures provided and reported to Finance and Assets Committee every six months.	Infrastructure and Strategy Manager	Reviews undertaken quarterly. Infrastructure Funding Statement presented to Finance and Assets Committee in November 2022.
Contribute to the preparation of and subsequent implementation of the Council's Climate and Environment Action Plan	Cleaner, greener East Cambridgeshire	As identified, annually	New performance measure.	Infrastructure and Strategy Manager	Assisted with EV charging Points project.

Legal Services end of the year report 2022 to 2023

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Maximise recovery of legal costs and fees; court costs and fees, contribution to legal costs and disbursements	Sound financial management	As identified, annually	Costs recovered £20,646 to 7 March 2022.	Director Legal Senior Legal Assistant Legal Assistant	Costs recovered £20,475 to 23 February 2023.
Ensure the recovery of court costs and fees attributable to car parking - summons issued and costs recovered in £'s (costs recovered are dependent on the Magistrates' Court choosing to award the full amount of costs requested, fewer costs or no costs at all - ECDC are unable to influence this decision as we can only request full costs are awarded)	Sound financial management	95%, annually	53.8% costs awarded £900 requested - £480 awarded by court to 7 March 2022. Due to COVID restrictions parking tickets were not issued for an extended period; due to this all cases taken to court at this point were recent and the court had not time to collect and forward full sums collected.	Director Legal Local Land Charges Officer and Paralegal	76% costs awarded, £1,512 requested - £1,152 awarded by the court to 24 February 2023.
Ensure the recovery of outstanding debts owed to the Council	Sound financial management	100% instructions for recovery: costs recovered in £, annually	76 invoices received to chase - 70 invoices paid = 92.1% recovered to 4 March 2022.	Director Legal Local Land Charges Officer and Paralegal	98 invoices received to chase (£55,814.91) - 65 invoices paid (£42,054.25) = 66%. Invoices do not include aged debt or BEIS grants which have been chased and collected.
Provide legal support for committees when necessary	Sound financial management	100% attendance at committees where necessary, annually	100% supported.	Director Legal Senior Legal Assistant Legal Assistant	100% supported.
Ensure car parking appeals and enforcement comply with the following timescales:	Sound financial management	As identified, annually	89.8% of appeals responded to within 10 working days. 100% within 20 working days as at 8 March 2022.	Director Legal Local Land Charges Officer and Paralegal	91.3% of appeals responded to within 10 working days. 100% within 20 working days as at 21 February 2023.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
<ul style="list-style-type: none"> 80% of appeals responded to within 10 working days 100% within 20 working days 					
Ensure that the timescales set out in the Transparency Code are complied with and manage information data on the Council's website: open data, FOI disclosure log and officer decisions log	Sound financial management	100% annually or quarterly for datasets. As soon as received for the FOI disclosure log and officer decisions, annually	100% annually or quarterly for datasets. As soon as received for FOI/EIR disclosure log and officer decisions.	Director Legal Information Officer Local Land Charges Officer and Paralegal	100% annually or quarterly for datasets. As soon as received for FOI/EIR disclosure log and Officer decisions.
Deliver an effective, accurate and transparent FOI/EIR service	Sound financial management	100% of responses within 10 working days (unless the FOI request involves further in-depth research but the service will ensure the customer is kept informed), annually	94% responses in 20 working days. 69% responses in 10 working days. Requests: 395 to 7 March 2022. Days to respond: 0 to 5 = 57% 6 to 10 = 9% 11 to 15 = 9% 16 to 20 = 17% 20+ = 6% Clarification = 2%	Director Legal Information Officer Local Land Charges Officer and Paralegal	97% responses in 20 working days. 62% responses in 10 working days. Requests: 396 to 21 February 2023. Days to respond: 0 to 5 days = 53% 6 to 10 days = 9% 11 to 15 days = 10% 16 to 20 = 18% 20+ = 7% Clarification = 3%
Deliver a comprehensive Data Protection request service ensuring full legal compliance and accurate responses	Sound financial management	100% within one calendar month, annually	76 requests to 7 March 2022. 99% responded to within one calendar month.	Director Legal Information Officer	99 requests to 21 February 2023. 99% responded to within one calendar month.
Proactively assist all services across the Council with issues related to legal requirements	Sound financial management	90% within 10 working days 100% within 20 working days, annually	91% within 20 working days. 86% within 10 working days.	Director Legal Senior Legal Assistant Legal Assistant	86% within 10 working days. 91% within 20 working days.
Ensure continuous service delivery for the Local Land Charge service	Sound financial management	100% of Local Land Charge searches within 10 working days;	97.7% of searches within 10 working days. 56.9% of searches within 5 working days.	Director Legal Local Land Charges Officer and Paralegal	98.79% of searches within 10 working days. 58.34% of searches responded to within 5 working days. Average days to response - 5.78 working days (14% of searches after 5 days due to other departments answering

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
		95% within 5 working days, annually	Average days to response - 6 working days (result of email outage and support post vacant since February 2020).		late. New personnel within departments have been trained to answer.)
Support the continued professional development of the team to ensure that they are meeting with personal and professional career development opportunities	Sound financial management	As identified, annually	The service continues to meet with the professional and statutory requirements for CPD.	Director Legal Senior Legal Assistant Legal Assistant Information Officer Local Land Charges Officer and Paralegal	The service continues to meet with the professional and statutory requirements for CPD.
100% of appraisals completed	Sound financial management	By June 2023, annually	100% of appraisals completed by June 2022.	Director Legal	100% of appraisals to be completed by June 2023.
Regularly review corporate risks associated with the Council's legal requirements; the current risks to the Authority are as follows: <ul style="list-style-type: none"> • compliance with the General Data Protection Regulations • Data Protection Act 2018 	Sound financial management	As required, annually	In full compliance with GDPR (UK) and Data Protection Act 2018. Internal audit 2021 rating: <ul style="list-style-type: none"> • control - substantial • compliance - satisfactory • organisational impact - minor No audit carried out since 2021.	Director Legal Information Officer	In full compliance with GDPR (UK) and Data Protection Act 2018. Internal audit 2021 rating: <ul style="list-style-type: none"> • control - substantial • compliance - satisfactory • organisational impact - minor No audit carried out since 2021.
Contribute to the preparation of, and subsequent implementation of, the Council's Climate and Environment Action Plan	Cleaner, greener East Cambridgeshire	As identified, annually	New performance measure.	Cross Council activity	Local Land Charges Officer and Paralegal part of the Council's Green Team and Courtyard Working Party.

Open Spaces and Facilities end of the year report 2022 to 2023

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Maximise income by offering services to other partners/agencies and maintain contact with all parishes and schools within Cambridgeshire, continuing to offer grounds maintenance services	Sound financial management	Ongoing throughout the year, annually	Continuous and ongoing engagement with parish councils and schools.	Open Spaces and Facilities Manager Asset Manager Team Leader Parks and Open Spaces	Continuous and ongoing engagement with parish councils and schools.
Retain Green Flag accreditation for the Country Park and Jubilee Gardens; ensure the Green Flag standards are used across all parks and open spaces in the district	Cleaner, greener East Cambridgeshire	Carry out monthly quality checks, annually	Achieved. Accreditation retained. Monthly checks carried out.	Open Spaces and Facilities Manager Team Leader Parks and Open Spaces Communities and Partnership Manager	Achieved. Accreditation retained. Monthly checks carried out.
Ensure that ECDC buildings portfolio and assets are maintained to the safe, usable and legal standard through the Council's assets maintenance programme	Cleaner, greener East Cambridgeshire	As required, annually	Achieved.	Open Spaces and Facilities Manager Asset Manager	Achieved.
Work with external partners, including The Wildlife Trust and Ely Wildlife Space, to support and protect the biodiversity of East Cambridgeshire; activities will include ensuring rare plant species and animal habitats are protected	Cleaner, greener East Cambridgeshire	As identified, annually	Achieved.	Open Spaces and Facilities Manager Team Leader Parks and Open Spaces	Achieved.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Using the annual appraisal process, identify individual for specialist training and ensure the broadest range of skills across the team; this will allow the service to run effectively and efficiently	Sound financial management	100% appraisals completed by 31 March 2023, annually	100%	Open Spaces and Facilities Manager Asset Manager Team Leader Parks and Open Spaces	100%
Regularly review risks associated with Open Spaces and Facilities, including: <ul style="list-style-type: none"> • emergency planning • business continuity • health and safety 	Sound financial management	As necessary, annually	Reviewed as necessary in Health and Safety Officer Working Group and Officer Risk Management Group.	Open Spaces and Facilities Manager Health and Safety Officer	Reviewed as necessary in Health & Safety Officer Working Group and Officer Risk Management Group.
Contribute to the implementation of the Council's Climate and Environment Action Plan	Cleaner, greener East Cambridgeshire	As identified, annually	New performance measure.	Cross-council activity	Ordered and arranged distribution of trees for Community Orchard Programme. Contributed to Council's Climate Change Group. Carried out bee orchid survey across open spaces in Ely.

Reprographics service end of the year report 2022 to 2023

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Graphic design, web design and photography: complete all requests to agreed deadlines	Sound financial management Improving transport Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	100%, annually	New performance measure.	Reprographics Manager Reprographics Officer (2)	1,755 requests (up to 31 December 2022) completed to agreed deadlines.
Specialist printing and finishing service: complete all requests to agreed deadlines	Sound financial management Improving transport Housing Cleaner, greener East Cambridgeshire Social and community infrastructure	100%, annually	New performance measure.	Reprographics Manager Reprographics Officer (2)	2,348 requests (up to 31 December 2022) completed to agreed deadlines.
Meet revenue target of £17,679 through provision of graphic design, web design, photography, printing and finishing service to external customers	Be more commercial but within reason: "commercial for community"	100%, annually	New performance measure.	Reprographics Manager Reprographics Officer (2)	£42,205.87 gross revenue (up to 31 December 2022). £36,966.53 net revenue (up to 31 December 2022).

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Document Management System (DMS): index documents into EDRMS system within prescribed deadline of 3 working days or 24 hours for invalid planning applications	Sound financial management Minimise bureaucracy, duplication and ensure efficiency and transparency across Council services	100%, annually	44,704 documents indexed within prescribed deadlines.	Reprographics Manager Reprographics and DMS Officer (4)	22,793 documents (up to 31 December 2022) indexed within prescribed deadlines.
DMS Printing: print documents for operations of Development Control and Building Control within 3 working days from receipt	Sound financial management Minimise bureaucracy, duplication and ensure efficiency and transparency across Council services	100%, annually	New performance measure.	Reprographics Manager Reprographics and DMS Officer (4)	17,194 documents, 98,282 pages, 5,455 A1 plans, 429 A2 plans (up to 31 December 2022) printed within agreed deadlines.
Focused meetings with Development Control and Building Control to ensure maximum effectiveness and best adaptation to evolving demands of the DMS service	Sound financial management Minimise bureaucracy, duplication and ensure efficiency and transparency across Council services	Minimum annual meetings, annually	New performance measure.	Reprographics Manager Reprographics and DMS Officer (4)	Building Control meeting November 2022. Development Control meeting February 2022.
Print and post agendas for Council and Committee meetings within prescribed 5 or 7 working days deadline	Sound financial management Minimise bureaucracy, duplication and ensure efficiency and transparency across Council services	100%, annually	1,458 Agenda papers printed and posted within prescribed deadlines.	Reprographics Manager Reprographics and DMS Officer (4) Reprographics Officer (3)	1,651 Agenda papers (up to 31 December 2022) printed and posted within prescribed deadlines.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Operate a cost-effective outgoing mail service by ensuring every item meets strict criteria for Royal Mail automated sorting process and by completing MailMark franking by 3.30pm every day	Sound financial management Minimise bureaucracy, duplication and ensure efficiency and transparency across Council services	100%, annually	105,060 outgoing mail items (up to 31 December 2022) inspected and posted, 95.17% of mail sent by 2nd class.	Reprographics Manager Reprographics and DMS Officer (4)	46,035 outgoing mail items (up to 31 December 2022) inspected and posted, 91.26% of mail sent by 2nd class.
Fulfil all online stationery requests within 24 hours of receipt and attend to all consumables and photocopiers' repair enquiries upon request	Sound financial management Minimise bureaucracy, duplication and ensure efficiency and transparency across Council services	100%, annually	New performance measure.	Reprographics Manager Reprographics and DMS Officer (4) Reprographics Officer (3)	260 online stationery requests (up to 31 December 2022), walk-in requests for stationery and photocopiers repairs are not monitored, all requests completed.
Complete all mandatory ECDC corporate training within prescribed deadlines	Sound financial management	As requested, annually	New performance measure.	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)	Equality and Diversity (December 2021 to August 2022) Fire Extinguisher (June 2022) Bomb Threats and Suspect Packages (May 2022) Procurement and Contract Procedure Rules (June 2022) Risk Management (July 2022) Job Evaluation (November 2022) Emergency Rest Centre (December 2022) Data Protection (December 2022) Mental Health (January 2023) Management Development Programme (from January 2023 until July 2023) Safeguarding (March 2023)
Complete professional training as identified in the appraisal development plan to agreed deadline	Sound financial management	As identified, annually	New performance measure.	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)	Adobe After Effects, Motion Graphics (April 2022 to March 2023) Adobe Styles and Structures (October 2022) Accessibility in Adobe InDesign and Microsoft Word (October 2022) General Accessibility and Content Workshop (January 2023) Microsoft Excel advanced level (October 2022 to March 2023) Vinyl signage CMP-200 (September 2022) Microsoft Mail Merge (December 2022)

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
One to one meetings	Sound financial management	Minimum monthly, annually	New performance measure.	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)	Scheduled individual meetings held monthly with exception of August 2022 and December 2022 in addition to add-hoc one to one meetings.
Team meetings	Sound financial management	Minimum quarterly, annually	New performance measure.	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)	Service branding (May 2022) Licensing procedures (June 2022) Paper use (July 2022) Health and Safety, Risk Assessments (September 2022) Crazy busy productivity workshop (October 2022) Data Protection and Record of Processing Activities (December 2022) Paper waste reduction campaign (January 2023) Service Delivery Plan (February 2023)
Complete staff appraisals annually and within a timeframe set by Human Resources Team	Sound financial management	100%, annually	100%	Reprographics Manager	All appraisals completed within a timeframe (February to March 2022).
<p>Review corporate risks associated with Reprographics service, including but not limited to:</p> <ul style="list-style-type: none"> • Health and Safety measures in common areas • Security Threats Code of Practice – ensure all parcels received at the Grange are processed for suspect content to mitigate an associated risk of injury or loss of human life • Service Delivery Plan • business continuity and resilience to breakdown of supply chains (paper, stationery, inks, toners and other consumables) 	Sound financial management	Minimum annually, annually	100%	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)	<p>Health and Safety and Reprographics risk assessments are formally reviewed at a team meeting (September 2022) and monitored throughout the year.</p> <p>Security Threats Code of Practice: actions mitigating the risks are reviewed constantly and improvements implemented immediately, raising awareness and educating all ECDC staff at the induction stage and via email campaigns, all parcels are X-rayed for suspicious content without exception.</p> <p>Service Delivery Plan is formally reviewed at the team meeting (February 2023) and monitored throughout the year.</p> <p>Business continuity and resilience to breakdown of supply chains: actions mitigating the risk are taken daily.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
<p>Undertake activities which help to mitigate/adapt to climate change</p>	<p>Cleaner, greener East Cambridgeshire</p>	<p>Contribute to the implementation of the Council's Climate and Environment Action Plan, annually</p>	<p>New performance measure.</p>	<p>Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)</p>	<p>Monthly (from April 2022 onwards) paper usage reports produced as an executive summary, departmental breakdown and departmental environmental impact data sets.</p> <p>Climate group and paper workgroup meetings.</p> <p>Paper waste reduction plan created and approved in December 2022.</p> <p>Paper waste reduction campaign content created in December 2022.</p> <p>Recycling scheme for all toner and ink cartridges.</p> <p>Introduction of A4 recycled office paper to all staff.</p> <p>Paperless internal office processes and procedures.</p>

Strategic Planning services end of the year report 2022 to 2023

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Play an active role in sub-regional strategic planning work, including attendance at Cambridgeshire and Peterborough Planning Policy Forum (every 6 weeks); contribute to Combined Authority strategic planning activities; oversee the Council's response to emerging Ox-Cam Arc spatial policy	Improving transport Housing Social and community infrastructure Cleaner, greener East Cambridgeshire	Ongoing, annually	Ongoing.	Strategic Planning Manager Senior Strategic Planning Officer	The service has contributed to a number of sub regional activities, including emerging Land Use Framework for Cambridgeshire. Attends all PPF meetings. Ox-Cam Arc initiative presently subject to a transition to a partnership basis.
Present to members in Spring 2022 the final proposals for a small partial update of the Local Plan 2015	Improving transport Housing Social and community infrastructure Cleaner, greener East Cambridgeshire	Undertake examination of the proposals – by end 2022; adopt the changes – by end of 2022 to 2023, annually	Local Plan adopted 2015. Draft stages on the partial update were undertaken during 202 to 20/22.	Strategic Planning Manager	Examination of Local Plan update took place in 2022. Awaiting final decisions by Inspector. Timing out of the control of the Council.
Work with those communities wishing to undertake Neighbourhood Planning, ensure ECDC meets its statutory requirements (timing and demand uncertain, due to lead being parish councils)	Improving transport Housing Social and community infrastructure Cleaner, greener East Cambridgeshire	As required, annually	Advice regularly given to communities, and especially parish councils. 11 parish councils are already designated as Neighbourhood Areas, three of which have a 'made' (adopted) Neighbourhood Plan, and many others are well on the way to preparing a Plan.	Strategic Planning Manager	High levels of Neighbourhood Plan activity, with 3 more plans adopted (Haddenham and Aldreth, Isleham and Swaffham Bulbeck).

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
Present to Operational Services Committee an updated 'Environment Plan', with a new set of Top 20 actions for 2022 to 2023, in June 2023; undertake activities to deliver those actions	Improving transport Housing Social and community infrastructure Cleaner, greener East Cambridgeshire	As identified, annually	Annual Environment Plans previously published in June 2020 and 2021.	Strategic Planning Manager Senior Natural Environment and Climate Officer	Environment Plan 2022 to 2023 adopted June 2022. Actions progressing.
Continually review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Council's website	Improving transport Housing Social and community infrastructure Cleaner, greener East Cambridgeshire	As required, annually	Thorough update took place in February 2019. Ongoing review since.	Strategic Planning Manager Senior Strategic Planning Officer	Website continually monitored for improvement and updating.
Publication of an Authority's Monitoring Report (AMR) and Five Year Land Supply Report covering period to 31 March 2022, which reports on the performance of the previous year in terms of planning matters (statutory item)	Improving transport Housing Social and community infrastructure Cleaner, greener East Cambridgeshire	By 31 December 2022, annually	AMR last published in December 2021.	Strategic Planning Manager Senior Strategic Planning Officer	AMR published December 2022.
Provide regular updates to members on the work of the Strategic Planning and Environment Strategy service and to provide an opportunity to work in partnership on key issues/areas of work	Improving transport Housing Social and community infrastructure Cleaner, greener East Cambridgeshire	As required, annually	Briefings as required.	Strategic Planning Manager Senior Strategic Planning Officer Natural Environment and Climate Officer	Regular updates, as necessary, on both planning policy matters and environment matters to Full Council, Finance and Assets Committee and Operational Services Committee, as appropriate. Between these meetings, timely email updates to all members on key issues are provided. For Neighbourhood Planning, Ward Members informed at each key stage.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2021 to 2022	Owner and co-owners	Outcome or output 2022 to 2023
<p>Regularly review higher level corporate risks including:</p> <ul style="list-style-type: none"> • new legislation, impacting on work in progress • new legislation, resulting in a resource pressure to implement • status of policies within the Local Plan, resulting in resource implications, reputational risks, and unplanned for development • adaptation to climate change 	<p>Improving transport Housing Social and community infrastructure Cleaner, greener East Cambridgeshire</p>	<p>Ongoing, annually</p>	<p>Ongoing.</p>	<p>Strategic Planning Manager Senior Strategic Planning Officer Natural Environment and Climate Officer</p>	<p>Large legislative programme, including Environment Act 2021 being enacted, and emerging 'Levelling Up' Bill, which has large volume of planning and environment related changes. The implications of these continued to be considered and managed. For example, Biodiversity Net Gain becoming mandatory late 2023, with member briefing at the November 2022 Finance and Assets Committee.</p>
<p>Lead on the preparation of, and subsequently help implementation of, the Council's Climate and Environment Action Plan</p>	<p>Cleaner, greener East Cambridgeshire</p>	<p>As identified, annually</p>	<p>Annual Environment Plans previously published in June 2020 and 2021.</p>	<p>Strategic Planning Manager Natural Environment and Climate Officer</p>	<p>Environment Plan 2022 to 2023 adopted June 2022. Actions progressing. Council achieved national 'Investors in the Environment' bronze accreditation in December 2022 (first authority in Cambridgeshire to do so).</p>

