



East Cambridgeshire District Council

Meeting: Operational Services Committee

Time: 4:30pm

Date: Monday 24 March 2025

Venue: Council Chamber, The Grange, Nutholt Lane, Ely, CB7 4EE

Enquiries regarding this agenda: Patrick Adams

Telephone: (01353) 616298

Email: patrick.adams@eastcambs.gov.uk

Committee membership

Quorum: 5 members

Conservative members

Cllr Christine Ambrose Smith
Cllr Martin Goodearl
Cllr Julia Huffer (Chair)
Cllr Kelli Pettitt
Cllr Alan Sharp
Cllr Lucius Vellacott (Vice-Chair)

Conservative substitutes

Cllr Anna Bailey
Cllr Lavinia Edwards
Cllr David Miller

Liberal Democrat and Independent Group members

Cllr Christine Colbert
Cllr Kathrin Holtzmann
Cllr Mark Inskip (Lead Member)
Cllr John Trapp
Cllr Ross Trent
Cllr Christine Whelan

Liberal Democrat and Independent Group substitutes

Cllr Lorna Dupré
Cllr Caroline Shepherd
Cllr Mary Wade

Lead Officer: Isabel Edgar, Director Operations

AGENDA

- 1. Public question time** [oral]
The meeting will commence with up to 15 minutes of public question time.
- 2. Apologies and substitutions** [oral]
- 3. Declarations of interests** [oral]

To receive declarations of interests from Members for any items on the agenda in accordance with the Members Code of Conduct.

- | | |
|---|-----------------|
| 4. Minutes | Page 5 |
| To confirm as a correct record the minutes of the meetings of the Operational Services Committee held on 18 November 2024 | |
| 5. Chair's announcements | [oral] |
| 6. ECSS Business Plan | Page 13 |
| 7. Community Safety Partnership 6 Monthly Report | Page 35 |
| 8. End of Year Reports 2024/25 – Service Delivery Plans 2025/26 | Page 43 |
| 9. Homelessness and Rough Sleeping Strategy | Page 181 |
| 10. Housing Adaptations and Repairs Policy | Page 209 |
| 11. Quarter 3 2024/25 Budget Monitoring Report | Page 249 |
| 12. Quarter 3 2024/25 Performance Report for the Waste and Street Cleansing Services | Page 255 |
| 13. Citizens Advice West Suffolk SLA Performance Update | Page 267 |
| 14. Voluntary and Community Action East Cambridgeshire SLA Performance Update | Page 283 |
| 15. Draft Minutes of Anglia Revenues Partnership for December 2024 | Page 303 |
| 16. Forward Agenda Plan | Page 317 |

Exclusion of the public including representatives of the press

That the press and public be excluded during the consideration of the remaining items because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items there would be disclosure to them of exempt information of Category 3 of Part I Schedule 12A to the Local Government Act 1972 (as amended).

- 17. East Cambs Street Scene Management Accounts for the 9 months to December 31 2024**
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Notes

1. Members of the public are welcome to attend this meeting. If you are visiting The Grange during normal working hours you should report to the main reception desk. If you come to an evening meeting please enter via the door in the glass atrium at the back of the building.

Admittance is on a "first come, first served" basis and public access will be from 30 minutes before the start time of the meeting. Due to room capacity restrictions, members of the public are asked, where possible, to notify Democratic Services (democratic.services@eastcambs.gov.uk or 01353 665555) of their intention to attend a meeting.

The livestream of this meeting will be available on [the committee meeting's webpage](http://www.eastcambs.gov.uk/meetings/operational-services-committee-230924) (www.eastcambs.gov.uk/meetings/operational-services-committee-230924). Please be

aware that all attendees, including those in the public gallery, will be visible on the livestream.

2. Public Questions/Statements are welcomed on any topic related to the Committee's functions as long as there is no suspicion that it is improper (for example, offensive, slanderous or might lead to disclosures of Exempt or Confidential information). Up to 15 minutes is allocated for this at the start of the meeting.

[Further details about the Public Question Time scheme](http://www.eastcambs.gov.uk/committees/public-question-time-scheme)

(www.eastcambs.gov.uk/committees/public-question-time-scheme).

3. The Council has adopted a 'Purge on Plastics' strategy and is working towards the removal of all consumer single-use plastics in our workplace. Therefore, we do not provide disposable cups in our building or at our meetings and would ask members of the public to bring their own drink to the meeting if required.
4. Fire instructions for meetings:
 - if the fire alarm sounds, please make your way out of the building by the nearest available exit, which is usually the back staircase or the fire escape in the Chamber and do not attempt to use the lifts
 - the fire assembly point is in the front staff car park by the exit barrier
 - the building has an auto-call system to the fire services so there is no need for anyone to call the fire services

The Committee Officer will sweep the area to ensure that everyone is out.

5. Reports are attached for each agenda item unless marked "oral".
6. If required, all items on the agenda can be provided in different formats (such as large type, Braille or audio tape, or translated into other languages), on request, by calling main reception on (01353) 665555 or e-mail: translate@eastcambs.gov.uk
7. If the Committee wishes to exclude the public and press from the meeting, a resolution in the following terms will need to be passed:

"That the press and public be excluded during the consideration of the remaining item no(s). X because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item(s) there would be disclosure to them of exempt information of Category X of Part I Schedule 12A to the Local Government Act 1972 (as amended)."



Minutes of a Meeting of the Operational Services Committee
Held at The Grange, Nutholt Lane, Ely, CB7 4EE at 4:30 pm on
Monday 18 November 2024

Present

Cllr Christine Ambrose Smith
Cllr Martin Goodearl
Cllr Julia Huffer (Chair)
Cllr Mark Inskip
Cllr Kelli Pettitt
Cllr Alan Sharp (arrived at 4:38 pm)
Cllr John Trapp (substitute)
Cllr Ross Trent
Cllr Lucius Vellacott (Vice Chair)
Cllr Christine Whelan

Officers

Patrick Adams – Senior Democratic Services Officer
Nigel Ankers – ECSS Finance Manager
Isabel Edgar – Director Operations
Emma Graves – Neighbourhood and Community Safety Officer
Emma Grima – ECSS Director Commercial
Peter Ord – Scientific Officer
Ian Smith – Director Finance
Catherine Sutherland – Waste Development and Support Manager

In Attendance

Lis Every – Chair of East Cambridgeshire Community Safety Partnership

31. Public Question Time

No public questions were submitted.

32. Apologies and Substitutions

Apologies for absence were received from Cllr Christine Colbert and Cllr Kathrin Holtzmann.

Cllr John Trapp was in attendance, as substitute for Cllr Christine Colbert.

33. Declarations of Interest

There were no declarations of interest.

34. Minutes

It was resolved:

That the minutes of the meeting of the Committee held on 23 September 2024 be confirmed as a correct record and signed by the Chair, subject to the following amendments:

- Cllr Christine Ambrose Smith and Cllr Kathrin Holtzmann to be included in the attendance list.
- Cllr Christine Whelan's name correctly spelt in the third paragraph of minute 21.
- The word "bins" was amended to "bags" in the fifth paragraph of minute 22.

35. Chair's Announcements

The Chair had no announcements.

36. Community Safety Partnership 6 Monthly Report

The Committee considered a report, Z89 previously circulated, from the Chair of the East Cambridgeshire Community Safety Partnership (ECCSP) on the Board meetings held since June 2024. The Neighbourhood and Community Safety Team Leader introduced Lis Every, the Chair of the ECCSP, who presented the six-monthly report from the Partnership. She highlighted the following points in the report:

- The Partnership had successfully co-ordinated the views and the work of its different partners over the last six months.
- The problem solving group addressed minor issues raised by residents.
- More serious issues were considered by the delivery group.
- The Partnership also considered strategic issues passed down from the Government.
- Strategic assessments identified the issues facing the district.
- Recent research had analysed antisocial behaviour in the district.
- The district was a low crime area and so a small numerical increase in crime would be a large percentage increase.
- Councillors were urged to ensure that all crime was reported.
- The Partnership had fed into the County Council's district-wide youth survey.
- Pockets of youth anti-social behaviour had been identified in Bottisham, Burwell, Ely East, Ely West, Fordham, Isleham, Littleport, Soham and Stretham.
- Preventive work was important and the decline in youth services in the district was a concern.
- Haddenham had a youth council that engaged with the parish council.

- ECDC Youth Fusion events had been held in Burwell and Haddenham, with support from the CSP.
- The Partnership would welcome engagement with all District Councillors, as this had been a proven way of addressing local issues.

Membership of the Partnership

In response to a query from Cllr Mark Inskip, Lis Every explained that efforts would continue to encourage a representative from the Probationary Service to attend meetings of the Partnership as they could provide vital information on issues such as reoffending. She hoped that a representative from local education would join the Partnership. It was noted that the Partnership had benefited in the past from input from a business representative and hopefully would do so again.

Strategic assessment

It was agreed that the strategic assessment on anti-social behaviour carried out by the Partnership should be shared with all councillors.

Youth engagement

Lis Every reported that efforts were being made to provide activities for the youth in the district and encourage dialogue between parish councils and young people, in order to prevent anti-social behaviour and youth crime. Disappointment was expressed at the closure of the youth centre at Fordham. It was noted that the Connections Bus was visiting villages and towns in the district that did not have a youth centre. Councillor John Trapp suggested that the East Cambridgeshire police cadets, who were the largest in the county, could visit the district's villages.

Engaging with the Partnership

The Chair suggested that a meeting should be organised to allow Lis Every to address councillors on how to engage with residents on crime reduction. Lis Every explained that the Partnership encouraged parish councils to run community safety forums which co-ordinated the efforts of different stakeholders. She reported that the Partnership had very little funding and thanked the Council for its financial and administrative support.

It was resolved to:

Note the report at Appendix 1 from the Chair of the East Cambridgeshire Safety Partnership.

37. Quarter 2 2024/25 Performance Report for the Waste and Street Cleansing Services

The Committee considered a report, Z90 previously circulated, which provided Members with details of the Quarter 2 performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS). The Waste Development and Support Manager presented the report and highlighted its main points.

Street cleaning

The Waste Development and Support Manager explained that the Council attempted to clean all streets to a certain grade, which resulted in directing crews to the areas which needed cleaning. It would not be cost effective to attempt to clean all streets regardless of their state of cleanliness. It was suggested that seasonal issues such as leaves falling from trees could benefit from a targeted response.

Recycling rates

It was noted that recycling rates had increased following a decline in recycling, which had been a national phenomenon.

Social media followers

Cllr Mark Inskip suggested that a numerical target for the number of followers would make more sense than a percentage target, when starting from a relatively low base. He highlighted that the Council's own Facebook page had significantly more followers. The Waste Development and Support Manager acknowledged this and that the recycling page would be reviewed as to how it was best used in the future.

Long term sickness

The Waste Development and Support Manager explained that the long term sickness had reduced due to improvements in the management process.

Fly-tipping

It was noted that two large fly-tipping incidents had cost approximately £40,000 to remove, which was about three times the existing budget. Consideration was being given to how to address any future challenges.

It was resolved to:

Note the performance of service delivery for quarter 2 (July to September) 2024/25.

38. Budget Monitoring Report

The Committee considered a report, Z91 previously circulated, to provide Members with details of the financial position for services under the Operational Services Committee. The Director Finance highlighted the main points in the report and invited the Committee to ask questions.

Community Infrastructure Levy (CIL)

The Director Finance explained that whilst additional income from CIL was expected before the end of the year, this budget could also be reduced by future expenditure.

Disabled facilities grants

It was noted that getting approval for works to go ahead was proving to be a challenge when trying to process disabled facilities grants. Occupational Therapist approval was also required. Officers were liaising with our partners on this matter.

It was resolved:

1. To note that the Committee was projecting a yearend overspend of £325,000 on revenue, when compared to its approved budget of £7,134,292.
2. To note that the Committee has a projected capital programme outturn of £2,717,516, an underspend of £1,938,683 when compared to its revised budget (£4,656,199).

39. Air Quality Strategy

The Committee considered a report, Z92 previously circulated, which invited the Committee to approve the Air Quality Strategy 2024-2029, as changes introduced under the Environment Act 2021 required all local authorities to produce an Air Quality Strategy document. The Scientific Officer highlighted the main points in the report and invited the Committee to ask questions.

The Scientific Officer explained that the level of nitrogen dioxide had reduced since 2018 and this indicated that concentrations of fine particulate matter (PM_{2.5}) had also reduced, although this was not measured specifically as the Council was not required to do so by the Government. In response to questioning from Cllr Martin Goodearl, the Scientific Officer reported that all emissions in the district were below the legal limits.

Members of the Committee suggested ways in which air quality could be improved:

- Promoting sustainable transport
- Sustainable development
- Including air quality measures in the new Local Plan
- Promoting ultra-low emission and zero emission vehicles
- Regular inspections of rented properties to measure internal air quality

Councillor Martin Goodearl proposed and the Chair seconded the recommendation in the report.

It was unanimously resolved:

To approve the Air Quality Strategy 2024-2029.

40. Review of the Houses in Multiple Occupancy (HMO) Licensing Fees

The Committee considered a report, Z93 previously circulated, which recommended the adoption of an updated Houses in Multiple Occupancy (HMO) licence fee charging structure. The Senior Environmental Health Officer highlighted the main points in the report and invited the Committee to ask questions.

In response to a question from Cllr Christine Ambrose Smith, the Senior Environmental Health Officer explained that the Council inspected properties before approving a licence, though this was not legally required. It was noted that the number of persons dwelling in these properties varied, with the largest in the district having 120 occupiers,

which was well run. It was possible that some houses with multiple occupancy in the district had not applied for a licence. It was agreed that if any councillors had concerns about properties in their wards, they should report these to Environmental Services.

The Chair proposed and Councillor Christine Ambrose Smith seconded the recommendations in the report.

It was unanimously resolved to:

1. Approve the updated fees for HMO applications and renewals, with effect from 1st January 2025.
2. Approve a review of the fees from 1st April 2025, which should happen annually in line with the Council wide annual fee and charges budget setting process.

41. Public Space Protection Order (PSPO) for Dog Fouling

The Committee considered a report, Z94 previously circulated, which recommended an extension of the Public Space Protection Order (PSPO) for dog fouling for the District, first introduced by the Council in 2018. The Senior Environment Health Officer highlighted the main points in the report and invited questions from the Committee.

In response to a questions from members of the Committee, the Senior Environmental Health Officer explained that there were a number of challenges involved in prosecuting for dog fouling, with witnesses either not knowing where the dog owner resided or being concerned about repercussions of reporting a neighbour. It was agreed that responsible owners would always clean up after their dog and those owners who did not were creating a health risk.

Cllr Lucius Vellacott proposed and Cllr Alan Sharp seconded the recommendation in the report.

It was unanimously resolved to:

Approve a further extension to the PSPO covering the control of dog fouling, increasing the Fixed Penalty Notice (FPN) charges for breaching of dog fouling rules under the PSPO to £100.

42. Service Delivery Plan – 6 Month Performance Update

The Committee considered a report, Z95 previously circulated, which provided Members with an update on the Service Delivery Plans for the first six months of 2024/25. The Director Operations presented the report and invited comments from the Committee. Members thanked officers for the new format of the plans, which clearly displayed whether performance targets were being met.

The Director Operations agreed to ascertain:

- Whether X and Facebook were the only social media being used by the Council, in the Communications Team Service Delivery Plan.
- An explanation on whether the seconds referred to in the monthly target of time taken to answer phone calls was an average figure, in the Customer Services Delivery Plan.
- What had happened to the 25 disrepair complaints that had not been resolved, in the Waste and Environmental Services Delivery Plan.
- The current position on the work on the populating of the service request module to ensure compliance with the enforcement audit, in the Licensing Service Delivery Plan.
- Whether the target for preventing families from becoming homeless should be 100% instead of simply preventing at least 250 households from becoming homeless, in the Housing and Community Advice Delivery Plan.

It was hoped that the Community Sports Facilities grants could be more widely advertised, as the budget was unspent. It was noted that the new Section 106 Officer would be monitoring and processing payments.

It was resolved:

To note the Service Delivery Plans for the first six months of 2024/25.

43. Draft Minutes of Anglia Revenue & Benefits Joint Committee

The Committee received the recent minutes of the Anglia Revenue & Benefits Joint Committee.

It was resolved:

To note the draft minutes of the Anglia Revenue & Benefits Joint Committee of 3 September 2024.

44. Forward Agenda Plan

The Chair explained that the only report due to come to the meeting on 27 January 2025 was the Housing and Homelessness Strategy. It was recommended that the meeting on 27 January 2025 be cancelled and the Housing and Homelessness Strategy report be moved to the meeting on 24 March 2025.

It was resolved:

That the meeting on 27 January 2025 be cancelled and the Forward Plan be noted.

45. Exclusion of the Press and Public

Cllr Lucius Vellacott proposed and Cllr Martin Goodearl seconded that the meeting should go into private session. It was resolved unanimously:

That the press and public be excluded during the consideration of the remaining items because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items there would be disclosure to them of exempt information of Category 3 of Part 1 Schedule 12A to the Local Government Act 1972 (as amended).

46. East Cambs Street Scene Management Accounts for the 3 months to 30 September 2024 - EXEMPT

The Committee considered a report, Z96 previously circulated, which considered the ECSS Management Accounts for the three months to 30 September 2024.

It was resolved that:

The ECSS Management Accounts for the three months to 30 September 2024 be noted.

The meeting concluded at 6:02 pm

Chair

Date.....

TITLE: ECSS BUSINESS PLAN 2025/26

Committee: Operational Services

Date: 24 March 2025

Author: ECSS Director Commercial

Report number: Z144

Contact officer:

Emma Grima, ECSS Director Commercial

Emma.grima@eastcambs.gov.uk The Grange, Ely

1.0 Issue

1.1. To consider the ECSS Business Plan 2025/26.

2.0 Recommendations

2.1. Members are requested to approve the ECSS Business Plan 2025/26 as set out in Appendix 1.

3.0 Background/Options

3.1. In accordance with the Shareholder Agreement ECSS is required to produce an annual business plan for approval by the Operational Services Committee (the Shareholder Committee). This Business Plan is subject to formal Board approval and will be considered by the Board on 13 March 2025. If changes are made, these will be communicated to Members as soon as possible.

4.0 Arguments/Conclusions

4.1. Operational Services Committee, as the Shareholder Committee, is requested to approve the ECSS Business Plan 2025/26.

5.0 Additional Implications Assessment

5.1 In the table below, please put Yes or No in each box:

Financial Implications	Legal Implications	Human Resources (HR) Implications
No	No	No
Equality Impact Assessment (EIA) Not required	Carbon Impact Assessment (CIA) Not required	Data Protection Impact Assessment (DPIA) Not required

6.0 Appendices

Appendix 1- ECSS Business Plan 2025/26.

7.0 Background documents

None



BUSINESS PLAN
2025/26

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INTRODUCTION

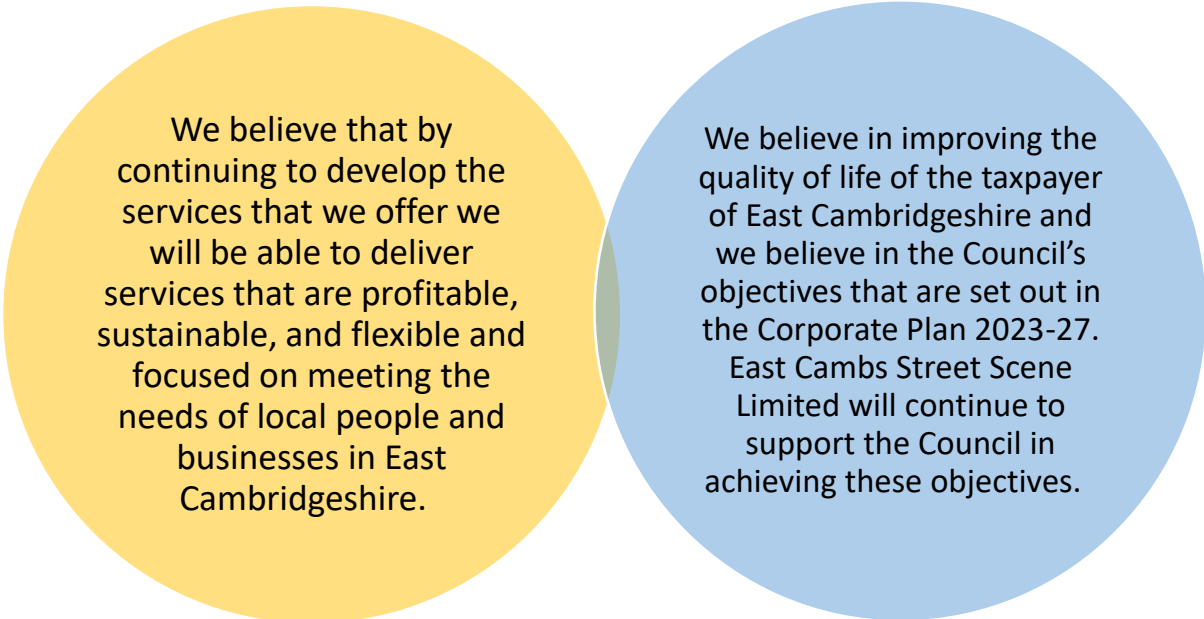
East Cambs Street Scene (ECSS) is a private company limited by shares that is wholly owned by East Cambridgeshire District Council (ECDC). ECSS operates at ‘arm’s length’ from ECDC with an independent board for operational decision making.

Strategic Objectives

- To deliver an efficient, resilient, high-quality waste and street cleansing service for the people of East Cambridgeshire
- To maximise on every commercial opportunity available
- To trade in a manner that, wherever possible, acts in the best interest of the Council

Our Services will be

- Flexible: Innovative and tailor-made options to meet the needs of the customer
- Climate Conscious: Operate in a way that reduces the impact on the environment
- Local: Wherever possible (and relevant) utilise local suppliers
- Trusted: Reliable services delivered by skilled staff



We believe that by continuing to develop the services that we offer we will be able to deliver services that are profitable, sustainable, and flexible and focused on meeting the needs of local people and businesses in East Cambridgeshire.

We believe in improving the quality of life of the taxpayer of East Cambridgeshire and we believe in the Council’s objectives that are set out in the Corporate Plan 2023-27. East Cambs Street Scene Limited will continue to support the Council in achieving these objectives.

1. BACKGROUND

East Cambs Street Scene (ECSS) has been providing high quality services since 2018. A core team of dedicated, hardworking employees have been pivotal in the success and survival of the company.

We are ambitious to develop a resilient and efficient service for residents of East Cambridgeshire, and ensure that we deploy robust working practices, with an engaged and positive workforce. ECSS has developed, created, and nurtured new relationships with internal and external parties and increased connection with residents of the district by providing well designed and informative communications.

The company will continue to support the Council's ambitions to achieve 60% recycling and reduce the impact on the environment. As a company we hope to continue this path of growth for many years to come, cementing our future as a successful waste and street cleansing service.

2. GOVERNANCE AND MANAGEMENT

This Business Plan will be delivered in full compliance with the governance arrangements set out by ECDC. ECSS will seek to maintain and enhance ECDC's reputation and brand for high standards.

ECSS continues to maintain an effective service and will deliver service performance and financial performance management reporting systems to the Board and ECDC Shareholder Committee which is the ECDC Operational Services Committee (OS).

Board of Directors

The Board of Directors comprises:

- The Independent Chair
- 2 ECDC Senior Officers; the Chief Executive and the Director Community

Meetings

The quorum for board meetings shall be two.

At Board meetings each director shall have one vote.

Board meetings shall be held, wherever possible, at least quarterly on such dates that they may agree (where there is failure to reach an agreement a decision will be made by the Chairman).

An agenda for the meeting will be prepared and distributed not less than 5 days prior to the meeting (unless otherwise agreed by the Chair).

ECSS provide information to the Shareholder Committee in accordance with the Shareholder Agreement.

Managing Director and Company Secretary

The Managing Director of ECSS is the Chief Executive of ECDC. The Managing Director acts as the key conduit between ECSS and ECDC and has overall responsibility for ensuring compliance with the Shareholder Agreement.

The Company Secretary of ECSS is ECDC's Director Commercial.

ECSS’s Relationship with ECDC

ECSS	Shareholder Committee (OS)	Full Council	ECSS Board Observers
<ul style="list-style-type: none"> • Annual Business Plan <ul style="list-style-type: none"> • Produce for approval by Board and OS • Quarterly Report to OS <ul style="list-style-type: none"> • Produce for noting by the Board and by OS Quarterly Management Accounts • Produce for noting by OS Quarterly Performance Report • Financial Statements and Annual Governance Statement <ul style="list-style-type: none"> • For Board approval and noting by OS 	<ul style="list-style-type: none"> • Annual Business Plan <ul style="list-style-type: none"> • Receive, comment and approve the Annual Business Plan • Quarterly Report (Management Accounts & Performance) <ul style="list-style-type: none"> • Receive, comment on and note • Financial Statements and Annual Governance Statement <ul style="list-style-type: none"> • Receive, comment on and note • Key Decisions <ul style="list-style-type: none"> • Approval of the Annual Business Plan 	<ul style="list-style-type: none"> • Decisions reserved for Full Council <ul style="list-style-type: none"> • Matters relating to the control of shares • Amendments to the Articles of Association • Matters relating to the payment of a dividend • Matters relating to company structure • Matters relating to the cessation of ECSS • Matters relating to the business that is not considered ancillary or incidental to the approved Business Plan • Appointment/removal of directors • Remuneration of any director • Entering into a service contract, terms of appointment or other agreement with a director • Remuneration of any ECSS employee exceeding £100,000 • Establishing or amending any profit sharing, share option, bonus or other incentives of any nature for directors and employees • Making bonus payments to any director or employee • Changing the name or registered office 	<ul style="list-style-type: none"> • Rights of Observers <ul style="list-style-type: none"> • The Board of Directors shall notify the Observers of when meetings will be held • The Observer may contribute to discussions at Board Meetings • The Observers are not entitled to vote on any decision contemplated by the Board of Directors • The attendance of Observers does not count towards a quorum • Observers will have access to board papers and minutes and must comply with confidentiality rules of the company • Observers cannot participate on matters where there is a direct conflict of interest to their personal business

3. FINANCIAL INFORMATION

Budget

Detailed below are the budget projections for the delivery of the waste and street cleansing service for 2025/26.

The Council will be required to review the management fee annually, in accordance with the MoA. The proposed management fee has been agreed by ECDC’s Director Finance and approved by Council on 25 February 2025.

ECSS: SUMMARY P&L BUDGET 2025-2026						
	2024-25 Budget	Split of annual budget by service area				
		REFUSE	RECYCLING	GREEN	STREET CLEANSING	
Management fee	5,001,452	1,511,682	1,145,021	903,540	1,441,209	
Wheeled bin income	92,500		17,500	75,000		
Commercial income	55,240	55,240				
INCOME	5,149,192	1,566,922	1,162,521	978,540	1,441,209	
Management & Administration	506,011	156,154	112,002	88,239	149,616	
Core Staffing	2,168,533	669,205	479,989	378,151	641,187	
Overtime Costs	244,928	47,393	33,993	26,781	136,761	
Agency Costs	200,845	61,980	44,456	35,024	59,385	
Staffing Costs	3,120,317	934,733	670,440	528,194	986,950	
Vehicle Dept Repayment	638,800	149,011	203,007	196,129	90,652	
Vehicle costs inc Maintenance	352,319	136,857	46,776	40,627	128,060	
Insurance	158,720	50,716	41,174	33,776	33,054	
Fuel	423,701	129,384	112,147	94,910	87,259	
Supplies & Services Costs	27,490	2,157	1,547	1,219	22,567	
Wheeled Bins and Bags	91,000	74,309	9,249	6,443	1,000	
PPE	20,000	6,172	4,427	3,488	5,914	
Waste Disposal	21,829	9,829	0	0	12,000	
Premises Costs	87,761	21,940	21,940	21,940	21,940	
Other Direct Costs	911	228	228	228	228	
Communication and Education	12,000	3,000	3,000	3,000	3,000	
Training	30,992	7,748	7,748	7,748	7,748	
Support Services Costs	63,414	15,854	15,854	15,854	15,854	
Miscellaneous	93,288	23,322	23,322	23,322	23,322	
Depreciation	6,650	1,663	1,663	1,663	1,663	
Non-Staffing Costs	2,028,875	632,189	492,081	450,346	454,259	
EXPENSES	5,149,192	1,566,922	1,162,521	978,540	1,441,209	
Profit (Loss)	0	0	0	0	0	

Notes to the budget:

A 4.71% increase to last year's original management fee, with additional funds provided to cover the capital costs of new vehicles purchased in 2024/25 and the increase in employers national insurance contributions.

In line with the last year's pay award, it has been assumed that the 2025/26 award will also be £1,290 per person. This equates to an increase of 3.8% for all staff.

Agency costs allow for reasonable cover for holidays and low levels of sickness absence.

From April 2025, the costs of the material recycling facility (MRF) contract and recycling credits received from Cambridgeshire County Council will be dealt with by ECDC. As the council is responsible for negotiating the terms of these contracts it is felt accounting for the costs and income should also sit with ECDC. This has had the effect of reducing the net income to ECSS by approximately £175,000 compared with last year's budget.

Similarly, a small number of staff functions have transferred to Council as they have been deemed a client function, rather than a contractor. Eg: education and communications.

4. RISK MANAGEMENT

Key - Owner

Managing Director MD, Director Commercial DC, Finance Manager FM

The table below illustrates how risks are scored and ECSS' risk appetite:

Impact	Very High	5	5	10	15	20	25
	High	4	4	8	12	16	20
	Medium	3	3	6	9	12	15
	Low	2	2	4	6	8	10
	Negligible	1	1	2	3	4	5
			1	2	3	4	5
			Very rare	Unlikely	Possible	Likely	Very Likely
		Likelihood					
<p>Red scores – in excess of ECSS' risk appetite. Action is needed to redress, with regular monitoring. In exceptional circumstances residual risk in excess of the risk appetite can be approved if it is agreed that it is impractical or impossible to reduce the risk level below 16. Such risks should be escalated through the management reporting line to ECSS Board, Operational Services Committee and Council.</p> <p>Amber scores – likely to cause the ECSS some difficulties (risk score 5 to 15) – six monthly monitoring.</p> <p>Green scores (risk score 1 to 4) – low risk, monitor as necessary.</p>							

Inherent Risk							Residual Risk					Monitoring
Risk No.	Risk Description	Effect	Owner	Likelihood	Impact	Score	Key Controls	Likelihood	Impact	Score	Notes	
Legislative/Policy												
1.	Changes in core services required by the Council relating to requirements of the Environment Act 2021.	Changes to the types of services provided by ECSS Increase in costs.	MD	5	5	25	Changes are anticipated to be implemented from 2026. The Councils Waste Champion Cllr and Observer on the ECSS board is briefed and engaged with strategic planning. Requirements, being considered by the Director and will be reported to the Board of Directors. An amended Business Plan or Exit Strategy may need to be approved by the Board of Directors and submitted to Council.	5	5	25	This is a known risk but will not impact 2025/26 service design. ECSS are part of the Officer Project Board for the implementation of the new service. A dedicated ECSS Project Manager has been identified. A more detailed cost analysis and waste collection methodologies are currently being developed by DC, FM and Waste Services Manager.	

2.	Changes in the Councils delivery mechanism for Waste and Street Cleansing services (e.g. outsource /inhouse).	ECSS would cease to operate.	MD	3	5	15	The Council is currently operating under a Memorandum of Agreement that runs to 2026*, and would be required to provide notice to end the contract. *a 1 year extension was approved by Council to enable a new contract to be awarded parallel to changes to the service.	3	5	15	The Council took the decision to award a new contract to ECSS. ECSS has instructed Trowers & Hamlins to draft a new contract to commence on 1 April 2026.
3.	Non - Compliance with Regulatory frame works and Guidance.	<ul style="list-style-type: none"> • Fines • Legal Challenge • Dangerous practices • Staff or public safety endangered or injured • Cease and desist 	DC	4	5	20	Ongoing compliance with O'licence. H&S Management system in place, review of all COSHH and generic risk assessments ongoing. Review of all SSoW (Safe Systems of Work) for Waste Collections and Street Cleansing completed. Phase 1 surfacing works of car park complete and Phase 2 plans are being formed.	4	3	12	Depot and Transport Manager in post. Vehicle Maintenance Contract reviewed and management of it is more robust.

Governance											
4.	Inadequate governance arrangements and lack of clarity on roles of ECSS and ECDC could lead to poor decision making that undermines the operation of ECSS.	Impact on the operation of ECSS.	MD	3	4	12	Shareholder Agreement. Articles of Association. Rights of Observers. Memorandum Of Agreement.	1	4	4	Governance arrangements are fit- for-purpose.
5.	ECSS is wholly owned by ECDC and so is subject to the controls and decision-making process for matters that are outside of	The speed of decision-making process may have an impact on ECSS ability to operate effectively.	MD	3	4	12	Shareholder Agreement.	1	4	4	The Shareholder Agreement provides for the ability for extraordinary meetings of the Shareholder Committee to be called to consider urgent business and where necessary make recommendations to Full Council.

the Business Plan.										
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Economic											
6.	ECSS is not a Profit-making Company and therefore the management fee does not allow for unexpected costs.	Negative cash flow. Operating insolvently.	FM	2	5	10	ECSS/ECDC Finance Manager Briefings. Board review of Management Accounts. Forecasting of market fluctuations: <ul style="list-style-type: none"> • Fuel • Inflation 	2	5	10	2025/26 Management Fee approved by ECDC.

Operational											
8.	Inadequate management of operation, contracts can lead to poor performance and overspends.	This could impact on ECSS' ability to operate within the regulatory framework, meet the KPI's set out in the business plan, leading to poor quality of service, increase costs.	DC	3	4	12	Staff and skills review being undertaken. Management structure updated and new posts created. Monitoring and reporting regime in place to identify issues early.	2	4	8	
9.	Adequacy of organisational resources to deliver the required business outcomes.	Could lead to not being able to deliver the Business Plan.	DC	1	3	3	New vehicles reduce the need to rely on hire vehicles and negate costly maintenance fees and operational disruption. Core staff increased to reduce reliance on agency workers.	1	3	3	

5. WASTE, RECYCLING & STREET CLEANSING SERVICE

Looking Back on 2024/25

The improvement and investment plan agreed in 2023/24, centered around 4 themes; Powered by People, Robust and Resilient, Safe and Green and Commercially Minded is now embedded as ‘business as usual’ practice.

Through the instigation and implementation of the Street Smart project ECSS has continued to build on improved performance of the service.

ECSS Management Team; Director Commercial, Finance Manager, Waste Operations Manager and Transport Manager meet monthly to review performance, operational matters, fleet matters, commercial matters and financial matters.



Annual Performance

The following tables provide an overview of the performance for the first three quarters of 2024/25.

Health and safety – staff welfare

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3
ECSS Accident Incident (AIR) score	4%	NO DATA	2.28	1.69%	1.13
No. reported monthly near misses	10 or more	NO DATA	3	1	0
Percentage of productive days	94% (sickness absence 6%)	90%	94.9%	94.9	TBC

Waste Collection

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3
Refuse – Average no. of missed bins per 100,000 bins collected	15	45	43	45	41
Recycling – Average no. of missed bins per 100,000 bins collected	30	90	66	56	71
Green – Average no. of missed bins per 100,000 bins collected	30	90	78	71	86

East Cambs Street Scene

Business Plan 2025/26

No. of monthly service complaints	3	3	5.3	1.6	4.3
No. of monthly service compliments	No target	NO DATA	3.66	2.3	0.3

Street Cleansing

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3
Average monthly clean streets graded A on random inspection	95%	85%	100%	100%	100%
No. streets graded C or below for litter on random inspection	1%	1%	0%	0%	0%
No. reported fly tips per month	No target	NO DATA	152	154	129
No. reported incidents of graffiti per month	No target	NO DATA	24	8	8
Removal of offensive graffiti within 1 working day	98%	98%	N/A	40%	N/A
Removal of fly tipped waste within 2 working days	98%	98%	78%	74%	75%
No. overflowing litter bins reported per 100 bins emptied	3	3	0.93	0.41	0.26
No. overflowing dog bins reported per 100 bins emptied	1	NO DATA	1.62	0.32	0.76

East Cambs Street Scene

Business Plan 2025/26

No. of monthly service complaints	3	3	0.3μ	0	0.3μ
No. of monthly service compliments	No target	NO DATA	2.33	1.7	0.7

Communication, Education and Promotion

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3
Increase in social media presence	Increase by 5%	5%	0.5%	3%	0&
School or Community groups engaged with	10 PA	NO DATA	2	0	0
Number of local events attended	10 PA	NO DATA	2	3	0
Recycling rate	60% (annual)	NO DATA	61.8%	TBC	
Overall waste tonnage reduction	1% (annual)	NO DATA	4%	TBC	

Delivery in 2025/26

ECSS will build on and consolidate improvements made during 2023/24 and 2024/25. We have demonstrated through the improved performance of Waste and Street Cleansing Services that by having the right people with the right skill set and the ability to communicate effectively with workforce that a high-quality service can be achieved.

The Memorandum of Agreement has been extended and ECSS is entering the final year of this extended agreement. The Council has approved a new service from April 2026 and has awarded a new contract to ECSS.

During 2025/26 ECSS will focus on:

- Improving performance on the delivery of the existing Waste & Street Cleansing Service
- Continue our commitment to sound financial management
- Complete the transfer of client/contractor functions, for example, MRF contract, education and comms
- Work with ECDC to ensure successful roll-out of the new service after April 2026
- Work to design rounds that are efficient and fit-for-purpose (factoring growth in the district)
- Negotiate a new contract with ECDC which appropriate performance targets and change control mechanisms
- Involve the work force in the new service implementation to ensure, so far as possible, successful role out of the new service after April 2026

TITLE: Community Safety Partnership 6 monthly Report

Committee: Operational Services Committee

Date: Monday 24 March 2025

Author: Neighbourhood and Community Safety Team Leader

Report number: Z145

Contact officer:

Emma Graves, Neighbourhood and Community Safety Team Leader

Emma.graves@eastcambs.gov.uk , 01353 616326, room number 21, The Grange, Ely

1.0 Issue

1.1. To note the report at Appendix 1 from the Chair of the East Cambridgeshire Community Safety Partnership (ECCSP).

2.0 Recommendations

2.1. To note the report at Appendix 1 from the Chair of the ECCSP.

3.0 Background/Options

3.1 Community safety partnerships (CSPs) are made up of representatives from the 'responsible authorities' which are the police, fire and rescue authorities, probation service, local authorities, and health. The responsible authorities work together to protect their local communities from crime and to help people feel safer. They work out how to deal with local issues like antisocial behaviour, drug or alcohol misuse and reoffending.

3.2 CSPs are scrutinised by crime and disorder overview and scrutiny committees. Under the 2006 Police and Justice Act, councils are under an obligation to allocate this function to one of their committees.

3.3 ECDC's Operational Services Committee is the scrutiny committee for the ECCSP.

3.4 The ECCSP Terms of Reference requires that either the Chair or Vice Chair of the ECCSP provides an update to Operational Services Committee twice a year, for scrutiny purposes.

3.5 The ECCSP last provided an update to Operational Services Committee in November 2024.

4.0 Arguments/Conclusions

4.1 The Chair of the ECCSP has prepared the report at Appendix 1.

5.0 Additional Implications Assessment

5.1

Financial Implications N/A	Legal Implications N/A	Human Resources (HR) Implications N/A
Equality Impact Assessment (EIA) N/A	Carbon Impact Assessment (CIA) N/A	Data Protection Impact Assessment (DPIA) N/A

6.0 Appendices

Appendix 1 – CSP Chair’s update report.

7.0 Background documents

None

Update Report to ECDC Operational Committee Meeting on Monday 24 March 2025

Rationale

CSPs are scrutinised by Crime and Disorder Overview and Scrutiny Committees and under the 2006 Police and Justice Act, Councils are under an obligation to allocate this function to one of their committees. The ECDC's Operational Services Committee is the scrutiny committee for the ECCSP.

This report will be presented to the Committee by Lis Every, Chair of the ECCSP.

Author

Lis Every, Chair of the ECCSP

Report

This report updates the Operational Committee on its recent Partnership Board meetings held since December 2024, monitoring of the second quarter of the Action Plan (available on the ECDC Website), based on evidence from the Strategic Assessment, and provides examples of current activities taking place.

Strategic Assessment and Action Plan

CSP priorities of:

- 1) Understanding risk and susceptibility of individuals (people) and locations (places) and helping communities respond to this,
- 2) Work to tackle violence in East Cambridgeshire, with a particular focus on serious violence.

Further research requested reported:

The deep dive ASB report identified areas where our efforts should be focused. These were Ely East and West, and Littleport; with monitoring required of Burwell, Soham, Fordham and Stretham. A community action event will be held in Sutton, by request.

Action Plan Monitoring:. All Actions to the end of Quarter 2 have been met or have been reviewed to ensure completion.

Case studies of priority work from the Action Plan:

CSP activity supporting the campaign against Hate Crimes and Incidents

- ECDC became a third party hate crime reporting centre. Officers in their Customer Services, Housing, Communities and Partnership teams have been trained on Hate Crime and the third party Hate Crime Report Centres.

CSP working with the young people of East Cambridgeshire

- The Court Days continue, and we have delivered to Soham Village College, Ely and Bottisham Village College. Vista College and Witchford Village College will be completed by July.
- The CSP has been asked to present the Court Experience Programme to a Serious Violence Symposium on 5th March at Cambridge Anglia Ruskin University as a model of best practice on tackling knife crime and county lines with young people. Our ASB officer will be presenting this.
- Partners of the CSP attended Burwell Parish Council's Youth Forum on the evening of 14th October to discuss youth provision in the village and ASB distraction activities.
- Detached youth work continues in Burwell, Soham and Littleport. Work is being planned to extend this to Ely.
- A talk was given to Millfield Primary School, Littleport around ASB and staying safe.
- A community meeting has been held in Littleport bringing 40 young people together to focus on what they wanted.
- This was replicated in Soham at the Football Club at a community evening with 35 attendees from younger and older youths including the topics of county lines, drugs, water safety etc. There is funding from the Soham Town Council to hold a further event in February.
- The pump track requested at Burwell is difficult to achieve with a BMX track. The Parish Council is liaising with Cambourne Parish Council who have been successful in building one.
- The Gateway project: it is believed that through this there is now a likelihood of a reduction in ASB in the underpass as the voices of young people have been listened to. CCTV of the area is being explored.
- The Cambridgeshire County Council youth survey has been very well received, identifying the needs of young people 11-19 with 879 responses. Collation of data is now taking place, and a meeting will be arranged for this to be fed into our Strategic Assessment. It is an item for the March agenda.
- The Youth Conference held in Ely was highly successful with over 100 signed up and will be an annual event. It was based on the '5 ways to well-being' and hosted many stalls as well as running workshops. Vaping is an important topic now. Some of the youth sessions had young people attending. The focus is on co-production and a chance to 'chat and chew'. There was lunchtime session networking. It is hoped that in the future representatives from youth clubs would come and have a social enterprise stall.
- Youth Clubs: Some youth clubs are thriving, and others are not. Mepal, Coveney and Littleport are doing well. The older youngsters are more difficult to engage with.

Fordham and Soham have closed. Ely has youth sessions at the Lighthouse and the Kite Trust. Haddenham Parish Council has a Youth Council who work to the main Council.

- ECDC's 2024 Youth Fusion events have been extremely popular. Plans for future events are being explored. Funding will be an issue, but the City of Ely Council has agreed that funding from their contractors for CCTV CSR has been offered to support the community safety for the youth event in Ely.

CSP working on ASB incidents

- We have several complex ASB cases: one is the unauthorized encampment in Burwell. The CSP became involved to co-ordinate the multi agency approach. The matter is not yet resolved as we are still awaiting Cambridgeshire County Council to act on the Eviction Notice they have served (now 3 months' overdue despite several letters from the CSP)
- Two very complex ASB Casefile Reviews have proceeded to panel stage, running concurrently.
- Multi agency work continues with the owners of the Cloisters in Ely and shops around, giving reassurance to businesses and customers alike around shoplifting that everything possible is being done.
- We are working with multi agencies/partners including the Community Payback Team to prepare the other side of underpass to complete the street art design.

Extracts from the December 2024 meeting of the Community Safety Partnership Board

Membership: Unfortunately a representative from the strategic level at the Probation Service still does not attend our meetings. As this is a Statutory Partner we continue to systematically pursue this. We are still pursuing representation from business, with reference to farming, and education.

CSP presentations and discussions

Rehabilitation services: In the absence of the strategic lead from the Probation Service, the Board were delighted to receive a presentation from DI Jo Crussall from the Integrated Offender Management (IOM) Department which brings a cross-agency response to the crime and reoffending threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together. IOM helps to improve the quality of life in communities by:

- reducing the negative impact of crime and reoffending
- reducing the number of people who become victims of crime
- helping to improve the public's confidence in the criminal justice system

She advised that she was working with 98 people on probation across the County, although few in East Cambridgeshire. She explained the process of Fixed, Flex and Free and how criteria was scored by agencies to determine actions to be taken. Fixed: highest score, therefore highest risk. Some engage in projects because they must to obtain release. Unfortunately, younger inmates were not so engaged; Flex: this is not

scored but looks beyond burglars and robbers, ie a prolific shop lifter could be encouraging youngsters to become involved. 18-25 year olds are more likely to be involved in firstly drugs, then knife crime etc. Working for success, she engages with businesses and charities. She particularly asks for businesses to help and give the clients a chance to build a new life. Some can stay with the scheme for about a year Even if they go back to re-offending, the scheme will still look after them Their aim is to move people off the scheme and subsequently disengage. A fishing scheme has been particularly successful. Support is given for addiction, and the key need is to find settled, stable accommodation and employment. Support was offered from the Partners who could offer contacts and places of well-being. There was agreement around the table about the usefulness of this connection and they invited her to update the CSP regularly.

Presentation by Nigel Sutton, Fraud and Cyber Advisor for Cambridgeshire. His role is to raise awareness of how scams are impacting on businesses, charities, as well as the individual. The national picture is that 50% of all recorded crime is in some way fraud or internet related which is costing billions. Locally, for the period 2021/2 (over 13 months), Cambridgeshire reported £21M lost to fraud and scams (recorded public data). The unreported figure must be far higher. Its growth is that it is low risk with high reward and it is really hurting local communities. As there are no geographical boundaries there is an extremely low risk of getting caught. This is not local crime. It tends to be investment crime, computer service and banking fraud where the receiver gives access to the computer enabling the fraud. It is never BT or your bank on the phone. The fraudster just wants remote access to their computer and the victim has no idea. They want your bank details and the last 3 digits on your debit/credit card. The requests come in the form of changing a business mandate to change the method of payment or a different account. Carrier fraud is on the increase and hits the more vulnerable people. Email hijacking is also on the increase as many do not have strong unique passwords. He provided a link to stoppingfraud.campaign.gov.uk

The Police have a Fraud Risk Group, led by a senior manager and attended by officers and staff. His own team of 4 give talks to local community groups particularly working with those who have given money.

The OPPC funding has been useful as has the social media strategy. Dedicated analysis is done every month resulting in a monthly report. In November there is a programme of community talks; he supports at local events having reached 319 people. Various forms of communication are used which convey protective messaging. Local lorries are engaged in the scheme, as are WI's, they go into schools and the latest Cyber Escape Room is offered.

CSP has offered help with local communication.. The human impact is huge, and the demands made by criminals is unbelievable. Neighbourhood Watch participate in East Cambridgeshire and they and others will receive ambassador scheme training. The team particularly want to engage with young people on what behaviours could result in committing crime and ending up with Police involvement.

Effective Communication is a priority, and the Board received an update on the Communications Strategy on the following:

- Press releases, social media and a stall in Ely Market had supported the White Ribbon Campaign. The Octagon was lit up.
- Media support would be provided for ASB awareness week, road safety and hate crime awareness campaigns supported by the CSB officers.
- International fraud week including local government fraud would also be publicised. Stop Think Fraud would feature in February.
- The ECDC Communications Team is regularly in touch with central Government and had a tool kit which supported central messages.
- Support was given for ‘Ask for Annie’ to raise awareness through the Christmas period.
- Improving our social media; Tik Tok was being reviewed by the ECDC Communication Team on behalf of the CSP for use to reach the younger people, and it was noted that YouTube is the fastest growing social media channel.

Vision Zero: ECCSP is to be used as a pilot working with Vision Zero to showcase work around road safety. There will be a presentation to the March Board by Chris Mills, the Vision Zero lead at Cambridgeshire and Peterborough Combined Authority.

High Harms Board, reported to the CSP: Much of what is discussed is confidential and therefore not for circulation. We have recently agreed the proposed changes to the updated Cambridgeshire and Peterborough Community Safety Agreement.

In addition to the Chair of the CSP, Sally Bonnett, Director, Community, ECDC also attends the meetings and any actions for us are included in discussions for the CSP agenda and our action plan, if appropriate.

For information

- The Terms of Reference and Action Plan are on the ECDC website.
- ECCSP now has X and Facebook accounts which are operated via our PCC funded Officer who works with the ECDC Communications Team. Positive stories or issues of concern can be submitted to her for consideration and uploading, jo.andow@eastcambs.gov.uk.
- The next meeting is on 5 March 2025. Councillors are welcome to attend as observers. Please request an invitation from Emma Graves, emma.graves@eastcambs.gov.uk.

TITLE: SERVICE DELIVERY PLANS AND END OF YEAR REPORTS

Committee: Operational Services

Date: 24 March 2024

Authors: Director Operations

Report number: Z146

Contact officer: Isabel Edgar Director Operations, isabel.edgar@eastcambs.gov.uk

1.0 Issue

- 1.1 To consider the Service Delivery Plans and end of year reports for services reporting to Operations Committee for 2025/26

2.0 Recommendations

Members are requested to:

- 2.1 Approve the Service Delivery Plans and note end of year reports in Appendix 1, for the following services:
- a) Building Control
 - b) Communities & Partnerships
 - c) Communications
 - d) Customer Services
 - e) Housing and Community Advice
 - f) Leisure and Active Lifestyles
 - g) Licensing
 - h) Strategic Planning and Development Management
 - i) Waste and Environmental Services

3.0 Background/Options

- 1.1. The purpose of a Service Delivery Plan (SDP) is to describe the operational and strategic focus of individual services over the coming year. The SDP performance measures relate back to the Councils Corporate Plan 2023-27 and are then reflected through the annual appraisal objective setting process for staff.
- 1.2. Service performance measures will be reported back to committee in November 2025. The report will include commentary where there is variance from the performance targets. An end of year report will then be submitted to March Operations Committee in 2026.

4.0 Arguments/Conclusions

- 4.1 Members are recommended to approve the Service Delivery Plans as detailed in Appendix 1 and note the End of Year reports.

5.0 Additional Implications Assessment

Financial Implications No	Legal Implications No	Human Resources (HR) Implications No
Equality Impact Assessment (EIA) No	Carbon Impact Assessment (CIA) No	Data Protection Impact Assessment (DPIA) No

6.0 Appendices

Appendix 1 – Service Delivery Plans and End of Year reports

7.0 Background documents

2024/25 Service Delivery Plans

Building Control End of the Year Report 2024 to 2025

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
Increase market share of local authority building control (LABC) services for all applications submitted in the East Cambridgeshire district	Sound financial management	Minimum 80%, annually	2023 to 2024 market share percentage was 79.1%	Building Control Manager Senior Inspector Inspector BC Admin Manager	Ongoing – On Target 76.9% so far in 2024 to 2025 (up to 31 st January 2025).
Achieve a break-even budget for the fee earning account and be self sufficient	Sound financial management	100%, annually	c.12% overspend for 2023/4	Building Control Manager Management Accountant	Completed – Target Not Met Budget likely to be around 19% overspend by end of March 2025. Income as dropped more throughout the course of the year, although has improved in January 2025. Planning applications decreased, knock on effect to Building Control. Cost of living hangover means people still holding fire on starting their building work – decrease seen and evidenced industry wide, not just ECDC Building Control – our drop still less than competitors and majority of LA's. It is hoped the new governments' commitment to house-building and relaxed planning regs will result in an upturn.
Examine and determine applications within statutory period of 5 weeks or 2 months where an extension of time is agreed	Sustainable communities	100%, annually	100% achieved throughout 2023 to 2024	Building Control Manager Senior Inspector Inspector Assistant Inspector	Completed – Target Met 100% achieved for determination of applications within required timescales up to 31 January 2025. This reporting stat will cease in 2025/26 as no longer part of BSR requirements.
Carry out site inspections on same day if requested before 10am and within 5 days for completion inspections	Sustainable communities	90%, annually	98% achieved throughout 2023 to 2024	Building Control Manager Senior Inspector Inspector Assistant Inspector	Completed – Target Exceeded 99% achieved for carrying out of site inspections within required timescales up to 31 January 2025.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
Register building regulations applications within 3 working days of submission	Sound financial management	80%, annually	91% for 3-day turnaround and 96% for 5-day turnaround in 2023/24	Building Control Manager Admin Manager	Completed – Target Exceeded Currently 93% for registrations within 3 days and 98% within 5 days for 2023 to 2024 as at 31 January 2025. Only delays due to applicant mis-information.
Help towards statutory compliance with building regulations by carrying out plan checking within 3 working weeks	Sound financial management	70%, annually	91% of applications plan checked within 3 working weeks during 2023/24	Building Control Manager Senior Inspector Inspector Assistant Inspector	Completed – Target Exceeded 99% of applications plan checked within 3 working weeks - 76% actioned within 1 week and 86% within 2 weeks. This KPI will disappear in 2025/26 as statutory timeframes have ceased and instead Building Control set agreed timeframes with the agent.
Regularly review risks associated with Building Control, including: <ul style="list-style-type: none"> 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 risk register – reviewed November 2024 	Sustainable communities	Minimum annually, annually	All risks mitigated during 2023 to 2024. Business decision not to replace member of staff who left during 2023.	Building Control Manager Senior Inspector Inspector Assistant Inspector BC Admin Manager	Completed = Targets Met All risks reviewed and mitigated during 2024 to 2025 as far as can be realised. New risks added during 2024 to 2025, which will apply in 2025 to 2026 include: <ul style="list-style-type: none"> Building Safety Regulator – keep abreast of all updated requirements in terms of competency, validation and the results of the BSR audit being undertaken Jan 2025 – April 2025. Building Safety Levy – probability that BSL will be allocated to Building Control from Autumn 2025. Needs to be confirmed. New burdens funding received from government to help with set up. 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. Government changes to planning in terms of housebuilding and planning relaxation could provide an upturn in Building Control numbers. training/validation - to keep abreast of all legislation changes and in turn update our partners and architects, ensure staff are keeping up to date with their CPD obligations risk - review and update the Building Control risk register (last done November 2024) to align with service delivery.
Identify training needs across the service by following effective performance management processes	Sound financial management	As required, annually	All training completed successfully during 2023 to 2024	Building Control Manager Senior Inspector Inspector Trainee	Completed – Target Met Training courses successfully completed for 4 members of team during 2024 to 2025 – all staff except one has achieved validation competence – he has re-sat and awaiting results. 4 staff booked on

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
				BC Admin Manager	further training courses in 2025/26, both job specific and wider training on the system to complete electronic working implementation.
Ensure succession planning is in place and maintain a full professionally qualified (applicable to post) team	Sound financial management	As required, annually	All succession planning completed during 2023 to 2024	Building Control Manager Senior Inspector	Ongoing – On Target Succession planning underway. Trainee taken on and competence validation achieved – he is available in 2026 to join us if suitable – Senior surveyor likely to want to go part time sometime in 2025/26.
Carry out annual appraisals	Sound financial management	100%, annually	100% in 2023 to 2024	Building Control Manager Senior Inspector	Completed – Target Met All appraisals for 2024-25 booked in for Feb/March 2025.
Respond to demolition notices within 4 weeks (statutory requirement 6 weeks) in order to ensure compliance with statutory legislation and support customer needs	Cleaner, greener East Cambridgeshire	100%, annually	100% processed within the statutory 6-week period	Building Control Manager Senior Inspector Inspector BC Admin Manager	Completed - Target Met 100% processed within self-imposed 4-week period so far in 2024 to 2025 up to 31 January 2025.
Ensure the provision of a responsive dangerous structures service by attending: <ul style="list-style-type: none"> 100% of reports of a dangerous structure within 2 hours if after a desktop assessment it is determined the structure may cause immediate danger to the public 100% of reports of a dangerous structure within 24 hours if after a desktop assessment it is determined the structure will not cause immediate danger to the public 	Sustainable communities	100%, annually	100% attended within required timescales for 2023 to 2024	Building Control Manager Senior Inspector Inspector	Completed – Target Met 100% attended within required timeframe so far for 2024 to 2025 up to 31 January 2025.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
<p>Implement further digitisation of our service in order to reduce paper use and postage/printing costs (specifically in 2024 to 2025, send all acknowledgement letters by email only, rather than post, and investigate other measures to further reduce paper/printing/postage usage)</p>	Cleaner, greener East Cambridgeshire	To produce efficiencies and save money.	c. £4.5k saving in 2023/24	Building Control Manager BC Admin Manager	<p>Ongoing – On Target</p> <p>Savings of approximately £5K have been made in 2024/25 by sending customer documentation out electronically. This should increase significantly in 2025/26 as electronic working is fully implemented and printing of plans does not take place. 12% decrease in printing during 2024/25</p>



Building Control Service Delivery Plan 2025 to 2026

Overview of the service

Building Control's primary function is to provide a service to the construction industry, residents, architects and agents, other professionals and internal customers. Building Control is a statutory service which administers legislation relating to the built environment and operates in such a manner as to establish and maintain a high reputation for both the department and the Council overall. As such, it aims to provide a proactive, responsive service which is of a consistently high standard and gives value for money to all its customers. To support this, a fees review has been conducted at the beginning of 2025 to update the hourly rate being charged (which will come into effect from April 2025) which underlines these commitments and gives complete transparency with regards to fee setting.

Overall, the service has two elements of work - fee earning and non-fee earning. The split of this work is approximately 75/25 in favour of fee earning work.

Fee earning work (income generating)

This element of work includes charging, validating and registering building control applications, checking applications for compliance, issuing statutory notices, carrying out site inspections and issuing completion certificates. This is all carried out within statutory time limits and new Building Safety Regulator Operational Standards Rules and Code of Conduct implemented from October 2023. This element of work can also include providing technical and professional guidance to members of the public, external agencies and other departments within the Council and externally where appropriate, including building regulations compliance and warranty inspection notes where applicable.

Non-fee earning work (Council funded) Includes:

- responding to dangerous structure reports including co-ordinating the response of external bodies such as structural engineers or statutory undertakers (which can be recharged back to the building owners in certain circumstances)
- process demolition notices
- carrying out enforcement action

- providing technical and professional support to the safety advisory groups and consultancy services and to other departments within the Council

The service is also subject to a continuous programme of both administrative and technical legislative change. This means management objectives and priorities may change at short notice. A new validation and competency process was implemented in 2024/25, and the majority of staff have achieved the required standards. The minority are now following a supervisory programme as per BSR requirements. In addition, 2024/25 saw the introduction of new Key Performance Indicators (KPI's), Operational Standard Rules (OSR) and the Building Inspector Competence Framework (BICoF) via Government and the BSR (Building Safety Regulator). The first set of quarterly reports will be submitted in April 2025 and the first annual reports (for 2025/2026) are due April 2026.

The BSR have introduced a register for all building control surveyors across the country. Every single building control surveyor will need to pass validation at their respective level based on the work they do and then apply to be on the formal register. Anyone not validated by October 2024 will now be following set of supervisory guidelines until they do pass.

Cost of service

The cost to run the service is £530,056 per annum.

Building Regulation fee earning service

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

The estimated income generation for 2025 to 2026 is £353,678.

Non-fee earning work

Building Control provides several services which are necessary as part of a local authority service. These include:

- dangerous structures
- enforcement of building regulations
- demolitions
- registering RBCA Initial Notices and Competent Person Scheme works
- processing disabled person's applications
- providing advice to other council services

These elements of building control work do not require payment of a building regulation charge and are not required to be self-financing. The estimated cost of the non-fee earning work in 2025 to 2026 is £132,514.

Staffing Information

As we enter 2025/26, Building Control is made up of the following staff members.

Building Control Manager - 1 full time

Senior Building Control Inspector - 2 full time

Building Control Surveyor 1 full time

Assistant Building Control Surveyor 1 full time – position currently vacant

Building Control Admin Manager 1 full time

Trainee - 1 part time (0.8 FTE) on secondment from LABC national office until March 2026 – no cost to department in terms of wages.

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2025 to 2026	November 2025	Operational Services
End of year report 2025 to 2026	March 2026	Operational Services
Service Delivery Plan 2026 to 2027	March 2026	Operational Services

Building Control Service Delivery Plan 2025 to 2026

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

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

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

Aligned to Corporate Theme: Sound Financial Management

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Maintain/Increase market share of local authority building control (LABC) services for all applications submitted in the East Cambridgeshire district	Minimum 80%, annually	Market share stood at 78.6% up to January 31 st 2025.	Building Control Manager Registered Senior Building Inspector (2) Registered Building Inspector Building Control Admin Manager
Achieve a break-even budget for the fee earning account and be self sufficient	Break even budget annually	Budget is forecast to be around £60K overspend by end of March 2025.	Building Control Manager Management Accountant
Review/improve the Building Control area of the Council website to ensure the information available is up to date and relevant for all customers	As identified, annually	Was put on hold as the overall ECDC website was given a refresh at the end of 2024 – planned to go through the specific building control element of this during the first half of 2025/26.	Building Control Manager Senior Surveyor Web team/Comms Team

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

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

Aligned to Corporate Theme: Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Register 85% of building regulations applications within 3 working days of submission and 100% within 5 days of submission and where initial plan check payment is made	85% within 3 days and 100% within 5 days: annually	Currently 93% for registrations within 3 days and 98% within 5 days for 2024 to 2025 as at 31 January 2025.	Building Control Manager Building Control Admin Manager
Ensure compliance with building regulations by carrying out plan checking within 3 working weeks, making decisions with 5 or 8 weeks as determined on application and aim to check applications for compliance within 3 working weeks	90% annually for plan checks within 3 weeks and 100% for decisions	99% of applications plan checked within 3 working weeks - 76% actioned within 1 week and 86% within 2 weeks. Decisions are 100% within timeframe.	Building Control Manager Registered Senior Building Inspector Registered Building Inspector

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

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

Aligned to Corporate Theme: Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
To ensure all of the required Government and BSR KPI’s, OSR’s and the Building Inspectors Competence Framework measures are accurately recorded and provided within specified timeframes.	100%, quarterly and annually to BSR, annually to committee – must not be missed – statutory requirement.	Currently nothing to report – reporting was delayed by the Government and BSR and will come into effect from April 2025.	Building Control Manager Building Control Admin Manager Registered Senior Building Inspector Registered Building Inspector
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	99% for 2024/25.	Building Control Manager Building Control Admin Manager Registered Senior Building Inspector Registered Building Inspector

Council’s strategic outcome: Be an excellent employer.

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

Aligned to Corporate Theme: Sound Financial Management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Identify training needs across the service by following effective performance management processes, ensure succession planning is in place and maintain a full professionally qualified (applicable to post) team</p>	<p>100%, annually</p>	<p>Training courses successfully completed for 4 members of team during 2024/25 – also 4 staff successfully completed their competency validation by 01.07.2024. 5 staff booked on further training courses in 2025/26, both job specific and wider training on the system to further accelerate electronic working.</p>	<p>Building Control Manager Building Control Admin Manager Registered Senior Building Inspector Registered Building Inspector Trainee</p>
<p>Implementation of the Building Safety Levy – BSL collection will be allocated to Building Control from Autumn 2025. New burdens funding received from Government to help with set up including recruitment of new staff, package for delivery and equipment.</p>	<p>Quarterly and Annual Status required with effect from Spring 2026</p>	<p>N/A - New performance measure for 2025/26 - Staff recruitment and training will be required once full details of the Levy are received from Government – expected Summer 2025. After this, reporting and collection regimes can be set and followed.</p>	<p>Building Control Manager Building Control Admin Manager Building Control Admin Assistant (New post)</p>
<p>To regularly review risks associated with Building Control, including:</p> <ul style="list-style-type: none"> • Building Safety Regulator – keep abreast of all updated requirements in terms of competency, validation and the results of the BSR audit being undertaken Jan 2025 – April 2025. • risk - review and update the Building Control risk register (last done November 2024) to ensure alignment with service delivery plan. 	<p>Minimum annually, annually</p>	<p>All risks reviewed and mitigated during 2024/25 as far as can be realised.</p> <p>Key performance indicator (KPI) requirements and reporting came into force 01.01.25 with first reporting required by 30.04.25.</p> <p>Risk register has been pulled apart and updated November 2024 to take into account all of the major changes to the industry.</p>	<p>Building Control Manager Building Control Admin Manager Registered Senior Building Inspector Registered Building Inspector Trainee</p>

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

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

Aligned to Corporate Theme: Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<ul style="list-style-type: none"> 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. Respond to 100% of dangerous structures within statutory timeframes. Attend and provide technical guidance at all applicable Safety Advisory Group meetings both internally and externally 	100%, annually	100% attended within timeframe for 2024 to 2025. This a key requirement of the BSR Operational Standards Rules so records will be kept and monitored as an integral part of the works we deliver.	Building Control Manager Senior Surveyor Surveyor Assistant Surveyor Customer Service Team

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

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

Aligned to Corporate Theme: Cleaner, Greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Implement further digitisation of our service to reduce paper use and postage/printing costs (specifically in 2025/2026 to complete the electronic journey and remove printing plans and making up folders as well as continuing to reduce postage costs wherever possible).	As identified, annually	99% of letters and communications now being sent out electronically – saving in excess of £4K in 2024/5 up to 31.01.2025 – further savings expected in 2025/26 as we totally remove paper files and go fully electronic. Printing stats shows a 12% decrease year on year.	Building Control Manager Building Control Admin Manager Registered Senior Building Inspector Registered Building Inspector Trainee

Communities and Partnerships End of the Year Report 2024 to 2025

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 - 2025
Review grant and asset of community value documentation and make amendments to ensure accessibility compliance and review website content to ensure that it is relevant, and that digital functionality is of a high standard, accessible to all, simple to use and meet the needs of customers by 31 December 2025.	Sustainable communities.	Review all relevant webpages and documentation by 31 December 2024	New measure	Communities and Partnerships Manager Communities and Partnerships Support Officer Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support & Anti-Social Behaviour Officer	Completed - Target Met ACV and grant documentation has been reviewed, updated and made accessible. Updated documentation has been uploaded onto the ECDC website. Website content updated as part of new website project.
Deliver the team's actions for 2024-25 in the Council's Community Engagement Action Plan, including the delivery of 1 parish council conference.	Sustainable communities	100%, 31 March 2025	Strategy reviewed and presented to Operational Services Committee in March 2024.	Communities and Partnerships Manager Communities and Partnerships Support Officer	On-going – on track to be completed by 31 March 2025 Examples of work carried out is set out as followed: Youth Fusion events were delivered in Burwell and Haddenham in August 2024. Detached youth engagement carried out in Stetchworth, Ashley, Cheveley, Dullingham, Swaffham Prior, Swaffham Bulbeck, and Burwell, to understand the views of local young people. Feedback received from young people was passed onto the relevant agencies for them to consider and address. Further

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 - 2025
					<p>detached youth work is scheduled to be carried out in Little Downham and Littleport on 19 March 2025.</p> <p>Public events identified and mapped by the Communities and Partnerships team, in consultation with parish councils and ECDC Service Leads. Following this, a variety of community events have been attended by Council officers, to carry out engagement with the public.</p> <p>The Council's Register of Consultee database is being refreshed and an officer toolkit is being produced. To be completed by 31 March 2025.</p> <p>Parish Council Conference delivered on 11 February 2025.</p>
<p>Support the work of the East Cambs Community Safety Partnership (CSP) by delivering the team's actions in the CSP Action Plan 2024/25 and ensuring that we meet statutory requirements.</p>	<p>Sustainable communities</p>	<p>100%, 31 March 2025</p>	<p>CSP Action Plan agreed by CSP Board in June 2023.</p> <p>Examples of work carried out:</p> <p>Community safety related presentations and training provided to local groups and schools.</p> <p>Interactive, awareness raising event held at Ely Courthouse with local school in July 2023. Court events shortlisted for Police's One More Step Prevention Awards.</p> <p>Support provided to parish council ran community safety forums in Bottisham and Isleham.</p>	<p>Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support & Anti-Social Behaviour Officer Communities and Partnerships Manager</p>	<p>Completed - Target Met</p> <p>CSP Action Plan agreed by CSP Board in June 2024.</p> <p>Examples of work carried out:</p> <p>2 court experience events delivered to students from Bottisham Village College in September 2024 and Soham Village College in January 2025. A court experience event is planned for Ely College students in March 2025.</p> <p>Multiagency street art project in Ely completed in September 2024.</p> <p>ECDC officers represented the CSP at county board meetings.</p> <p>ECDC officers represented the CSP</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 - 2025
			<p>Shop Watch launched in Littleport and Soham and information packs produced for local businesses.</p>		<p>at community events, including the Youth Fusion events in Burwell and Haddenham, and on the CSP market stall in Ely. At the market stall, examples of topics covered included White Ribbon, Eyes and Ears, ShopWatch, and bag security.</p>
			<p>Community safety statutory duties complied with.</p>		<p>Supported multiagency youth engagement work carried out in Burwell.</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>Fed into CCC youth survey.</p> <p>Implementation of White Ribbon Action Plan to address violence against women and girls. Supported South Cambs District Council with their successful White Ribbon accreditation application.</p>
			<p>Neighbourhood and Community Safety Team Leader attends relevant county boards who oversee and/or inform local compliance with statutory duties.</p>		<p>ECDC and The Kite Trust signed up as third party hate crime reporting centres.</p>
			<p>Home Office Prevent training promoted to ECDC departments.</p>		<p>CSP Communications Plan agreed by the board in September 2024.</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 Statutory Duty Audit carried out with Service Leads, and an ECDC Prevent Action Plan is being explored. Prevent awareness materials produced and issued to parish councils and local businesses.</p> <p>Sharing of best practice and information on cross-cutting matters shared with district counterparts.</p>
					<p>Supported Soham Town Council with their safety evening in October 2024, alongside other agencies.</p> <p>Provided support to a complex multi-agency approach ASB case in</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 - 2025
					<p>Burwell.</p> <p>Delivered Members Seminar on Hate Crime and Hate Crime Reporting Centres in October 2024.</p> <p>Delivered an in-person scams and fraud talk to a community group in Ely in October 2024.</p> <p>Trained ECDC Customer Services and Housing and Community Advice officers in Hate Crime Reporting Centre procedures.</p> <p>Oversaw the coordination of 3 ASB Casefile Reviews, on behalf of the CSP.</p>
<p>Management of Section 106, Community Fund and Facilities Improvement Grant Schemes in accordance with specific grant timescales and hold 2 grant Community Fund application windows during 2024/25.</p>	<p>Sustainable communities</p>	<p>As determined by specific grant schemes, 2 application windows open by 31 March 2025</p>	<p>Grant enquiries answered and assistance given to parish councils and community groups regarding potential applications.</p> <p>11 Community Fund grants awarded.</p> <p>3 Section 106 grants awarded.</p> <p>2 Facilities Improvement Grants awarded.</p> <p>Funding opportunities proactively promoted to community organisations and parish councils.</p>	<p>Communities and Partnerships Support Officer Communities and Partnerships Manager</p>	<p>Completed - Target Met</p> <p>ECDC community grants promoted at the Parish Council Conference.</p> <p>Grant enquiries answered and assistance given to parish councils and community groups regarding potential applications.</p> <p>8 Community Fund grants awarded, as of 12.02.25.</p> <p>3 Section 106 grants awarded, as of 12.02.25.</p> <p>4 Facilities Improvement Grants awarded, as of 12.02.25.</p> <p>Funding opportunities proactively promoted.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 - 2025
Review and implement agreed recommendations of the Digital Marketing Strategy for Explore East Cambs during 2024-2025	Sound financial management	100%, 31 March 2025	Digital Marketing Strategy developed by consultants	Communities and Partnerships Manager Communities and Partnerships Support Officer	On-going – on track to be completed by 31 March 2025 New Explore East Cambs website and social media channels launched in February 2025.
Deliver 2 East Cambs Youth Fusion events by 31 March 2025	Sustainable communities	2 events delivered by February 2025	3 Youth Fusion events delivered.	Communities and Partnerships Support Officer Communities and Partnerships Manager	Completed - Target Met Youth Fusion events delivered in Burwell and Haddenham in August 2024.
Deliver the team's actions for 2024-25 in the Council's Vulnerable Community Strategy, including the management of SLAs with Voluntary and Community Action East Cambs and Citizens Advice West Suffolk in accordance with SLA timescales	Sustainable communities	100%, 31 March 2025	Strategy reviewed and presented to Operational Services Committee in March 2024.	Communities and Partnerships Manager Communities and Partnerships Support Officer	Completed - Target Exceeded The Vulnerable Communities Toolkit is being reviewed, updated and rebranded, to be completed by March 2026. SLAs monitored in accordance with SLA requirements. Support provided to the delivery of the CSP Action Plan. 2 Youth Fusion events delivered in Burwell and Haddenham in August 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 	Sound financial management	Review quarterly	Risks reviewed. Statutory duties complied with. Community Safety Statutory Duty Audit completed by Service Leads. Annual review of Assets of Community Value protocol	Communities and Partnerships Manager Communities and Partnerships Support Officer Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support & Anti-Social Behaviour Officer Ely Riverside Officer	Completed - Target Met ECDC Community Safety Statutory Duty Audit completed, and an ECDC Prevent Action Plan is being explored. Annual review of Assets of Community Value protocol and appendices completed in August 2024.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 - 2025
<p>statutory obligations</p> <ul style="list-style-type: none"> • 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 			<p>and appendices completed by end of August 2023, as recommended by internal audit.</p> <p>Assets of Community Value, grant, and mooring enforcement processes followed.</p>		<p>Annual Assurance Statement (AAS) completed and returned to internal audit team in June 2024. The AAS is a self-assessment of the systems of internal control within the service and provides an evaluation of the effectiveness of procedures, systems and controls and, highlights actions intended to address any areas for improvement.</p> <p>Higher level corporate risks reviewed quarterly. Business Impact Assessment reviewed and updated in December 2024.</p>
<p>Extend or review commercial mooring operator licence by 17 October 2024.</p>	<p>Sound financial management</p>	<p>License reviewed by 17 October 2024</p>	<p>New measure</p>	<p>Communities and Partnerships Manager</p>	<p>Completed - Target Exceeded</p> <p>License extended by 2 years until 17 October 2026</p>
<p>Reduce our paper usage within the service by 5%</p>	<p>Cleaner, greener East Cambridgeshire.</p>	<p>31 March 2025</p>	<p>New measure</p>	<p>Communities and Partnerships Manager Communities and Partnerships Support Officer Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support & Anti-Social Behaviour Officer Ely Riverside Officer</p>	<p>Completed - Target Exceeded</p> <p>Reduction of 7.6% achieved</p>



Communities and Partnerships Service Delivery Plan 2025 to 2026

Overview of the service

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

The work of the team includes:

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

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

Cost of service

The cost to run the service totals £288,067.

Staffing Information

The Communities and Partnerships team comprises 7 members of staff.

Communities and Partnerships Manager (full time)

Communities and Partnerships Support Officer (full time)

Ely Riverside Officers (2 part time)

Neighbourhood and Community Safety Team Leader (full time)

Community Safety and Projects Support Officer (full time, fixed term, externally funded)

Community Safety Support and Anti-Social Behaviour Officer (part time, fixed term, externally funded)

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Citizens Advice West Suffolk (CAWS) performance update	June 2025	Operational Services
Voluntary and Community Action East Cambridgeshire (VCAEC) performance update	June 2025	Operational Services
Half year report 2025 to 2026	November 2025	Operational Services
CAWS performance update	January 2026	Operational Services

Proposed item	Proposed date of decision	Committee
VCAEC performance update	January 2026	Operational Services
End of year report 2025 to 2026	March 2026	Operational Services
Service Delivery Plan 2026 to 2027	March 2026	Operational Services
Review of grant to VCAEC	March 2026	Operational Services

Communities and Partnerships Service Delivery Plan 2025 to 2026

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

Council's strategic outcome: Customers are at the heart of everything we do; Safe, Vibrant and Inclusive Communities; Community Sustainability.

Communities and Partnerships' strategic objective: Improve community safety, engagement and provision.

Link to Corporate Plan: Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Deliver the team's actions for 2025-26 in the Council's Community Engagement Action Plan, including the delivery of 1 parish council conference by 31 March 2026, update the council's Community Engagement Toolkit by 31 December 2025; map agencies already engaging with harder to reach groups so that utilise them as a means of engaging with that group by 31 December 2025; and carry out quarterly detached youth engagement.</p>	<p>Deliver 1 parish council conference by 31 March 2026</p> <p>Update Community Engagement Toolkit by 31 December 2025</p> <p>Map agencies by 31 December 2025</p> <p>Carry out quarterly youth engagement</p>	<p>Examples of work carried out is set out as followed:</p> <p>Youth Fusion events were delivered in Burwell and Haddenham in August 2024.</p> <p>Detached youth engagement carried out in Stetchworth, Ashley, Cheveley, Dullingham, Swaffham Prior, Swaffham Bulbeck, and Burwell, to understand the views of local young people. Feedback received from young people was passed onto the relevant agencies for them to consider and address. Further detached youth work is scheduled to be carried out in Little Downham and Littleport on 19 March 2025.</p> <p>Public events identified and mapped by the Communities and Partnerships team, in consultation with parish councils and ECDC Service Leads. Following this, a variety of community events have been attended by Council officers, to carry out engagement with the public.</p> <p>The Council's Register of Consultee database is being refreshed, and an officer toolkit is being produced. To be completed by 31 March 2025.</p> <p>Parish Council Conference delivered on 11 February 2025.</p>	<p>Communities and Partnerships Manager Communities and Partnerships Support Officer</p>
<p>Promote the revamped Register of Consultees internally and externally with the aim of increasing sign-up</p>	<p>100%, 31 March 2026</p>	<p>New measure</p>	<p>Communities and Partnerships Manager Communities and Partnerships Support Officer Communications Manager</p>

Performance measure

Target and reporting timescale

Baseline/output from 2024 to 2025

Owner and co-owners

<p>Support the work of the East Cambs Community Safety Partnership (CSP) by delivering the team's actions in the CSP Action Plan 2024-25 by June 2025; and delivering the team's actions in the CSP Action Plan 2025-26 by March 2026; and oversee the Council's compliance with community safety statutory requirements.</p>	<p>100% of all the team's actions in the CSP Action Plan 2024-25 completed by 30 June 2025.</p> <p>100% of all the team's actions in the CSP Action Plan 2025-26 completed by 30 June 2026.</p>	<p>CSP Action Plan agreed by CSP Board in June 2024.</p> <p>Examples of work carried out:</p> <p>2 court experience events delivered to students from Bottisham Village College in September 2024 and Soham Village College in January 2025. A court experience event is planned for Ely College students in March 2025.</p> <p>Multiagency street art project in Ely completed in September 2024.</p> <p>ECDC officers represented the CSP at county board meetings.</p> <p>ECDC officers represented the CSP at community events, including the Youth Fusion events in Burwell and Haddenham, and on the CSP market stall in Ely. At the market stall, examples of topics covered included White Ribbon, Eyes and Ears, ShopWatch, and bag security.</p> <p>Supported multiagency youth engagement work carried out in Burwell.</p> <p>Fed into CCC youth survey.</p> <p>Implementation of White Ribbon Action Plan to address violence against women and girls. Supported South Cambs District Council with their successful White Ribbon accreditation application.</p> <p>ECDC and The Kite Trust signed up as third party hate crime reporting centres.</p> <p>CSP Communications Plan agreed by the board in September 2024.</p> <p>Community Safety Statutory Duty Audit carried out with Service Leads, and an ECDC Prevent Action Plan is being explored. Prevent awareness materials produced and issued to parish councils and local businesses.</p> <p>Sharing of best practice and information on cross-cutting matters shared with district counterparts.</p> <p>Supported Soham Town Council with their safety evening in October 2024, alongside other agencies.</p> <p>Provided support to a complex multi-agency approach ASB case in Burwell.</p> <p>Delivered Members Seminar on Hate Crime and Hate Crime Reporting Centres in October 2024.</p>	<p>Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support & Anti-Social Behaviour Officer Communities and Partnerships Manager</p>
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Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
		<p>Delivered an in-person scams and fraud talk to a community group in Ely in October 2024.</p> <p>Trained ECDC Customer Services and Housing and Community Advice officers in Hate Crime Reporting Centre procedures.</p> <p>Oversaw the coordination of 3 ASB Casefile Reviews, on behalf of the CSP.</p>	
<p>Management of Section 106, Community Fund and Facilities Improvement Grant Schemes in accordance with specific grant timescales and hold 2 grant Community Fund application windows during 2025-26</p>	<p>As determined by specific grant schemes, and review and update grant guidance documentation by 31 March 2026.</p>	<p>ECDC community grants promoted at the Parish Council Conference.</p> <p>Grant enquiries answered and assistance given to parish councils and community groups regarding potential applications.</p> <p>8 Community Fund grants awarded, as of 12.02.25.</p> <p>3 Section 106 grants awarded, as of 12.02.25.</p> <p>4 Facilities Improvement Grants awarded, as of 12.02.25.</p> <p>Funding opportunities proactively promoted.</p>	<p>Communities and Partnerships Support Officer Communities and Partnerships Manager</p>

Council's strategic outcome: 'Can do' approach and open for business.

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

Link to Corporate Plan: Sound financial management.

Performance measure

Target and reporting timescale

Baseline/output from 2024 to 2025

Owner and co-owners

Implement the recommendations of the Digital Marketing Strategy for Explore East Cambs during 2025-26, including management of new social media platforms

100%, 31 March 2026

New Explore East Cambs website and social media channels launched in February 2025.

Communities and Partnerships Manager
Communities and Partnerships Support Officer

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

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

Link to Corporate Plan: Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Deliver 2 East Cambs Youth Fusion events by 31 March 2026; and develop a youth events toolkit to assist parish councils run their own youth events</p>	<p>2 events delivered by 31 March 2026 Toolkit developed by 31 May 2025</p>	<p>Youth Fusion events delivered in Burwell and Haddenham in August 2024.</p>	<p>Communities and Partnerships Support Officer Communities and Partnerships Manager</p>
<p>Deliver the team’s actions for 2025-26 in the Council’s Vulnerable Community Action Plan, including the management of SLAs in accordance with SLA timescales; and directly engage with members of vulnerable communities to inform the updating of the council’s Vulnerable Communities Signposting Toolkit by 31 March 2026.</p>	<p>100%, 31 March 2026</p>	<p>The Vulnerable Communities Toolkit is being reviewed, updated and rebranded, to be completed by March 2026. SLAs monitored in accordance with SLA requirements. Support provided to the delivery of the CSP Action Plan. 2 Youth Fusion events delivered in Burwell and Haddenham in August 2024.</p>	<p>Communities and Partnerships Manager Project Coordinator (Health and Wellbeing)</p>
<p>Review the grant to VCAEC by 31 March 2026</p>	<p>31 March 2026</p>	<p>New measure</p>	<p>Communities and Partnerships Manager Project Coordinator (Health and Wellbeing)</p>

Council’s strategic outcome: Improve systems and practices.

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

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Regularly review higher level corporate risks, including:</p> <ul style="list-style-type: none"> Assets of Community Value applications managed in accordance with Localism Act statutory obligations mooring enforcement compliant with the Council’s contract law enforcement processes grants and agreements managed in accordance with procedures adherence with community safety related statutory duties 	<p>Review quarterly</p> <p>Review of Assets of Community Value protocol and appendices to be completed by 31 August 2025</p>	<p>ECDC Community Safety Statutory Duty Audit completed, and an ECDC Prevent Action Plan is being explored.</p> <p>Annual review of Assets of Community Value protocol and appendices completed in August 2024.</p> <p>Annual Assurance Statement (AAS) completed and returned to internal audit team in June 2024. The AAS is a self-assessment of the systems of internal control within the service and provides an evaluation of the effectiveness of procedures, systems and controls and, highlights actions intended to address any areas for improvement.</p> <p>Higher level corporate risks reviewed quarterly. Business Impact Assessment reviewed and updated in December 2024.</p>	<p>Communities and Partnerships Manager Communities and Partnerships Support Officer Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support & Anti-Social Behaviour Officer Ely Riverside Officers</p>

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

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

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Reduce our paper usage within the service by 10%	10% reduction by 31 March 2026	Reduction of 7.6% achieved.	Communities and Partnerships Manager Communities and Partnerships Support Officer Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support & Anti-Social Behaviour Officer Ely Riverside Officers

Communications Team End of Year Report 2024 to 2025

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 - 2025
<p>Directors, service leads and staff</p> <ul style="list-style-type: none"> engage with service leads every month (as a minimum) ensure all agreed requests are delivered within one month 	Sustainable communities	As required, annually	Meetings held with directors and service leads on a regular basis throughout the year to discuss and align performance against the Corporate Plan. All work requested has been completed.	Communications Manager Directors Service leads	On Going Regular updates have taken place with all service leads over the past year.
<p>Councillors</p> <ul style="list-style-type: none"> media training to be offered as required 	Sustainable communities	As identified, annually	Media training provided to councillors on an ad-hoc basis, enabling the Comms team to facilitate interviews for BBC and ITV news, local radio and the press.	Communications Manager	On Going Media training and briefing sheets provided on an ad hoc basis
<p>Trading companies and other partners</p> <ul style="list-style-type: none"> attend ARP, ECSS and ECTC meetings every month ensure all agreed requests are delivered within one month review Council Tax bill for 2024/25 in partnership with ARP (12 months) 	Sustainable communities	As required, annually	Monthly meetings held with ECSS, ECTC, ARP to ensure communications support is provided to support their business plans.	Communications Manager Communications Officer	Completed - Target Met All ARP, ECSS and ECTC meetings attended as required and requests processed within a month. Council Tax bill reviewed Council Tax leaflet printed ARP letter content being reviewed. Supported ECTC comms as requested in relation to Eden Square
<p>Community engagement</p> <ul style="list-style-type: none"> continue campaign to encourage residents to sign up to monthly council newsletter (six months) 	Sustainable communities	As identified, annually	Provided support for the community engagement plan developed by Communities & Partnerships Team. Regular engagement held with parish councils, stakeholders and members of the public. More than six engagement events attended in 2024/25	Communications Manager	On Going Community Engagement undertaken as part of the LGR Comms has reviewed the communications surrounding the register of consultees Comms team has attended 6 engagement events Ongoing feedback is sought

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 - 2025
attend minimum of six engagement events and seek feedback on council communication (12 months)					on council communication from journalists, via the website, on social media and through internal communication.
Parish Councils <ul style="list-style-type: none"> carry out annual call round of parish councils to ensure the council is meeting their requirements ensure Parish Councils receive all toolkits and press releases as appropriate 	Sustainable communities	As identified, annually	Regular engagement with parish councils ongoing	Communications Manager Communications Officer	On Going As the comms team regularly engage with parish clerks the annual parish call round has been replaced with regular one to one engagement. Parish clerks now regularly contact the comms office to discuss adhoc needs and the comms team calls into parish council offices when out and about in the district. Parish councils receive all press releases and toolkits as standard (eg election toolkits, Winter Fuel Payment toolkits)
Crisis comms and business continuity work with directors and service leads to ensure all risks to the council are identified and mitigation measures put in place where possible	Sustainable communities	As identified, annually	Existing performance measure. Attended 1 x COMAH event and 1 x Warn and Inform exercise.	Communications Manager Communications Officer	Completed - Target Met Comms team has responded to a number of enquiries from the media but there has been no crisis comms required Warn and Inform meetings attended, including training exercises focused on power outages and one on flooding
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	Sustainable communities	As identified, annually	Existing performance measure. Ongoing.	Communications Manager Communications Officer	Completed - Target exceeded Comms team has delivered campaigns for Ask for Ani, elections, Pride of Place, Pension Credit and hedgehog awareness It has issued 55 press releases since 1 April It has promoted 18 awareness raising press releases and numerous awareness raising events on social media.
Elections	Sustainable communities	As identified, annually	New performance measure.	Communications Manager	Completed - Target Met The comms team successfully delivered the PCC election in

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 - 2025
<ul style="list-style-type: none"> deliver a communications campaign which supports the PCC and National elections observe the pre-election periods for these elections support the council in holding parish and town council elections and neighbourhood plan referendums (ongoing) 				Communications Officer	May and the general election in July 2024. It is working on the Mayoral elections planned for May 2025 including a review of the Choose Your Mayor website and candidate brochure. It has supported 5 Neighbourhood Plan referendums and 9 parish council elections.
Branding <ul style="list-style-type: none"> continue to work on the internal review of the council's brand, looking specifically at key messages and tone of voice (six months) 	Sustainable communities	As identified, annually	This project is of considerable size and remains a work in progress.	Communications Manager	On Going This is ongoing. This year there has been a heavy focus on making sure the new website reflects the council's brand, key messages and tone of voice and ensuring accessibility guidelines are adhered to across all digital and print platforms.
Website <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) work with web designer and the website team to develop a new customer focused website 	Sustainable communities	As identified, annually	New performance measure. Target date for new website to be delivered November 2024	Communications Manager Communications Officer	Completed - Target Met The comms team has been heavily focused on the delivery of a new website which successfully went live on deadline in November, including: Organising new navigation, drafting and proofing new copy, liaising with service leads and members of the web project team
Social media <ul style="list-style-type: none"> increase following on X (formerly Twitter) by 3 per cent and Facebook by 8 per cent (12 months) host a minimum of three X takeover days to showcase work at the council (12 months) <p>ensure at least one interactive post is issued every month</p>	Sustainable communities	As identified, annually	Facebook: 3700 Twitter: 5019	Communications Manager Communications Officer	Completed - Target Met Metadata for this year shows: <ul style="list-style-type: none"> Facebook: 4265 (15.3% increase) X: 4880 (2.8% drop) NB: Latest Ofcom data shows nationally the percentage of UK population leaving X during 2024 was also equivalent to 2.8% Takeover days and interactive posts were put on hold firstly because of the extensive pre-

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 - 2025
					election periods and secondly to accommodate the workload of the website project
Bereavement centre support the council in the delivery of its bereavement centre	Sustainable communities	As identified, annually	New performance measure.	Communications Manager	Completed - Target Met The comms manager has supported the bereavement centre team with press releases and updated website copy. It has also drafted a communications plan to support the centre
Local Plan • support the council in the delivery of the new Local Plan	Sustainable communities	As identified, annually	New performance measure.	Communications Manager	Completed - Target Met The comms manager drafted two press releases regarding the Local Plan. Work on the Local Plan has since been put on hold
Waste and recycling projects • support the council in the delivery of its Love Your Street campaign • support the council in its mission to increase its recycling rate • support the council with plans to provide wheeled bins to residents	Sustainable communities	As identified, annually	New performance measure.	Communications Manager Communications Officer	On Going The comms team has provided ongoing support for the new bin service project, including issuing 1 x press release, attended 2x engagement events, reviewing policy documents and compiling a communications plan which is now in the process of being delivered. Work on Love Your Street has been put on hold to avoid conflicting messaging around the new wheeled bin and food waste project.
ECDC@50 deliver a communications campaign which helps celebrate the council's 50 th anniversary	Sustainable communities	As identified, annually	New performance measure.	Communications Officer	Completed - Target Met A communications plan was drafted, a video was created for the awards ceremony and internal communications have been drafted.
Community Safety Partnership - work with team members of	Sustainable communities	As identified, annually	New performance measure.	Communications Manager	Completed - Target Met The comms team works closely with the CSP to deliver all the objectives outlined in its

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 - 2025
<p>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 					communications plan. Specifically, this has involved drafting new web text, editing the CSP newsletter, issuing 7 press releases and supporting the CSP with events, such as the Gateway Project, Youth Fusion and the court events
<p>Economic development</p> <ul style="list-style-type: none"> provide support as required to the Economic Development team 	Sound financial management	As identified, annually	New performance measure.	Communications Manager	Completed - Target Met The comms team has provided ongoing support for the economic development team, including issuing 4 x press release, reviewing web text, attending 1 x event, supporting the launch of LinkedIn which now has 501 followers and drafting an investor briefing newsletter
<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 internal comms support for the Green Team 	Cleaner, greener East Cambridgeshire	As required, annually	A comms plan which looked at how the council can enhance its reputation as an environmentally friendly council, in line with the Environment Action Plan, was produced and signed off and all press releases which can be issued in support of this to date have been. Further to this, the Comms team is actively involved in the Green Team helping to raise the profile of its actions, such as the need to save paper, via internal comms.	Communications Manager Communications Officer	Completed - Target Met The comms team has provided ongoing support for environmental communications, including issuing 4 x press releases, reviewing web text and supporting internal comms
<p>Every job a green job</p> <ul style="list-style-type: none"> formerly identify how the comms team contributes to preserving or restoring the environment and our planet commit to reducing printing and paper usage by 20% 	Cleaner, greener East Cambridgeshire.	As required, annually	Paper: 311 sheets used April 2023 to January 2024	Communications Manager	Completed - Target Met The comms team have completed a paper identifying how the comms team contributes to the green agenda. Latest paper usage figures stand at 385 (Print outs used mainly for website project)



Communications Team Service Delivery Plan 2025 to 2026

Overview of the service

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

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

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

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

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

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

Cost of service

The cost to run the PR service totals £124,682 per annum.

Staffing Information

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

Forward planning for Councillors

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

Communications Team Service Delivery Plan 2025 to 2026

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

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

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

Link to Corporate Plan: Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
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	Meetings held with directors and service leads on a regular basis throughout the year to discuss and align performance against the Corporate Plan. All work requested has been completed.	Communications Manager Directors Service leads
Councillors <ul style="list-style-type: none"> media training to be offered as required 	As identified, annually	Media training provided to councillors on an ad-hoc basis, enabling the Comms team to facilitate interviews for BBC and ITV news, local radio and the press.	Communications Manager
Trading companies and other partners <ul style="list-style-type: none"> attend ARP, ECSS and ECTC meetings every month ensure all agreed requests are delivered within one month review Council Tax bill for 2025/26 in partnership with ARP (12 months) 	As required, annually	Monthly meetings held with ECSS, ECTC, ARP to ensure communications support is provided to support their business plans.	Communications Manager

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

Communications’ strategic objective: Proactive community and stakeholder engagement.

Link to Corporate Plan: Sustainable communities

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Community engagement <ul style="list-style-type: none"> continue campaign to encourage residents to engage as appropriate with initiatives such as LGR and Register of Consultees attend minimum of six engagement events seek ongoing feedback on council communication (12 months) 	As identified, annually	Provided support for the community engagement plan developed by Communities & Partnerships Team. Regular engagement with parish councils, stakeholders and members of the public. More than six engagement events attended in 2025/26	Communications Manager
Parish Councils <ul style="list-style-type: none"> maintain regular contact with parish councils to ensure the council is meeting their requirements ensure parish councils receive all toolkits and press releases as appropriate 	As identified, annually	Regular engagement with parish councils ongoing	Communications Manager Communications Officer
Crisis comms and business continuity <ul style="list-style-type: none"> work with directors and service leads to ensure all risks to the council are identified and mitigation measures put in place where possible 	As identified, annually	Existing performance measure. Ongoing.	Communications Manager Directors Service leads
Communications Plan <ul style="list-style-type: none"> 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 	As identified, annually	Existing performance measure. Ongoing.	Communications Manager
Elections <ul style="list-style-type: none"> deliver a communications campaign which supports the Mayoral and County Council elections observe the pre-election period support the council in holding parish and town council elections and neighbourhood plan referendums (ongoing) 	As identified, annually	New performance measure.	Communications Manager Communications Officer

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Branding <ul style="list-style-type: none"> continue to work on the internal review of the council's brand, looking specifically at key messages and tone of voice (six months) 	As identified, annually	Existing performance measure. Ongoing.	Communications Manager Communications Officer Reprographics Manager
Website <ul style="list-style-type: none"> work with the head of Customer Services and Reprographics to support phase 2 of the website project 	As identified, annually	New website delivered in November 2024. Phase 2 commenced.	Communications Manager Communications Officer
Social media <ul style="list-style-type: none"> increase following on Facebook by 5 per cent (12 months) ensure interactive posts are issued where possible 	As identified, annually	Facebook: 4265 X: 4880 LinkedIn: 501	Communications Manager Communications Officer
Bereavement centre <ul style="list-style-type: none"> support the council in the delivery of its bereavement centre 	As identified, annually	New performance measure.	Communications Manager Communications Officer
Sunnica <ul style="list-style-type: none"> support the council in responding to requirements in relation to Sunnica 	As identified, annually	New performance measure.	Communications Manager
Local Government Reorganisation <ul style="list-style-type: none"> support the council as required with LGR to include issuing regular internal comms and organising briefing events 	As identified, annually	New performance measure.	Communications Manager Communications Officer
Food Waste and Wheeled bin project <ul style="list-style-type: none"> support the council in the delivery of its Food Waste and Wheeled Bin roll out, to include customer engagement and delivery of its comms plan support the council in its mission to increase its recycling rate 	As identified, annually	New performance measure.	Communications Manager Communications Officer
Community Safety Partnership - work with team members of the CSP to help it meet its three core objectives:	As identified, annually	Existing performance measure.	Communications Manager Communications Officer

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<ul style="list-style-type: none"> increase public and business awareness of the CSP highlight issues identified in its statutory assessment react to incidents 			

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

Communications’ strategic objective: Support economic development.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Economic development <ul style="list-style-type: none"> provide support as required to the Economic Development team 	As identified, annually	New performance measure.	Communications Manager Economic Development Manager

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

Communications’ strategic objective: Supporting the Environment Plan.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Environmental communications <ul style="list-style-type: none"> ensure all press releases are issued within one month of the request date provide internal comms support for the Green Team 	As required, annually	A comms plan which looked at how the council can enhance its reputation as an environmentally friendly council, in line with the Environment Action Plan, was produced and signed off and all press releases which can be issued in support of this are. Further to this, the Comms team is actively involved in the Green Team helping to raise the profile of its actions, such as the need to save paper, via internal comms.	Communications Manager Climate Change and Natural Environment Officer

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Every job a green job <ul style="list-style-type: none"> commit to reducing printing and paper usage by 10% 	As required, annually	New performance measure. Paper: 311 sheets used April 2023 to January 2024	Communications Manager Climate Change and Natural Environment Officer

Customer Services end of the year report 2024 to 2025

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
Monitor customer feedback and service performance and provide quarterly service reports to Service Leads and Management Team and monthly reports to East Cambs Street Scene (ECSS)	Sound financial management	100%, annually	<p>Target Achieved</p> <p>Service performance reports issued to Service Leads and CMT</p> <p>354 customer satisfaction surveys completed. 72.6% were satisfied or very satisfied, 6.8% were neither satisfied or unsatisfied and 20.6% were unsatisfied or very unsatisfied with the service they had received.</p>	Customer Services Manager Digital Services Officers	<p>Completed - Target Achieved</p> <p>Quarterly 1, 2 & 3 service reports issued to Service Leads and CMT. Monthly reports Apr 24 – Jan 24 provided to ECSS. Q4 and Feb & Mar 24 ECSS reports will be provided when available.</p> <p>Reports include contact volumes, contact type, method of contact, performance against service targets and % of contact resolved at first point of contact.</p> <p>360 customer satisfaction surveys completed to date. 77% were satisfied or very satisfied, 5.8% were neither satisfied or unsatisfied and 17.2% were unsatisfied or very unsatisfied with the service they had received.</p> <p>The customer service team leader shares all feedback with the relevant service. She also contacts all customers who live their contact details, (this is not mandatory), to either thank them for their feedback and understand their reasons for any negative comments or ways in which we could have improved their experience. She then works with the service to resolve any outstanding issues, identify any service improvements going forward whilst providing reassurance to the customer that their comments have been passed on and heard.</p>
Measure the Council's website accessibility compliance monthly and achieve or exceed a great rating and 90% compliance with WCAG 2.1 accessibility standard	Sound financial management	Monthly - 90%, annually	<p>Target Exceeded</p> <p>April 2023 (94%) and from August 2</p>	Customer Services Manager Digital Services Officers	<p>Completed - Target exceeded April – December 2024</p> <p>Compliance Score rated excellent</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
			<p>023 – March 2024 (95%).</p> <p>Target not met</p> <p>May and June 23 (88%) and in July 23 (85%) due to an issue with the external monitoring software.</p>		<ul style="list-style-type: none"> - April – 95% - May - 95% - June - 95% - July - 95% - Aug - 95% - September – 95% - October – 95% - November – 95% - December – 95% <p>Completed -Target not met – January and February 2025</p> <p>Compliant score rated good</p> <ul style="list-style-type: none"> - January - 81% - February - 82% - March figure not available at time of writing report <p>The score dipped to below 90% in January and February following launch of new website. This was expected as accessibility could not be tested during development or prior to go live.</p> <p>The project team are working with our new supplier to restore our excellent rating as soon as possible.</p> <p>March to be provided when available.</p> <p>Figures provided by independent web monitoring software.</p>
<p>Answer calls offered via the Council's telephone system</p>	<p>Sound financial management</p>	<p>Monthly - 90%, annually</p>	<p>Target Exceeded</p> <p>Calls answered were above 90% every month, except for September 2023. We were unable to monitor due to a system outage.</p>	<p>Customer Services Team Leader Customer Service Advisors/Apprentice</p>	<p>Completed - Target exceeded</p> <ul style="list-style-type: none"> April - 97.6% May – 97.5% June - 97.4% July - 97.4% August - 98.7% September - 97.7% October - 97% November - 97.7% December - 97.5% January - 98.5%

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
					February – 98.2% March figure not available at time of writing report
<p>Answer calls offered via the Council's telephone system for the main Council telephone number 01353 665555 within 30 seconds.</p>	Sound financial management	Monthly – 100% annually	<p>Target Exceeded</p> May 23 – March 24 <p>Target Not met</p> April 23 (32 seconds)	Customer Services Team Leader Customer Service Advisors and Apprentice	<p>Completed - Target Exceeded</p> April – 28 seconds May – 27 seconds June – 29 seconds July – 29 seconds August – 17 seconds September – 26 seconds October – 28 seconds November – 23 seconds December – 23 seconds January – 18 seconds February – 19 seconds March figure not available at time of writing report
<p>Respond to emails to the ContactUs@eastcambs.gov.uk mailbox within 48 hours, the response will include a resolution or, if this is not possible at first point of contact, details of action taken to ensure the customer's enquiry is resolved as soon as possible</p>	Sound financial management	Monthly – 90% annually	<p>Target Exceeded</p> April 23 – March 24 3322 emails received. Monthly target achieved was 98.9% or above. 96.7% were responded to within 24 hours.	Customer Services Team Leader Customer Service Advisors and Apprentice	<p>Completed - Target Exceeded</p> April – 100% May – 100% June – 99.4% July – 99.1% August – 99.7% September – 98.5% October – 99.1% November – 100% December – 99.7.9% January – 98.4% February and March figures not available at time of writing report.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
<p>Monitor avoidable contact and work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority</p>	<p>Sound financial management</p>	<p>As required, annually</p>	<p>Target Achieved</p> <p>Examples of partnership working to reduce failure demand include improvements in Planning, Waste, Climate Change, Licensing, Legal, Leisure, Corporate, Env Health & Facilities.</p>	<p>Digital Services Officers</p>	<p>Completed Target achieved</p> <p>Partnership work with services to reduce failure demand has included:</p> <ul style="list-style-type: none"> - Police Crime Commissioner and Parliamentary Election Support - The Ask Ani campaign and domestic abuse accreditation - Telephone canvass for Democratic Services - A new suite of street trading forms for licensing - Assisting Press and PR with numerous press releases - Updating fees on all online forms - Supporting planning policy with web page additions and changes - Supporting Active for Health campaign with updated sessions - Neighbourhood Planning referendum website changes - Review of the customer services FAQ database - Housing And Community Services - Homelink - Rot analysis of website content (redundant, obsolete and trivial) prior to transfer to new website.
<p>Continue to provide a frontline service for ECSS and support the development of their service throughout 2023 to 2024</p>	<p>Sound financial management</p>	<p>As required, annually</p>	<p>Target Achieved</p> <p>Customer contact</p> <p>Resolved 46.2% of all contact logged in CRM</p> <p>83% of waste emails at first point of contact.</p> <p>Development and Support</p> <p>Bartech Project Assisted with Bartech, black bag distribution, brown bin renewals.</p>	<p>Customer Services Manager Customer Services Team Leader Digital Services Officers</p>	<p>Completed -Target achieved</p> <p>% of calls logged in the customer relationship management system resolved at first point of contact</p> <p>Q1 – 80.27%</p> <p>Q2 – 81.40%</p> <p>Q3 – 80.72%</p> <p>Q4 figure not available at time of writing report</p> <p>Previously resolved at first point of contact was calculated on enquiry forms only, we are now including specific forms such as missed collection reports, where we do everything, apart from go and collect the bin. This has brought the resolution resolved at first point of contact in line with the email resolution at first point of contact below.</p> <p>% of waste emails resolved at first point of contact</p> <p>Q1 – 77.4%</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
					<p>Q2 – 85.5% Q3 – 85.7% Q4 not available at time of writing report</p> <p>Development and support</p> <p>Bartec Project</p> <ul style="list-style-type: none"> - Maintain Bartec database – adding new properties and adding and removing additional bins and assisted collections - Integration with Customer Relationship Management System, this has been passed to Bartech to commence go live. <p>Administration</p> <ul style="list-style-type: none"> - Annual Brown bin renewal - Assisted waste collection renewal <p>Supported</p> <ul style="list-style-type: none"> - Black bag distribution - Process changes and improvements to service and customer journey
<p>Respond to Building Control and Planning copy requests within 5 working days</p>	<p>Sound financial management</p>	<p>100%, annually</p>	<p>Target Exceeded</p> <p>All 526 requests completed within 5 days. 77.6% completed within 24 hours.</p>	<p>Customer Services Team Leader Customer Service Advisors/Apprentice</p>	<p>Completed - Target Exceeded</p> <p>466 requests received to date. Figures will be updated when February and March figures are available.</p> <ul style="list-style-type: none"> - 83.1% requests responded to within 24 hours - 5.6% requests responded to within 2 days - 4.6% requests responded to within 3 days - 2.3% requests responded to within 4 days - 4.2% of requests responded to within 5 days
<p>Attend and make an effective contribution to monthly ARP Customer Service meetings and develop an action plan that supports and demonstrates commitment to the ARP</p>	<p>Sound financial management</p>	<p>100%, annually</p>	<p>Target Achieved</p> <p>Meetings</p> <p>Attended Strategic,</p>	<p>Customer Services Manager Customer Services Team Leader</p>	<p>Completed - Target Achieved</p> <p>Attended Strategic, Tactic and Buddy meetings</p> <p>Supported:</p> <ul style="list-style-type: none"> - Roll out of new contact us form

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
Better Connected Customer Journeys Programme			<p>Tactic and Buddy Meetings</p> <p>Development and Actions</p> <p>Presented UX training options paper and indicative costs to strategic partners and contributed and supported various projects.</p>		<ul style="list-style-type: none"> - Paperless billing campaign - Pension credit campaigns - Letters review - Customer service standard review - Transfer of eligible claimants to Universal credit - Complaints review/trends and consistency across the partnership - Customer Insight - satisfaction feedback
Achieve 99% website availability each month	Sound financial Management	Monthly - 99%, annually	<p>Target Exceeded</p> <p>Achieved 100% April – Oct 2023 and Dec 2023 – March 2024</p> <p>Target not met</p> <p>November achieved 97.5% due 17.5-hour outage relating to JISC requirement to transfer our domain names to a gov.uk accredited host provider</p>	New performance Measure	<p>Completed - Target Exceeded</p> <p>April – 100% May - 100% June - 100% July – 100% August– 99.9% September- 99.9% October - 100% November – 99.2% December – 99.8% January – 100% February and March figures not available at time of writing report.</p>
			<p>Target achieved</p> <p>Achieved target 11 months out of 12.</p>		<p>Completed - Target Not met</p> <p>April – 61.09 % May – 61.71% June – 61.45%</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
Achieve website engagement rate of 63%	Sound financial Management	Monthly 63%, annually	<p>Target not met Bounce rate 41.81%, slightly higher in July 2023.</p> <p>Forced migration to Google Analytics 4 on 1 July changed the bounce rate figures considerably, the criteria and algorithms have changed and the focus is now about engagement rates</p> <p>We will measure the engagement rate going forward.</p>		<p>Sept- - 60.60% October – 61.62% November – 61.71% December – 61.14%</p> <p>Reason for slight underachievement – A number of signposting pages were amongst the top pages visited in all of the months. Users do not spend long on these because it is often just a link to an external website. Visitors need to spend over 10 seconds on the page for their engagement to be counted.</p> <p>Target Achieved</p> <p>July – 65.88% August 65.87% January – 97.13%</p>
Deliver a new East Cambs Website by 1 December 2024	Sound Financial Management	By 1 st December 2024	New Performance measure		<p>Completed - Target Achieved</p> <p>The new Phase 1 Intranet went live on 26 November 2024 The new Phase 1 Website went live on 28 November 2024</p> <p>Phase 1 included</p> <ul style="list-style-type: none"> - content management system upgrade to new Local Gov Drupal platform - review of content, rewrite, refresh and manual transfer of data - fresh look and feel, improved navigation and content layout to improve online experience - procurement of the future hosting and maintenance contract. <p>Phase 2 commenced in January 2024. Our new supplier is working with the project team to implement new functionality and further improvements in phase 2.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
Promote and provide an assisted digital service for customers claiming Housing Benefit, Council Tax Support and Universal Credit and provide 6 monthly uptake figures to The Director (Operations), Anglian Revenues Partnership and the Department of Work and Pensions	Social and community infrastructure	100%, annually	Target Achieved Complete. Assisted with 326 forms during the annual year 23/24..	Customer Services Team Leader Customer Service Advisors/Apprentice	Completed - Target Achieved 310 forms completed to date Figures to be updated when figures for whole financial year available
Ensure all customer service advisors and CRM/Web team receive adequate training on relevant ICT systems, policy and procedure, contact handling, dealing with difficult customers and supporting customers who have health and/or mental health issues	Sound financial management	100%, annually	Target Achieved Complete in accordance with corporate training and individual training plans	Customer Services Manager Customer Services Team Leader	Completed – Target Achieved Completed in accordance with corporate training and individual training plans. Training this year has included: <ul style="list-style-type: none"> • Fraud Awareness • Carbon Literacy • Equality and Diversity • ARP new change of address form • Homelink • Basic Local Gov Drupal training • Suicide prevention training • Ask Ani/Domestic Abuse • Hate Crime reporting • Cyber data protection • Telephone conflict management training • Mental health training • Web Content training • ARP refresher training • What matters to you? (wellbeing hub)
Team meetings.	Sound financial management	Minimum 4 a year, annually	Target exceeded Completed 9 team meetings outside office hours	Customer Services Manager Customer Services Team Leader	Complete Target Exceeded Completed 11 team meetings this year outside of office hours, well attended.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
One to one meetings.	Sound financial management	Minimum 4 a year, annually	Target Achieved	Customer Services Manager Customer Services Team Leader	Completed Target Achieved
Complete appraisals annually and within the time frame set by HR	Sound financial management	100%, annually	Target achieved	Customer Services Manager Customer Services Team Leader	Target on track – Added to Skillgate and dates in diaries.
<p>Regularly review corporate risks including:</p> <ul style="list-style-type: none"> disaster recovery to provide continuous front facing services to the public in the event of a minor or major system outage. GDPR (General Data Protection Regulation) compliance to protect personal data, Council reputation and avoid financial penalties. information security to protect personal data, prevent council reputation and provide confidence in online services. health and safety of members of the public visiting the Council offices 	Sound financial management	Minimum annually,	<p>Target Achieved</p> <p>Customer Services Business Continuity Plan reviewed annually.</p> <p>No data or security breaches recorded.</p> <p>Data archived in line with corporate retention policy.</p> <p>Risk assessment reviewed annually and as required. Last reviewed Nov 243</p> <p>Customer Services Team Leader is member of the Council's Health and Safety Working Group.</p>	<p>Customer Services Manager Customer Services Team Leader Facilities Service Lead ICT Legal Services Anglia Revenues Partnership All service Leads Third party suppliers</p>	<p>Completed Target Achieved</p> <p>Disaster recovery</p> <p>Remote working rota ensures we can continue to provide front line service away from The Grange if necessary. This is tested weekly.</p> <p>Mobile phone contingency plan in place to minimise disruption during telephone system issues or an outage. Mobile phones tested monthly.</p> <p>GDPR & Information Security</p> <p>No data or Security breaches reported. Data Protection training complete. Data archived in line with corporate retention policy.</p> <p>Health & Safety</p> <p>Risk Assessment last reviewed November 24. Discussed at monthly team meetings,</p> <p>Customer Services Team Leader is a member of the Council's Health and Safety Working Party</p>
Reduce plastic visitor passes with sustainable bamboo passes.	Cleaner, greener East Cambridgeshire	By 1 Sept 2024	New Performance Measure	Customer Services Team Leader	Completed - Target Exceeded Completed April 2024

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners	Outcome or output 2024 to 2025
Manage the Additional Garden Waste bins and annual renewals within Bartec so that licence stickers are no longer required.	Cleaner, greener East Cambridgeshire	By 3 May 2024	New performance Measure	Customer Services Team Leader	Completed - Target Exceeded Completed 1 April 2024



East Cambridgeshire
District Council

Customer Services Service Delivery Plan 2025 to 2025

Overview of the service

The Customer Services team provides a front-line service for all Council services, East Cambs Street Scene and Ely Markets, delivering high quality customer service and responding in a fast, efficient and helpful manner. The whole team acts as a single point of contact accessible to all, including the development of the Council's website and self-service portal, making ease of use a priority and access to Council services 24/7.

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

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

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

Cost of service

The cost to run the service for year 2025/2026 is £595,419.

Staffing Information

1 Customer Services Manager

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

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2025 to 2026	November 2025	Operational Services
End of year report 2025 to 2026	March 2026	Operational Services
Service Delivery Plan 2026 to 2027	March 2026	Operational Services

Customer Services Service Delivery Plan 2025 to 2026

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

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

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

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Monitor customer feedback and service performance and provide quarterly service reports to Service Leads and Management Team and monthly reports to East Cambs Street Scene (ECSS)	100%, annually	<p>Target Achieved</p> <p>Service reports issued to Service Leads and CMT.</p> <p>360 customer satisfaction surveys completed to date. 77% were satisfied or very satisfied, 5.8% were neither satisfied or unsatisfied and 17.2% were unsatisfied or very unsatisfied with the service they had received.</p>	Customer Services Manager Customer Services Team Leader Digital Services Officer
Measure the Council's accessibility compliance monthly and achieve or exceed an excellent rating and 90% compliance with WCAG 2.1 and WCAG 2.2 accessibility standard	Monthly - 90%, annually	<p>Target exceeded April – December 2024</p> <p>Compliance Score rated excellent 95%.</p> <p>Target not met – January and February 2025</p> <p>Compliant score rated good 81% & 82% respectively.</p>	Digital Services Officers
Answer calls offered via the Council's telephone system for the main Council telephone number 01353 665555	Monthly - 90%, annually	<p>Target Exceeded</p> <p>April - 97.6%, May – 97.5%, June - 97.4% July - 97.4%, August - 98.7%, September - 97.7% October - 97%, November - 97.7%, December - 97.5% January - 98.5%, February – 98.2%</p> <p>March figure not available at time of writing report</p>	Customer Services Team Leader Customer Service Advisors and Apprentice

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Answer calls offered by the telephone system for the main Council telephone number 01353 665555 within 30 seconds</p>	<p>Monthly - 90%, annually</p>	<p>Target Exceeded</p> <p>April – 28 seconds, May – 27 seconds June – 29 seconds, July – 29 seconds August – 17 seconds, September – 26 seconds October – 28 seconds, November – 23 seconds December – 23 seconds, January – 18 seconds February – 19 seconds</p> <p>March figure not available at time of writing report</p>	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>
<p>Respond to emails to the ContactUs@eastcambs.gov.uk mailbox within 48 hours, the response will include a resolution or, if this is not possible at first point of contact, details of action taken to ensure the customer’s enquiry is resolved as soon as possible</p>	<p>Monthly - 90%, annually</p>	<p>Target Exceeded</p> <p>April – 100%, May – 100% June – 99.4%, July – 99.1% August – 99.7%, September – 98.5% October – 99.1%, November – 100% December – 99.7.9%, January – 98.4%</p> <p>February and March figures not available at time of writing report</p> <p>3231 emails received to date 98% responded to within 24 hours.</p>	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>

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

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

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<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>Target Achieved</p> <p>Examples of partnership working to reduce failure demand include:</p> <ul style="list-style-type: none"> - Police Crime Commissioner and Parliamentary Election Support - The Ask Ani campaign and domestic abuse accreditation. - Telephone canvass for Democratic Services - A new suite of street trading forms for licensing - Assisting Press and PR with numerous press releases - Updating fees on all online forms - Supporting planning policy with web page additions and changes - Supporting Active for Health campaign with updated sessions - Neighbourhood Planning referendum website changes - Review of the customer services FAQ database - Housing And Community Services - HomeLink - Rot analysis of website content (redundant, obsolete and trivial) prior to transfer to new website. 	<p>Customer Services Manager Customer Service Team Leader Digital Services Officers</p>
<p>Continue to provide a frontline service for ECSS and support the development of their service throughout 2024 to 2025</p>	<p>As required, annually</p>	<p>Target achieved.</p> <p>% of calls logged in the customer relationship management system resolved at first point of contact</p> <p>Q1 – 80.27% Q2 – 81.40% Q3 – 80.72% Q4 figure not available at time of writing report.</p> <p>% of waste emails resolved at first point of contact</p> <p>Q1 – 77.4% Q2 – 85.5% Q3 – 85.7% Q4 figure not available at time of writing report</p> <p>Development and support</p> <p>Bartech Project</p>	<p>Whole team activity</p>

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
		<ul style="list-style-type: none"> - Maintain Bartec database – adding new properties and adding and removing additional bins and assisted collections. - Integration with Customer Relationship, Management System - Administration - Annual Brown bin renewal - Assisted waste collection renewal. <p>Supported</p> <ul style="list-style-type: none"> - Black bag distribution - Process changes and improvements to service and customer journey. 	
<p>Respond to Building Control and Planning copy requests within five working days</p>	<p>100%, annually</p>	<p>Target Exceeded</p> <p>466 requests received to date. Figures will be updated when February and March figures are available.</p> <ul style="list-style-type: none"> - 83.1% requests responded to within 24 hours - 5.6% requests responded to within 2 days - 4.6% requests responded to within 3 days - 2.3% requests responded to within 4 days - 4.2% of requests responded to within 5 days 	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>
<p>Attend and make an effective contribution to monthly ARP Customer Service meetings and develop and action plan that supports and demonstrates commitment to the ARP Better Connected Journeys programme</p>	<p>100%, annually</p>	<p>Target Achieved</p> <p>Attended Strategic, Tactic and Buddy meetings.</p> <p>Supported:</p> <ul style="list-style-type: none"> - Roll out of new contact us form - Paperless billing campaign - Pension credit campaigns - Letters review - Customer service standard review - Transfer of eligible claimants to Universal credit 	<p>Customer Services Manager Customer Services Team Leader Customer Service Advisor</p>

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

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

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Achieve 99.9% website availability each month</p>	<p>Monthly – 99.9%, annually</p>	<p>Target 24/25 99% Target amended to 99.9% 25/26 in line with new website statement of requirements.</p> <p>Target Exceeded - 24/25 target.</p> <p>April – 100% May - 100% June - 100% July – 100% August– 99.9% September- 99.9% October - 100% November – 99.2% December – 99.8% January – 100% February and March figures not available at time of writing report.</p>	<p>Customer Services Manager Plan Alpha Systems/Invuse</p>
<p>Achieve website engagement rate of 63% each month</p>	<p>Monthly – 100% annually</p>	<p>Target Not Met</p> <p>April – 61.09 % May – 61.71% June – 61.45% Sept- - 60.60% October – 61.62% November – 61.71% December – 61.14%</p> <p>Reason for slight underachievement – A number of signposting pages were amongst the top pages visited during these months. Users do not spend long on these pages because it is often just a link to an external website. Visitors are required to spend over 10 seconds on a web page for their engagement to be counted in google analytics.</p> <p>Target Achieved</p>	<p>Digital Services Officers</p>

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
		<p>July – 65.88% August 65.87% January – 97.13%</p> <p>Feb and March figures are not available at time of writing report.</p>	
<p>Agree scope and deliver Phase 2 of a new East Cambs Website and Intranet by 1st December 2025</p>	<p>By 1st December 2025</p>	<p>Target Achieved</p> <p>The new Phase 1 Intranet went live on 26 November 2024. The new Phase 1 Website went live on 28 November 2024</p> <p>Phase 1 included:</p> <ul style="list-style-type: none"> - content management system upgrade to new Local Gov Drupal platform - review of content, rewrite, refresh and manual transfer of data - fresh look and feel, improved navigation and content layout to improve online experience - procurement of the future hosting and maintenance contract. <p>Phase 2 commenced in January 2024. Our new supplier is working with the project team to new functionality and further improvements to the council’s website and Intranet</p>	<p>Website project team</p>

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

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

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Promote and provide an assisted digital service for customers claiming Housing Benefit, Council Tax Support and Universal Credit and provide uptake figures to the Director Legal and Anglia Revenues Partnership</p>	<p>100%, annually</p>	<p>Target Achieved</p> <p>310 forms completed to date.</p> <p>Figure to be up dated figure for full financial year available</p>	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>

Council’s strategic outcome: Be an excellent employer.

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

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Ensure all members of the Customer Service team receive adequate training to fulfil their role	100%, annually	<p>Target Achieved</p> <p>Complete in accordance with corporate training and individual training plans. Training this year has included:</p> <ul style="list-style-type: none"> • Fraud Awareness • Carbon Literacy • Equality and Diversity • ARP new change of address form • HomeLink • Basic Local Gov Drupal training • Suicide prevention training • Ask Ani/Domestic Abuse • Hate Crime reporting. • Cyber data protection • Telephone conflict management training • Mental health training • Web Content training • ARP refresher training • What matters to you? (wellbeing hub) 	Customer Services Manager Customer Services Team Leader
Team meetings	Minimum 4 a year, annually	<p>Target exceeded.</p> <p>Completed eleven team meetings this year outside of office hours, well attended.</p>	Customer Services Manager Customer Services Team Leader
One to one meetings.	Minimum 4 a year, annually	Target Achieved	Customer Services Manager Customer Services Team Leader
Appraisals completed annually and within timeframe set by HR.	100%, annually	Target on track – accountabilities added to skillgate and dates in diaries at time of writing report	Customer Services Manager Customer Services Team Leader
Regularly review corporate risks including:	Minimum annually, annually	<p>Target Achieved</p> <p>Disaster recovery</p>	Customer Services Manager Customer Services Team Leader

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<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>Remote working rota ensures we can continue to provide front line service away from The Grange if necessary. This is tested weekly.</p> <p>Mobile phone contingency plan in place to minimise disruption during telephone system issues or an outage.</p> <p>GDPR & Information Security</p> <p>No data or Security breaches reported. Data Protection training complete. Data archived in line with corporate retention policy.</p> <p>Health & Safety</p> <p>Risk Assessment last reviewed November 24. Discussed at monthly team meetings,</p> <p>Customer Services Team Leader is a member of the Council's Health and Safety Working Party</p>	

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

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

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Benchmark the council's website carbon emissions rating by 30 June 2025	By 30 June 2025	New performance measure.	Web Project Team
Develop a strategy that seeks to improve the council's website carbon emissions rating by 30 September 2025	By 30 September 2025	New Performance measure	Web Project Team

Housing and Community Advice End of the Year report 2024 - 2025

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 - 2025
Meet all of our statutory duties relating to the Housing Act 1996 as amended	Sustainable communities	100%, 31 March 2025	100%.	Housing & Community Advice Team	<p>Completed – Target Met</p> <p>For every resident that has approached as homeless or threatened with homelessness a homeless application has been triggered and the prevent or relief duty has started.</p>
Ensure that 100% of the discretionary Housing Fund is fully utilised to prevent homelessness	Sustainable communities	100%, 31 March 2025	<p>The DHP budget for the year was £67,716.00</p> <p>100% of this was spent as at 31 March 2024</p>	Housing & Community Advice Team	<p>Completed – Target Met</p> <p>The DHP budget for 24/25 was £67,716.00 we are predicted to have spent £71,376.71 as at 31 March 2025. This budget is used to top up shortfalls in residents rent payments, deposits, rent in advance and removals services.</p>
Prevent or relieve at least 250 households per year from becoming homeless	Sustainable communities	250 households, 31 March 2025	451 households were either prevented from becoming homeless or relieved from becoming homeless	Housing & Community Advice Team	<p>Completed – Target Met</p> <p>165 households had their homelessness prevented</p> <p>157 households had their homelessness relieved with alternative accommodation.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 - 2025
Ensure 100% of clients are seen within 15 minutes of attending drop-in services and explore the possibility of more interview rooms	Sustainable communities	100%, 31 March 2025	97%, average waiting time of 5 minutes, lack of interview rooms an issue for not seeing 100% of clients within 15 minutes	Housing & Community Advice Team	Completed – Target Not Met 97% of 5,529 individual clients were seen within 15 minutes, ongoing issues with lack of interview rooms
Ensure resolution guarantee for 100% of clients that are seen by the Community Advice team	Sustainable Communities	90% 31 March 2025	94% of clients had their issues resolved	Community Advice Team	Completed – Target Met 98% of 5,529 individual clients had their issues resolved.
Carry out 100% of welfare checks with our Ukrainian guests within a week of arriving at their host properties and continue to work in partnership on the Asylum Dispersal and Afghan Resettlement Scheme	Sustainable Communities	100%. 31 March 2025	100% of all checks carried out within 7 days	Resettlement Officers	Completed – Target Met 100% - 21 carried out within 7 days of arriving
To ensure at least one officer undertakes training and are qualified to provide residents with immigration advice to enhance the service provided by the Community Advice Team	Sustainable Communities	100%, 31 March 2025	New performance measure	Resettlement Officers	Completed – Target Met 2 officers have completed the course work OISC (Office of the Immigration Services Commissioner) level 1 and are waiting for a place to be available to take exam either May or June 2025 A 3 rd officer is due to start course work in the financial year

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 - 2025
Support residents in the private sector and social housing in any court appearances, including assisting with all relevant court paperwork	Sustainable Communities	100%, annually	24 court appearances with 22 evictions prevented	Court Officer	Completed – Target Met 42 court appearances with 38 successful outcomes, 2 pending 2 nd hearing and 2 lost contact
Improve communications by updating our website and leaflets, relationships with registered providers and the private sector. Including regular promotional work to make residents aware of services available	Sustainable Communities	As required, annually	Updated as and when needed	Housing & Community Advice Team	On-going Updated as and when needed
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	Sound financial management	90% 31 March 2025	85% 14 high risk clients placed in B&B accommodation	Housing & Community Advice Team	Completed – Target Not Met 84% 20 high risk clients placed into B&B accommodation (including early prison release)
To secure alternative accommodation for high-risk clients to avoid the use of B&B accommodation	Sound financial management	31 March 2025	New performance measure	Housing & Community Advice Manager	On-going Ongoing discussions with housing providers for suitable accommodation, a potential site has been identified
Recoup monies loaned to clients for deposits, storage and removals	Sound financial management	85%, 31 March 2025	84% of all monies loaned collected	Income and Recovery Officer	Completed – Target Not Met 82%, collection rates have been impacted by the cost of living crisis,

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 - 2025
with a collection rate of 85%					re payments have been reduced in line with affordability
Produce a full re charging procedure for B&B, deposits, removals and storage	Sound financial management	31 March 2025	New performance measure	Housing Options Team Leader	Completed – Target Met Completed and rolled out within the team
Reduce our paper usage within the service by 10%	Cleaner, greener East Cambridgeshire.	31 March 2025	19%	Housing & Community Advice Team	Completed – Target Not Met -4.5%, when completing benefit forms with clients a copy is printed for their records, for example a PIP application is 60 pages plus supporting evidence, Attendance Allowance 40 pages plus supporting evidence

Housing and Community Advice Service Delivery Plan 2025 to 2026

Overview of the service

Housing Advice

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

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

To manage and administer the Council's housing register in line with the sub regional HomeLink partnership.

In addition to the above, the team is responsible for ensuring illegal evictions and harassment within the district are eradicated, providing a Landlord Resolution Service and Landlord Forum, liaising with partner housing providers, and referring clients to homeless hostels. They are also the conduit for the Rent Deposit Scheme, Young Persons Project, provision and assistance for 16/17year olds or Care Leavers, Choice Based Lettings Scheme, Housing Register and Allocations of Social Housing.

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

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

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

Community Advice

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

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

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

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

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

Cost of service

The gross cost of running the Housing and Community Advice service for 2025/26 is £1,492,738 with a net cost to the authority of £326,611 the remainder of £1,166,127 is covered by Department for Levelling Up, Housing and Communities grant funding.

Staffing Information

Housing and Community Advice Manager (part time)

Housing Options Team Leader (full time)

Housing Options Officer (4 full time)

Housing and Court Officer (full time)

Income and Recovery Officer (full time)

Traveller Liaison Officer (part time)

Community Advice Team Leader (full time)

Community Advice Officer (3 full time, 1 part time)

Community Advice and Resettlement Officer (3 full time)

Housing & Community Advice Office Manager (1 full time)

Senior Allocations and Lettings Officer (full time)

Home Energy Advisor (part time)

Forward planning for Councilors

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

Service Delivery Plan 2026 to 2027 March 2026

Operational Services

Housing and Community Advice Service Delivery Plan 2025 to 2026

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

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

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

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Avoid the use of Bed and Breakfast (B&B) accommodation where possible unless in an absolute emergency, high risk clients and there is no other accommodation available to the client	90%, annually	85%	Housing Options Team
To secure alternative accommodation for high-risk clients to avoid the use of B&B accommodation	April 2026	ongoing	Housing & Community Advice Manager
Recoup monies loaned to clients for deposits, storage and removals with a collection rate of 85%	85%, annually	82%	Income and Recovery Officer
To manage and administer the Councils Housing Register in line with the HomeLink good practice guide. Validate all applications within 10 days once all required documents received.	100%, annually	New performance measure	Senior Allocations and Lettings Officer

Council’s strategic outcome: Sustainable Communities

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

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

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Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Meet all of our statutory duties relating to the Homeless Act 1996 as amended and to implement the action plan from the Homelessness and Rough Sleeper Strategy	100% annually	100%	Housing & Community Advice Team
Ensure that 100% of the discretionary Housing Fund is fully utilised to prevent homelessness	100%, annually	100%	Housing and Community Advice Team
Prevent or relieve people from becoming homeless	Minimum 350 households, annually	Prevented 165 Relieved 157	Housing Options Team
To assist 50 households into private rented accommodation with landlord incentives	100% annually	New performance measure	Housing & Community Advice Team
To continue to implement the DAHA accreditation including providing DA survivors with essential packs of sanitary products and essential clothing and bedding to support when fleeing	100%, annually	New performance measure	Housing and Community Advice Team
Ensure 100% of clients are seen within 15 minutes of attending drop-in services and explore the possibility of more interview rooms	100%, annually	97%	Housing and Community Advice Team

Performance measure	Target and reporting timescale	Baseline/output from 2023 to 2024	Owner and co-owners
Carry out 100% of welfare checks with our Ukrainian guests within a week of arriving at their host properties and continue to work in partnership on the Asylum Dispersal and Afghan Resettlement Scheme	100%, annually	100%	Community Advice and Resettlement Officers
Work in partnership with Environmental Health to ensure all Houses in Multiple Occupation (HMO's) are licensed and meet the required standards prior to any placements within the private landlord remit including upskilling another housing officer to carry out HRSS property inspections	100%, annually	100%	Housing Options Team
Support residents in the private sector and social housing in any court appearances, including assisting with all relevant court paperwork	100%, annually	100%	Housing Options Court Officer
Ensure 100% of all unauthorised traveller encampments are visited within 24 hours and working with partner agencies to arrange planned move-ons or evictions	100%, annually	100%	Traveller Liaison Officer
To assist 55 households in reducing their energy costs	100%, annually	New performance measure	Home Energy Advisor
To achieve the Armed Forces Covenant Bronze Award – to promote being armed forces-friendly and are open to employing reservists, armed forces veterans (including the wounded, injured and sick), cadet instructors and military spouses/partners.	April 2026	New performance measure	Housing & Community Advice Team

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

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

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Reduce our paper usage within the service 10 %	10% reduction, annually	-4.55%	Housing and Community Advice Team

Leisure Services End of the Year report 2024 - 2025

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 - 2024	Owner and co-owners	Outcome or output 2024 - 2025
Supporting the district leisure facilities with their delivery plans and facility developments	Sustainable communities	Work with facilities that require support and advice up to March 2025. Annual review	Littleport supported with second gym project. Bottisham and the Hive supported with Swimming pool application. Ellesmere exploring a refurb project. New targeted physical activity programmes taking place at Littleport, Ross Peers Sports Centre and the Paradise Centre to engage new members. Support provided through one to ones and group partnership meeting.	Leisure and Active Lifestyles Manager	Completed - Target Met Partnership meeting held biannually in May and November. Burwell Community Sports centre provided support with ideas around new activities and funding. Anglian Leisure Bottisham underwent an environmental study as part of Sport England funding. Littleport Leisure received safeguarding support and training with other sites also offered support linked in with the Active Partnership.
Support Leisure facilities and partners through grant funding (ECDC and external)	Sustainable communities	Work with partners to allocate remaining Community Sports Fund Grant by March 2025. Where opportunity presents provide support on external grants available up to March 2025. 6 monthly review, annually	Littleport Leisure received £11,400 Community Sports Facility Grant funding to adapt second gym space to support greater use. Awaiting confirmation on the Swimming Pool Support Fund Grant from Sport England for solar panels on the Hive and for replacement boilers and to upgrade windows to triple glazed at Bottisham Sports Centre. Littleport Leisure successful with £5,600 grant from Sport England towards gym project.	Leisure and Active Lifestyles Manager	On Going Project ideas discussed but no applications submitted to date for Community Sports Facility Grant. Varying factors have impacted on this measure. Funding to be carried forward. Completed - Target Met Anglian Leisure Bottisham boiler replacement and triple glazing works taken place with Sport England funding of £61.5k. Support provided to Fresh (Ely) and Soham Community Gym with funding for delivery programmes to engage with inactive residents.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 - 2024	Owner and co-owners	Outcome or output 2024 - 2025
Deliver against the Council's Health and Wellbeing strategy 2024-27	Sustainable communities	Provide leadership and support to complete the actions related to Physical Activity and others where required by April 2025. 6-monthly review, annually	New performance measure	Leisure and Active Lifestyles Manager Project Coordinator (Health & Wellbeing)	Completed - Target Met Action plan on track including delivery of Health and Well fair event in September and Community Appointment Day in January. Parish Conference in February had a health theme to engage a bottom-up approach. New health targeted sessions delivered and links with Princess of Wales (musculoskeletal) and Healthy You tier 2 (falls prevention) established to support pathways. 32 Council and partner staff trained in Measure Yourself Concerns and Wellbeing training. Updated Action Plan attached for further detail against actions.
Continued implementation of Public Health funded Physical Activity ("Healthy You") programme	Sustainable communities	600 residents to take part in Healthy You programmes and at least five new strength and balance sessions added across the district by March 2025 6 month review, annually	Bolt on strength and balance funding provided to Healthy You project. Over 500 East Cambridgeshire individual residents supported to date in the year. Support provided to various community groups, leisure centres and schools to develop physical activity programmes.	Leisure and Active Lifestyles Manager Active Lifestyles Coordinator	Completed - Target Met 614 new residents taken part in Healthy You programmes up to 28 th Feb 25. Wellbeing walks, lets run groups and walking sports sessions included as well as some new community classes in Stretham and Witchford. Seven new community strength and balance classes added in Fordham, Sutton, Soham and Ely.
Development of programmes and services to support health inequalities through physical activity	Sustainable communities	Deliver four further Active for Health programmes and implement 1 Cardiac Phase IV class by March 2025	Active for Health – a new initiative originally delivered from November as a pilot using Public Health Healthy Weight money. A 12-week scheme targeted at inactive individuals	Leisure and Active Lifestyles Manager Active Lifestyles Coordinator	Completed - Target Exceeded Five Active for Health programmes delivered in Littleport, Bottisham and Ely. Three Aqua Aerobics for Health session delivered at the Hive. Supporting 135 residents.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 - 2024	Owner and co-owners	Outcome or output 2024 - 2025
		6 monthly review, annually	<p>with a high BMI to run in Littleport in partnership with Littleport Leisure.</p> <p>The scheme is to be extended to Soham to take place at Ross Peers Sports Centre starting in March 24.</p> <p>New link created with Dynamic Health at Princess of Wales hospital to support Musculoskeletal (MSK) conditions with pathways into physical activity supporting the Waiting Well initiative.</p>		<p>Two new community Active for Health Lite sessions in Ely and Witchford to commence in March.</p> <p>Cardiac phase IV class planned to commence by end of March at the Hive.</p>
<p>Raising the profile of Physical Activity across the district</p>	<p>Sustainable communities</p>	<p>Improve web site pages as part of web review by December 2025.</p> <p>Produce a new service specific document to enhance awareness of physical activity opportunities by November 2024</p> <p>Annual review</p>	<p>New performance measure</p>	<p>Leisure and Active Lifestyles Manager</p> <p>Active Lifestyles Coordinator</p>	<p>Completed - Target Met Review of webpages taken place in line with project plan. New wellbeing pages added to the intranet to support staff.</p> <p>New leaflet was produced in July ahead of a number of summer events.</p> <p>Case studies provided for Active for Health programmes to detail impact of schemes and raise profile.</p> <p>23 events attended to raise the profile of physical activity opportunities across the district.</p>
<p>Develop and implement operational arrangements and service plans in consultation with the appointed Operator;</p>	<p>Sustainable communities</p>	<p>Meet monthly with the operator and use Quest accreditation to support service reviews.</p> <p>Monthly reviews</p>	<p>Regular engagement with operator maintained. Full site inspection carried out in January 2024.</p>	<p>Leisure and Active Lifestyles Manager</p>	<p>Completed - Target Met Monthly meetings held to discuss ongoing performance and delivery.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 - 2024	Owner and co-owners	Outcome or output 2024 - 2025
ensure continuing high performance and service standards compliance			<p>Quest (national benchmarking) booked to be carried out in Spring 2024 that will support operations.</p> <p>Support provided in delivery programmes to ensure suitable programmes for residents and targeted schemes where required.</p>		<p>Quest review took place in August and the assessment score was rated as Good.</p> <p>Full site inspection took place in January 2025 alongside Council H&S Officer.</p> <p>Facility supported with Healthier Weight funding to deliver Active for Health and Aqua Aerobics for Health courses.</p> <p>Wellbeing Walks course run for staff as well as access to Measure Yourself Concerns and Wellbeing training.</p>
<p>Regularly review risks associated with Leisure Services, including:</p> <ul style="list-style-type: none"> loss of facilities or services of trust operated centres <p>regulatory breaches at Council or trust-operated facilities</p>	Sound Financial Management	<p>Ongoing risk reviews of services, utilising monthly meetings with operator to manage.</p> <p>Report annually</p>	Risks reviewed and no issues	Leisure and Active Lifestyles Manager	Completed - Target Met Services reviewed and no issues
Deliver the installation of solar panels at The Hive during 2024/25	Cleaner, greener East Cambridgeshire	<p>To complete the project on time and in budget by March 2025</p> <p>As identified and annually</p>	Awaiting confirmation on the Swimming Pool Support Fund Grant from Sport England	Leisure and Active Lifestyles Manager	<p>On Going</p> <p>SGS Energy appointed as contractor in February with timeline of completion by end of April with forecast spend to be under budget.</p>



Leisure and Active Lifestyles Service Delivery Plan

2025 to 2026

Overview of the service

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

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

The service has the responsibility for ownership of the Health and Wellbeing Strategy and to deliver against the action plan. Working collaboratively with partners such as the Integrated neighbourhood team, Primary Care Network, NHS, County Council Public Health and community providers. The plan has a targeted focus on key health prevention issues such as healthier weight and frailty.

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

The scope of the team's work is:

- Collaborating with partners to support physical activity levels across the district and deliver the outcomes of the Healthy You project
- Accountable for the delivery of the Council's [Health and Wellbeing Strategy and Action Plan](#) working towards the shared priorities

Appendix 1 – Leisure and Active Lifestyles

- Working with the Leisure operator to optimise the outcomes of The Hive for the community, while also ensuring that the facility will remain financially viable over the long term
- Supporting, where required, the district's independent leisure centres to develop their financial sustainability and maximise their value to the community
- Active environments - creating the places and spaces for people to be more active.
- Raising the profile of health and wellbeing support and the benefits of physical activity to residents and communities.

Cost of service

The cost of service for 2025/26 is £ £133,772

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

The core (staffing) cost of the Healthy You programme is externally funded until 30th September 2025 and therefore not included above, but programme costs are included.

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

Staffing Information

The Leisure and Active Lifestyles Services team comprises of three members of staff.

Leisure and Active Lifestyles Manager (full time)

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

Project Coordinator (Health & Wellbeing) (full time)

The service utilises leisure and physical activity professionals across the district to support programmes. Volunteers support programmes such as the Wellbeing Walks.

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Community Sports Facility Grant applications	As required	Operational Services
Half year report 2025 to 2026	November 2025	Operational Services
End of year report 2025 to 2026	March 2026	Operational Services
Service Delivery Plan 2026 to 2027	March 2026	Operational Services

Leisure Services Service Delivery Plan 2025 to 2026

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

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

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

Link to Corporate Plan: Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Supporting the district leisure facilities with their delivery plans and facility developments	Work with facilities that require support and advice up to March 2026. Annual review, annually	Completed - Target Met Partnership meeting held biannually in May and November. Burwell Community Sports centre provided support with ideas around new activities and funding. Anglian Leisure Bottisham underwent an environmental study as part of Sport England funding. Littleport Leisure received safeguarding support and training with other sites also offered support linked in with the Active Partnership.	Leisure and Active Lifestyles Manager
Support Leisure facilities and partners through grant funding (ECDC and external)	Work with partners to allocate remaining Community Sports Fund Grant by March 2026. Where opportunity presents provide support on external grants available up to March 2026. 6-monthly review, annually	On Going Project ideas discussed but no applications submitted to date for Community Sports Facility Grant. Varying factors have impacted on this measure. Funding to be carried forward. Completed - Target Met Anglian Leisure Bottisham boiler replacement and triple glazing works taken place with Sport England funding of £61.5k. Support provided to Fresh (Ely) and Soham Community Gym with funding for delivery programmes to engage with inactive residents.	Leisure and Active Lifestyles Manager
Deliver the Council's Health and Wellbeing strategy and action plan 2024 – 27 and raise the profile of healthier lifestyles	To complete the relevant actions within the strategy and plan required by March 2026. Attend 20 events to raise the profile of healthier lifestyles by March 2026 6-monthly review, annually	Completed - Target Met Action plan on track including delivery of Health and Well fair event in September and Community Appointment Day in January. Parish Conference in February had a health theme to engage a bottom-up approach. New health targeted sessions delivered and links with Princess of Wales (musculoskeletal) and Healthy You tier 2 (falls prevention) established to support pathways. 32 Council and partner staff trained in Measure Yourself Concerns and Wellbeing training.	Leisure and Active Lifestyles Manager Project Coordinator (Health & Wellbeing)

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
		Updated Action Plan attached for further detail.	

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

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

Link to Corporate Plan: Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Continued implementation of Public Health funded Physical Activity (“Healthy You”) programme and explore options for future delivery/funding.</p>	<p>600 new residents to take part in Healthy You programmes and at least five new strength and balance sessions added across the district by March 2026</p> <p>Explore options to extend programme beyond September 2025.</p> <p>6-monthly review, annually</p>	<p>Completed - Target Met 614 new residents taken part in Healthy You programmes up to 28th Feb 25.</p> <p>Wellbeing walks, lets run groups and walking sports sessions included as well as some new community classes in Stretham and Witchford.</p> <p>Seven new community strength and balance classes added in Fordham, Sutton, Soham and Ely.</p>	<p>Leisure and Active Lifestyles Manager Active Lifestyles Coordinator Project Coordinator (Health & Wellbeing)</p>
<p>Development of programmes and services to support health inequalities through physical activity</p>	<p>Deliver four further Active for Health programmes and investigate implementing new health targeted classes such as Escape Pain and Cancer Rehab.</p> <p>6-monthly review, annually</p>	<p>Completed - Target Exceeded Five Active for Health programmes delivered in Littleport, Bottisham and Ely. Three Aqua Aerobics for Health session delivered at the Hive. Supporting 135 residents.</p> <p>Two new community Active for Health Lite sessions in Ely and Witchford to commence in March.</p> <p>Cardiac phase IV class planned to commence by end of March at the Hive.</p>	<p>Leisure and Active Lifestyles Manager Active Lifestyles Coordinator Project Coordinator (Health & Wellbeing)</p>

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

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

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Develop and implement operational arrangements and service plans in consultation with the appointed Operator GLL at The Hive; ensure continuing high performance and service standards compliance	Meet monthly with the operator and. Carry out a yearly full site inspection Monthly reviews	<p>Completed - Target Met Monthly meetings held to discuss ongoing performance and delivery.</p> <p>Quest review took place in August and the assessment score was rated as Good.</p> <p>Full site inspection took place in January 2025 alongside Council H&S Officer.</p> <p>Facility supported with Healthier Weight funding to deliver Active for Health and Aqua Aerobics for Health courses.</p> <p>Wellbeing Walks course run for staff aswell as access to Measure Yourself Concerns and Wellbeing training.</p>	Leisure and Active Lifestyles Manager

Council’s strategic outcome: Be an excellent employer.

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

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Regularly review risks associated with Leisure Services, including:</p> <ul style="list-style-type: none"> • loss of facilities or services of trust operated centres • regulatory breaches at Council or trust-operated facilities 	<p>Ongoing risk reviews of services, utilising monthly meetings with operator to manage.</p> <p>End of Healthy You contract in September 2025, opportunity to bid for new tender.</p> <p>Report annually</p>	<p>Completed - Target Met</p> <p>Services reviewed and no issues</p>	<p>Leisure and Active Lifestyles Manager</p>

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

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

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Monitor the net impact/improvement of fitting solar panels at The Hive during 2025/6</p>	<p>Review quarterly reports with GLL to assess the impact and measure energy and cost savings.</p> <p>Quarterly review</p>	<p>On Going</p> <p>SGS Energy appointed as contractor in February with timeline of completion by end of April with forecast spend to be under budget.</p>	<p>Leisure and Active Lifestyles Manager</p>

Health and Wellbeing Action plan

Action number	Action	Target	Service area/partner	Progress
1	Implementing MYCaW training to all relevant ECDC staff to be able to use the Measure Yourself Concerns and Wellbeing evaluation tool	25 staff trained by April 2025	All / Integrated Neighbourhood Delivery Board	
2	Supporting parishes to enable their residents to access health and wellbeing services via a bottom-up approach	Utilise parish conference in 2024 to gain three pledges from each parish to commit to health and wellbeing at a local level	Community, Leisure, Environmental Health	
3	Continue to deliver in partnership the High Impact user project	Provide support to 483 High impact users over 15 months	Integrated Neighbourhood Delivery Board – Wellness Hub	
4	Provide community events to raise awareness of health and wellbeing and to promote partner activities	Deliver an annual Health & Well Fair event, deliver two youth events in 2024	Health Partnership	
5	Support and encourage greater signposting to all health and wellbeing agendas across the district. Review information on ECDC website to give clear links to health and wellbeing advice	To have a dedicated Health and Wellbeing section on the ECDC website with a clear link from the home page by March 2025	Digital services, Health Partnership	
6	Supporting the active and community environment of East Cambridgeshire to provide accessible health and wellbeing spaces	Provide funding for the continuation of Community Hubs through to 2027, Health and Wellbeing recognised within the Local Plan refresh by March 2025	Health Partnership, Strategic planning	

Action number	Action	Target	Service area/partner	Progress
7	Supporting as many residents as possible to have a safe, warm, affordable house	To support 100 residents by March 2025	Housing, Environmental Services	
8	Continue to support the Children and Young People Mental Health Project	To support 100 plus children by March 2025	Integrated Neighbourhood Delivery Board / The Acorn Project	
9	Provide greater access to physical activity programmes for those with health inequalities	Provide 6 new targeted schemes to support health needs such as Cardiac Rehab, Muscular Skeletal, Falls Prevention and Obesity	Leisure	
10	Access available funding that addresses identified health priorities meeting the needs of the district	Submission of successful bids where the opportunity presents to March 2027	Health Partnership	

Action number	Action	Target	Service area/partner	Progress
11	Support initiatives that aim to reduce medical waiting lists	Deliver 4 Active for Health programmes supporting healthier weight and deliver a Community Appointment Day aimed at supporting those on waiting lists and intervening at an earlier stage by March 2025	Health Partnership, Leisure	
12	Investigate an offer to all ECDC employees to receive a 1 day allowance to volunteer within the local community supporting health and wellbeing	20% of ECDC employees to partake each year	All	



Licensing Service end of year report 2024 to 2025

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owners and co-owners	Outcome or output 2024 to 2025
Support the Council's growth agenda and undertake a fees and charges review	Sound financial management	By December annually	Fees reviewed October 2023	Licensing Manager	Fees reviewed November 2024 Completed - Target Met
100% of valid new vehicle licence applications to be ready for collection within 3 working days	Sustainable communities	100%, annually	100% (104 total)	Licensing Manager	100% (133 total) Completed - Target Met
100% of valid vehicle licence renewal applications to be ready for collection within 3	Sustainable communities	100%, annually	100% (148 total)	Licensing Manager	100% (179 total) Completed - Target Met

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owners and co-owners	Outcome or output 2024 to 2025
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% of valid vehicle licence variation applications to be processed by the close of the next working day	Sustainable communities	100%, annually	100% (60 total)	Licensing Manager	Completed - Target Met
100% of valid Temporary Event Notices to be processed and determined by the close of the next working day	Sustainable communities	100%, annually	100% (308 total)	Licensing Manager	100% (273 total) Completed - Target Met

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owners and co-owners	Outcome or output 2024 to 2025
100% of valid personal licences processed within the statutory period	Sustainable communities	100%, annually	100% (43 total)	Licensing Manager	100% (38 total) Completed - Target Met
100% of enquiries responded to within 3 working days	Sustainable communities	100%, annually	100% (1760 CRM enquiries plus unknown number of direct dialled and emailed enquiries).	Licensing Manager	100% (1634 CRMs, plus unknown number of direct calls and emails in total) Completed - Target Met
Ensure website and online options are up to date	Sustainable communities	As identified, annually	Ongoing	Licensing Manager	Up to date, but this is an on-going piece of work due to the nature of the performance measure. Completed - Target Met
Ensure staff are all up to date on latest policies and procedures	Sustainable communities	As identified, annually	Ongoing	Licensing Manager	Up to date, but this is an on-going piece of work due to the nature of the

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owners and co-owners	Outcome or output 2024 to 2025
					performance measure. Completed - Target Met
100% of complaints received will be responded to within 3 working days	Sustainable communities	100%, annually	100% (15 total)	Licensing Manager	100% (10 total) Completed - Target Met
Service request module to be populated to ensure compliance with enforcement audit	Sustainable communities	As identified, annually	Commenced, but behind schedule due to other priority work entering the department – estimated implementation mid 2024/2025	Licensing Manager	Service request module populated, and being used as required Completed - Target Met
Ensure all required animal welfare inspections are arranged within the statutory time frame	Sustainable communities	100%, annually	100% (19 total)	Licensing Manager	100% (9 total) Completed - Target Met

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owners and co-owners	Outcome or output 2024 to 2025
Ensure all biennial private hire operator base audits are completed on time	Sustainable communities	100%, annually	100% (16 total)	Licensing Manager	100% (18 total) Completed - Target Met
100% of staff appraisals undertaken by the corporate deadlines	Sound financial management	100%, annually	100% (3 total)	Licensing Manager	100% (3 total) Completed - Target Met
Ensure all training requirements are met by the specific deadline	Sound financial management	100%, annually	Ongoing	Licensing Manager	Up to date, but this is an on-going piece of work due to the nature of the performance measure. On-going
Work towards providing a full complement of online forms and paperless solutions	Cleaner, greener East Cambridgeshire	As identified, annually	Up to date, but this is an on-going piece of work due to the nature of the performance measure.	Licensing Manager	Up to date, but this is an on-going piece of work due to the nature of the performance measure.

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2023 to 2024	Owners and co-owners	Outcome or output 2024 to 2025
					On-going
Reduce paper use through the customer journey where possible by using IT solutions	Cleaner, greener East Cambridgeshire	5% reduction in paper usage, annually	7,200 prints	Licensing Manager	4,357 prints, representing a reduction of 39.5% Completed – Target Exceeded



Licensing Service Delivery Plan 2025 to 2026

Overview of the service

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

The Licensing team cover a diverse range of licensed premises and activities. Their work includes:

- ensuring all applications, registrations and notices received are processed and issued within any required timescales.
- ensuring applicable fees are received for each type of application, registration, and notice, including any annual fees payable.
- ensuring allegations and complaints made to the Council in connection with licensable activities are investigated and appropriate action is taken.
- taking appropriate enforcement action in relation to illegal activity, breaches of licence conditions and statutory duties, including initiating formal prosecutions where appropriate.
- preparing and presenting reports for both Licensing Committee and Licensing Sub-Committee hearings.
- offering support and guidance to applicants, licensees, Members, responsible authorities, and members of the public.
- working in partnership with the responsible authorities and other relevant organisations to protect public safety.
- formulation of policies and procedures and reviewing conditions of licences
- defending appeals against decisions in court

Cost of service

Gross operational cost of the service of £326,523, with income achieved of £251,256, leaving a net cost for the service of £75,267.

Staffing Information

Licensing Manager (full time)

Licensing Officer (Enforcement) (full time)

Licensing Support Officer x 2 (full time)

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Licensing Act 2003 policy review	By December 2025	Licensing Committee
Half year report 2025 to 2026	November 2025	Operational Services
Fees review	By December 2025	Licensing Committee
Inclusivity Service Plan	By December 2025	Licensing Committee
Service Delivery Plan 2026 to 2027	March 2026	Operational Services
End of year report 2025 to 2026	March 2026	Operational Services
Implementation of a new restricted private hire driver and vehicle category of taxi licence	March 2026	Licensing Committee

Licensing Service Delivery Plan 2025 to 2026

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

Council's strategic outcome: Ensure the Council is financially sustainable.

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

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Support the Council's growth agenda and undertake a fees and charges review	By December annually	Annual review completed in November 2024	Licensing Manager

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

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

Link to Corporate Plan: Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
100% of licence applications, registrations and notices to be determined, and inspections conducted within the terms of the controlling legislation	100%, annually	100%	Licensing Manager
100% of enquiries, complaints and inspections to be actioned within required timelines	100%, annually	100%	Licensing Manager

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

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

Link to Corporate Plan: Cleaner, greener East Cambridgeshire

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Reduce paper use through the customer journey where possible by using IT solutions	5% reduction in paper usage, annually	7,200 prints produced	Licensing Manager

Planning Services End of Year report 2024 - 2025

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 – 2025
Statutory targets met for the speed of decisions to avoid being designated – major applications within agreed timescales	Sound financial management Sustainable Communities	60%, annually	100% 36 out of 36 applications on time	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	Completed - Target Exceeded 86% 24 out of 28 applications on time
Statutory targets met for the speed of decisions to avoid being designated – non-major applications within agreed timescales	Sound financial management Sustainable Communities	70%, annually	94% 594 out of 632 applications on time	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	Completed - Target Exceeded 84% 594 out of 632 applications on time
Major applications to be determined within agreed timescales	Sound financial management Sustainable Communities	90%, annually	100% 36 out of 36 applications on time	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	Completed – Target not met 89% 24 out of 28 applications on time The drop is due to the clearing of the backlog of historical Major applications where Extensions of time may not exist.
Minor applications to be determined within agreed timescales	Sound financial management Sustainable Communities	80%, annually	93% 192 out of 207 applications on time	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer	Completed - Target Exceeded 84% 137 out of 163 applications on time

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 – 2025
Householder applications to be determined within agreed timescales				All Planning Officers (including Seniors and Planning Assistant)	
	Sound financial management Sustainable Communities	90%, annually	96% 319 out of 334 applications on time	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	Target Exceeded 95% 295 out of 309 applications on time
All other applications to be determined within agreed timescales					
	Sound financial management Sustainable Communities	90%, annually	91% 83 out of 91 applications on time	Strategic Planning & Development Management Manager Planning Team Leaders All Planning Officers (including Seniors and Planning Assistant)	Target Met 90% 112 out of 124 applications on time
Tree Preservation Order, Trees in Conservation Areas or compliance with tree condition applications to be determined within agreed timescales					
	Sound financial management Sustainable Communities Cleaner Greener East Cambridgeshire	100%, annually	99.6%	Trees Officer Strategic Planning & Development Management Manager	Target Not Met 99.3% 294 out of 296 applications on time
Discharge of condition applications determined within agreed timescales					
	Sound financial management Sustainable Communities	75%, annually	86% 259 out of 303 discharge application on time	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning	Target Met 75% 195 out of 261 discharge application on time

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 – 2025
				Assistant) Office Team Leader Technical Support Officers	
All applications determined within 26 weeks unless otherwise agreed extension	Sound financial management Sustainable Communities	100% of planning applications determined within 26 weeks of validation unless a planning performance agreement or extension of time has been agreed	99.7% 709 out of 711 decisions	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	Target Not Met 99.4% 682 out of 686 decisions
Applications validated within 5 working days	Sound financial management Sustainable Communities	85%, annually	94% 1226 out of 1304 applications	Strategic Planning & Development Management Manager Office Team Leader Senior Support Officer All Technical Support Officers	Target Met 90% 1101 out of 1223 applications.
Continue work on the Cambridgeshire Local Heritage List Project (CLHLP), 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	Sustainable Communities Cleaner Greener East Cambridgeshire	As identified, annually	New Target	Conservation Officer Strategic Planning & Development Management Manager	On-going Total eligible entries = 693 Total locally listed = 398 Total parishes adopted = 26 (out of 35)

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 – 2025
<p>Project manage major applications as a team (approx. 50+ dwellings and commercially important schemes) through action tracker management and other project management tools</p> <p>Build collective understanding of major projects and business focus for customers</p> <p>Manage expectations of stakeholders and build in resilience across the team for complex project management</p> <p>Seek consistency across outcomes</p>	Sustainable Communities	As identified, annually	Major projects meeting has been set up to discuss and agree options on major planning applications. Reduced outstanding major application to 36 cases.	Strategic Planning & Development Management Manager Planning Team Leader All Planning Officers as needed	<p>On-going</p> <p>Major Projects Team have been meeting fortnightly to discuss and agree options on major planning applications. Reduced outstanding major application to 24 cases down from previous total of 36. All current Major Applications are considered to be up to date and the backlog has been cleared.</p>
<p>Achieve consistency across S106 agreements and timing of Committee decisions</p> <p>Aim to require agreed and completed S106 agreement before reporting planning applications to Committee.</p> <p>Display draft legal agreements on website before decisions are made and before Committee resolutions</p> <p>Monitor throughput of S106 agreements through</p>	Sustainable Communities	As identified, annually	New Target	Strategic Planning & Development Management Manager Planning Team Leaders All Planning Officers as needed	<p>On-going</p> <p>In the process of recruiting an S106 Officer. Once in position, their priority will be this area.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 – 2025
action tracker and other project management tools					
Contribute to the implementation of the Council's Climate and Environment Action Plan	Cleaner, Greener, East Cambridgeshire	As identified, annually	New Target	Cross-Council activity Planning Team Leader	On-going Achieved a further 19% in paper reduction.
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	Cleaner, Greener East Cambridgeshire	80% of initial site visits completed within 10 days, annually for identified sites	New Target	Strategic Planning & Development Management Manager Planning Enforcement Team Leader All Planning Enforcement Officers	On-going New process implemented to monitor the compliance of conditions through the delivery of selected developments. This is an ongoing desire but due to other commitments has not been commenced.
Monitor 20% of approved tree works	Cleaner, Greener East Cambridgeshire	20%, annually	19.5% 70 application sites reviewed/visited	Trees Officer Strategic Planning & Development Management Manager	Completed - Target Met 20.33% 74 application sites reviewed/visited
Review Tree Strategy to reflect changes to service provision	Cleaner, Greener East Cambridgeshire	As identified, annually	Target to remain for the coming year. Assistance from Strategic Planning Manager in the review of the document.	Trees Officer Strategic Planning & Development Management Manager	Not Started Strategy is out of date and doesn't reflect changes to the service, identified by policy team as a project to be done by them. This performance measure will be removed.
80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt	Cleaner, Greener East Cambridgeshire	80%, annually	99%	Strategic Planning & Development Management Manager Planning Enforcement Team Leader All Planning Enforcement	Completed - Target Exceeded 100%

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 – 2025
				Officers	
80% of enforcement complaints to have complainant contact within 15 working days to advise of findings	Cleaner, Greener East Cambridgeshire	80%, annually	100%	Strategic Planning & Development Management Manager Planning Enforcement Team Leader All Planning Enforcement Officers	Completed - Target Exceeded 99%
Undertake visits during works to listed buildings for 25% of implemented approved consents	Cleaner, Greener East Cambridgeshire	As identified, annually	Sites visited where works in progress	Conservation Officer Strategic Planning & Development Management Manager	On-going Sites visited where works in progress
Review and update our Standard Conditions and Reasons Manual within 1 year to ensure they meet the 6 tests set out in Paragraph 56 of NPPF, 2021 and cover all necessary aspects required by legislation/policy	Cleaner, Greener East Cambridgeshire	As identified, annually	This measure has been programmed as part of the Planning Review	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer Trees Officer All Planning Officers (including Seniors and Planning Assistant)	On-going Conditions manual is currently being reviewed by Team Leaders and the service manager.
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	Sound Financial Management	As identified, annually	850.25 hours completed by 26 members of staff resulting in 32 hrs/person average.	Strategic Planning & Development Management Manager	Completed - Target Met 542.5 hours completed by 18 members of staff resulting in 30 hrs/person average.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 – 2025
with the team and the next team meeting.					
Skills assessment of officers to ensure adequate training and expertise are available, for example biodiversity net gain, design, viability	Sound Financial Management	As identified, annually	This measure has been programmed as part of the Planning Review	Strategic Planning & Development Management Manager	On-going Draft skills matrix has been produced and will be implemented in the new financial year.
Regularly review high level corporate risks including judicial review – the decision making process has not been carried out lawfully, which could lead to a financial risk on the Authority and judicial review by aggrieved party	Sound Financial Management	As required, annually	No Judicial Reviews	Strategic Planning & Development Management Manager	Completed - Target Met No Judicial Reviews
Parish councils to be invited to training session and tree and conservation advice when required	Sound Financial Management	As required, annually	Parish training and update session took place on 29 November 2023 which received positive feedback from those who attended. Next session to be booked in mid 2024.	Strategic Planning & Development Management Manager All Officers	On-going Next training and update session due to take place mid 2025.
Website review of content and customer experience and contact form	Sound Financial Management	As identified, annually	Identified as part of the Planning Review. Document log with all publications including a review programme. New Contact form created for Customer Services use.	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant) Office Team Leader	Completed - Target Met A new website for ECDC has been implemented and the planning pages are now more precise and accessible. Performance measure to be removed.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2023 – 2024	Owner and co-owners	Outcome or output 2024 – 2025
Implementation of further electronic working processes and procedures within 1 year – measuring the cost for printing for next year	Sound Financial Management	As identified, annually	Wording of measure amended to include the outcomes of the Planning Review and Government funded Digital Planning project.	Strategic Planning & Development Management Manager Office Team Leader Senior Technical Support Officer	<p>On-going</p> <p>Two datasets have now been published and the TPO dataset is close to completion. The focus is now on Neighbourhood Plans and allocated sites. We are on track to start recording all Solar Farms mid 2025.</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	Sound Financial Management	As identified, annually	New email mailbox set up and major templates to be updated to direct customers to use it.	Strategic Planning & Development Management Manager Officer Team Leader Senior Technical Support Officer	<p>Completed - Target Met</p> <p>With the success of the Major Projects Team and the reduction of stalled applications, it was decided that this new inbox is no longer required. This performance measure will be removed.</p>



Planning Services Service Delivery Plan 2025 to 2026

Overview of the service

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

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

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

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

Please note that the Strategic Planning Service Delivery Plan is to be incorporated with this Planning Service Delivery Plan. For this year it is added as Appendix 1

Cost of service

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

The budgeted income for 2025 to 2026 from planning applications and pre-application advice is £1,156,015 and £82,711 respectively.

Appendix 1 – Planning Services

The level of income received to date from 1 April 2024 to 31 January 2025 for planning applications is £619,333 and pre-application advice is £99,581. The net expenditure for the Planning services is £477,811.

In the year of 2024 to 2025 (01 April 2024 to 31 January 2025) the Planning service dealt with a total of 1223 valid applications, the breakdown of which is:

- majors - 24
- minors - 185
- others (includes householders, listed buildings, adverts, conditions, amendments, certificate of lawfulness, prior notifications) – 702
- trees - 312

Staffing Information

The Planning service includes a number of functions. The team consists of a total of 28.2 full time equivalent (FTE) staff members. The team is broken into a number of different sections that all fall under the remit of the Planning Manager (Now Strategic & Development Management Manager). The Planning team consists of Planning Team Leaders, Major Project Officers, Senior Planning Officers, Planning Officers and a Planning Assistant.

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

FTE	Role title
1.0	Strategic Planning & Development Management Manager
2.0	Planning Team Leaders
2.0	Major Projects Planning Officer
1.0	Office Team Leader
1.0	Enforcement Team Leader
1.0	Tree Officer
1.0	Conservation Officer
9.0	Career Grade Planning Officers/Senior Planning Officers
1.0	Planning Assistant
1.6	Enforcement Officers
1.0	Senior Planning Technical Support Officer
6.6	Planning Technical Support Officers

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Planning Committee	First Wednesday of every month	Planning
Member training	TBC 2025	Planning
Half year report 2025 to 2026	November 2025	Operational Services
End of year report 2024 to 2025	March 2026	Operational Services
Service Delivery Plan 2025 to 2026	March 2026	Operational Services

Planning Services Service Delivery Plan 2025 to 2026

This Service Delivery Plan describes what the Planning service will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2023 to 2024.

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Major applications to be determined within agreed timescales	90%, annually	89%	Strategic Planning & Development Management Manager All Development Management Officers
Minor applications to be determined within agreed timescales	80%, annually	84%	Strategic Planning & Development Management Manager All Development Management Officers
Householder applications to be determined within agreed timescales	90%, annually	95%	Strategic Planning & Development Management Manager All Development Management Officers
All other applications to be determined within agreed timescales	90%, annually	90%	Strategic Planning & Development Management Manager All Development Management Officers
Tree Preservation Order, Trees in Conservation Areas or compliance with tree condition applications to be determined within agreed timescales	100%, annually	99.3%	Strategic Planning & Development Management Manager All Development Management Officers
Discharge of condition applications determined within agreed timescales	75%, annually	75%	Strategic Planning & Development Management Manager All Development Management Officers

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
All applications determined within 26 weeks unless otherwise agreed extension	100%, annually	99.4%	Strategic Planning & Development Management Manager All Development Management Officers
Applications validated within 5 working days	85%, annually	90%	Strategic Planning & Development Management Manager All Development Management Officers

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Continue to 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	Total eligible entries = 693 Total locally listed = 398 Total parishes adopted = 26 (out of 35)	Conservation Officer Strategic Planning & Development Management Manager
Project manage major applications as a team (approx. 50+ dwellings and commercially important schemes) through action tracker management and other project management tools Build collective understanding of major projects and business focus for customers Manage expectations of stakeholders and build in resilience across the team for complex project management Seek consistency across outcomes	Meet bi-weekly, annually	Major projects meeting has been set up to discuss and agree options on major planning applications. Reduced outstanding major applications to 24 cases.	Strategic Planning & Development Management Manager Planning Team Leaders All Development Management Officers as needed

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Contribute to the implementation of the Council's Climate and Environment Action Plan	As identified, annually	New performance measure.	Cross-Council activity Planning Team Leader
To reduce the amount of paper used by the Department in relation to its day-to-day work	10%, annually	Reduction of 19%	Strategic Planning & Development Management Manager All Officers
Work with those communities wishing to undertake Neighbourhood Planning, ensure ECDC meets its statutory requirements (timing and demand uncertain, due to lead being parish councils)	As identified through the neighbourhood plan process and individual timetables.	To meet statutory timetables and to work with communities to assist with delivery.	Strategic Planning & Development Management Manager All Officers
Publication of an Authority's Monitoring Report (AMR) and Five Year Land Supply Report covering period to 31 March 2024, which reports on the performance of the previous year in terms of planning matters	To publish the report by 31 Dec 2025	To publish the report on time and meeting the Councils statutory requirements.	Strategic Planning & Development Management Manager All Officers

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

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

Link to Corporate Plan: Cleaner Green East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Monitor 20% of approved tree works	20%, annually	74 application sites reviewed/visited = 20.33% of total applications determined.	Trees Officer Strategic Planning & Development Management Manager
80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt	80%, annually	100%	Strategic Planning & Development Management Manager Planning Enforcement Team Leader All Planning Enforcement Officers
80% of enforcement complaints to have complainant contact within 15 working days to advise of findings	80%, annually	99%	Strategic Planning & Development Management Manager Planning Enforcement Team Leader All Planning Enforcement Officers

Council’s strategic outcome: Be an excellent employer.

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

Link to Corporate Plan: Sound Financial Management.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>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.</p>	As identified, annually	542.5 hours completed by 18 members of staff resulting in 30 hrs/person average.	Strategic Planning & Development Management Manager All Officers
<p>Regularly review high level corporate risks</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, • adaptation to climate change • exposure to potential judicial review – the decision making process has not been carried out lawfully, which could lead to a financial risk on the Authority and judicial review by aggrieved party 	As required, annually	No judicial reviews.	Strategic Planning & Development Management Manager

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Parish councils to be invited to Planning and related subject training session(s)	As required, annually	Next training and update session due to take place mid 2025.	Strategic Planning & Development Management Manager All Officers
Implementation of further electronic working processes and procedures as per the outcome of the Planning Review and Government funded Digital Planning project	As identified, annually	Two datasets have now been published and the TPO dataset is close to completion. The focus is now on Neighbourhood Plans and allocated sites. We are on track to start recording all Solar Farms mid 2025.	Strategic Planning & Development Management Manager Office Team Leader Senior Technical Support Officer

Waste and Environmental Services End of Year Report 2024 to 2025

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/Output from 2023-24	Owner and Co-owners	Outcome or Output 2024-25
Waste and Street Cleansing					
Monitor performance of ECSS to ensure KPI's are met within the MoA	Cleaner, greener East Cambs. Financial Sustainability.	Quarterly monitoring reports to Operational Services Committee Regular performance meetings with client team.	New Measure	Director Operations Waste and Environmental Services Manager Senior Waste Management Officer	Target Met Reports submitted as required to Operational Services Committee. Remedial action taken where necessary.
Ensure that the Council's corporate risks are managed effectively, and mitigations are put in place to reduce impact	Cleaner, greener east Cambs. Financial Sustainability	On going annually	As a result of previous governance review, management and staff restructure completed.	Director Operations Waste and Environmental Services Manager Senior Waste Management Officer	Target Met Corporate Risk reviewed as per Audit Committee and Full Council meetings throughout year. Financial, Operational and Reputational risks reviewed and added to risk registers and or actioned as necessary.
Review Cambridgeshire and Peterborough Waste Strategy by September 2024	Cleaner, greener east Cambs.	By September 2024	RECAP Partnership had agreed to review the strategy but focus for the year was changed to focus on new waste related contracts and new collection requirements.	Waste and Environmental Services Manager Senior Waste Management Officer	On-going – delayed Delayed due to planning for new collection methodology. Initial workshop was completed in February 2025 and expected to be completed by the end of the year.
Review delivery model for waste service delivery in light of the implementation of the Environment Act 2021 by March 2025	Cleaner, greener east Cambs. Financial Sustainability	By March 2025	Member Panel in place and Options being undertaken.	Director Operations Waste and Environmental Services Manager Senior Waste Management Officer	Target Met Review completed and Report approved at Committee and Council October 2024 to allow delivery project to commence.

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/Output from 2023-24	Owner and Co-owners	Outcome or Output 2024-25
Procure new materials recycling facility and waste transfer provision by 31 August 2024	Cleaner, greener east Cambs. Financial Sustainability	By August 2024	New Measure	Director Operations Waste and Environmental Services Manager	Completed - Target Met Contract operational from 1st September 2024
Deliver “Love your Steets” campaign by March 2025	Cleaner, greener east Cambs.	By March 2025	New Measure	Senior Waste Management Officer	Ongoing – delayed Project commence with early success, but postponed due to implementation of new waste and street cleansing service.
Environmental Health – Domestic (Environmental Protection and Private Sector Housing Regulation)					
Support the Council’s growth agenda and undertake a fees and charges review.	Financial Sustainability	Annually	Annual review undertaken	Senior EHO Domestic Environmental health Domestic (Housing and Environmental Protection) Team	Completed - Target Met Reviews of the HMO licence and Caravan Site Licence Fees policies approved in November 2024.
Meet all statutory duties in relation to protection of the natural and built environment.	Cleaner, greener East Cambs.	100% annually	All duties met	Senior EHO Domestic Environmental health Domestic (Housing and Environmental Protection) Team.	Completed - Target Met Planning application consultations 230 100% on target Licensing consultations for assessment of pollution impacts 262 100% completion on time. LAPPC sites requiring inspections 14 all completed Air quality monitoring 100% completion. Potentially contaminated sites requiring action 100% completion, with 82% already remediated.

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/Output from 2023-24	Owner and Co-owners	Outcome or Output 2024-25
					All 234 fly tips, waste and littering offences requiring active investigated completed, with 13 FPN's served, and 1 conviction with two awaiting trial. 369 complaints about potential statutory nuisances, etc. completed on time.
Undertake targeted promotions/ campaigns to increase public awareness of enviro crime issues	Cleaner, greener East Cambs.	3 targeted campaigns by March 2025	New Measure	Senior EHO Domestic Environmental health Domestic (Housing and Environmental Protection) Team.	Completed - Target Met As well as specific campaigns, targeted messaging, increased significantly and over a wide range of work, especially around waste, littering and flytipping.
Meet all statutory duties relating to controls over poor housing standards within the privately rented sector.	Support our residents to live happy and healthy lives.	100% annually	All duties met	Senior EHO Domestic Environmental health Domestic (Housing and Environmental Protection) Team.	Completed - Target Met All reports of poor conditions acted upon 117 new complaints received 28 Notices served All required proactive inspections of HMOs and other vulnerable homes undertaken. Major promotion of new legislative requirements to landlords.
Environmental Health – Housing Improvement Agency (Disabled Facility Grants)					
Continue to work with Sanctuary Housing and get commitment to provide 40% of the cost towards disabled facilities grants in their stock.	Support our residents to live happy and healthy lives.	Maintain annual grant contribution according to number of DFGs completed in Sanctuary properties.	All funding commitments met	Senior Caseworker Housing Improvement Agency Team	Completed - Target Met On target to achieve contribution of c£160k as at 28 th February 2025.

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/Output from 2023-24	Owner and Co-owners	Outcome or Output 2024-25
Deliver the Home improvement Agency service in line with contract requirements for Fenland District Council	Support our residents to live happy and healthy lives.	New annual performance measure. Meet 100% of contract KPI's.	All contractual requirements met and fee income achieved	Senior Caseworker Housing Improvement Agency Team	<p>Completed - Target Met On track to meet all contract KPI's.</p> <p>Demand for DFGs remains extremely high and additional staff resources are being sought, covered by the additional fee income.</p>
Meet all statutory duties relating to allocation of Disabled facilities Grants funding, with 100% available funding committed.	Support our residents to live happy and healthy lives.	Meet all duties for the year. 100% funding committed annually	Some backlog from delays in grants being brought forward	Senior Caseworker Housing Improvement Agency Team	<p>Completed - Target Met On target to meet all statutory requirements of delivery of the service.</p> <p>Ongoing – delayed Predicting a full commitment of budget in year, but remaining underspend from previous years still not cleared, due to: a) lower numbers of referrals from Occupational Therapy and; b) some social housing landlords refusing permission to adapt properties.</p>
Environmental Health – Commercial (Food Safety and Health and Safety Regulation)					
Complete all statutory duties in relation to Food Safety and Health and Safety activity.	Support our businesses to thrive in East Cambridgeshire	New annual performance measure. Meet all duties as required	100% completed in year	Senior EHO Commercial Environmental Health Commercial (Food Safety and Health and Safety) Tea,	<p>Completed - Target Met All required proactive food hygiene inspections undertaken. All response time targets for reactive work met.</p>



East Cambridgeshire
District Council

Waste and Environmental Services

Service Delivery Plan 2025 to 2026

Waste and Street Cleansing Service

Overview of the Service

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

The council provides waste and recycling collection, and street cleansing services for all residents of East Cambridgeshire (c. 4.5m individual collections) and all streets respectively, within the district.

These very high profile services are delivered provided by the Council-owned company, East Cambridgeshire Street Scene Ltd (ECSS), operating under a Memorandum of Agreement. This agreement includes both key performance indicators and wider service expectations.

In order to ensure performance levels are managed and monitored through the terms of the Agreement, a management restructure and the strengthening of the client side of the operation took place during the 2024-25 financial year.

The second area is focused on activities which impact on the present and especially, future delivery of waste and street cleansing services and performance and include:

- Procurement and management of a contract for a Material Recycling Facilities (MRF) where all the dry mixed recycling materials collected are taken for onward processing.
- Delivering the agreed service changes for the waste collection service in preparation for the implementation of the Environment Act 2021.
- Through campaigns, education, and communication, drive improvements in our local environment, whilst improving our own performance. This sees us reducing carbon emissions from the service in support of the climate change agenda, and by maximising our collection of separated recyclable material.
- Actively working with our neighboring authorities as part of the RECAP partnership, for example in developing a county wide Waste Strategy, and undertaking joint procurement where this is the best option for the Council.

Cost of service

The overall cost of the service includes client-side staff, waste collection, street cleansing and MRF (inc transport costs). Together, these total £4,583,257

Staffing information

Director Operations	Part time
Environmental Services Manager	Part time
Senior Waste Management Officer	Full time
Waste Management Officer	Full time

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Quarter 1 Performance Report	July/August 2025	Operational Services
Finalise mobilisation plan for new waste collection arrangements.	July 2025	Operational Services Council TBC
Quarter 2 Performance Report	November 2025	Operational Services
Half year report 2023 to 2024	November 2025	Operational Services
Cambridgeshire and Peterborough Waste Strategy review	January 2026	Operational Services
Revised Agreement for ECSS Service Changes		Operational Services and Council TBC
End of year report 2025-26 Service Delivery Plan 2026-27	March 2026	Operational Services

Waste and Street Cleansing Delivery Plan 2025 to 2026

This Service Delivery Plan describes what the Waste and Street Cleansing Service will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2025 to 2026.

Corporate Plan Theme/s: Sound financial management.

Cleaner, greener East Cambridgeshire

Waste and Street Cleansing service priority:

Design a resilient waste and street cleansing service which is fit for the future

Link to Corporate Plan:

Be more commercial, but within reason – 'commercial for community'

Enhance the natural environment and build on our sustainability goals

Performance measure	Baseline	Target and reporting timescale
Monitor performance of ECSS to ensure KPI's are met within the MoA. Ensure service delivery issues are rectified	Ongoing but with new arrangements for client team and changes in service delivery through the year	All KPIs met for the service. Quarterly monitoring reports to Operational Services Committee.
Ensure that the council's corporate risks (finance, operational, reputation) related to the service are managed effectively and mitigations are put in place to reduce impact.	Ongoing	Ongoing reviews, with reporting to Operational Services Committee as required.
Review Cambridgeshire and Peterborough Waste Strategy by December 2025	Carried forward from 2024-25 workplan.	Partnership Review complete December 2025 Sign off as required by elected members, likely via Operational Services Committee January 2026
Develop and ensure the new waste service is ready for implementation as approved by Council, in 2026	Carried forward from 2024-25 workplan. Project Plan milestones in place.	Likely Operational Services Committee agreement for additional service delivery policies September 2025

Performance measure	Baseline	Target and reporting timescale
		Waste Service change preparations complete March 2026
Develop and agree the new street cleansing service specification, ready to implement on April 1 st 2026	New Service objective.	Likely Operational Services Committee agreement for additional service delivery policies September 2025 Preparatory work complete March 31 st 2026
Ensure the MRF and associated contracts continue to deliver value for money and maximise opportunities to recycle.	This follows on from the successful procurement of the contract in 2024-25.	Ongoing
Undertake a programme of communication and promotional campaigns to maintain residents' engagement in waste related behaviour change.	New Objective	Updates to members via Operational Services Committee and in-house communication channels.

Environmental Health Service

Overview of the service

The Environmental Health service is based on three core functions, which impact on public and environmental wellbeing, through regulatory control of environmental hazards and public behaviours.

The service is delivered by three operational teams, whose responsibilities are listed below.

Commercial Team

- Food Safety – food safety is a statutory function, with approximately 900 food premises registered in the district;
- proactive inspections of premises carried out linked to the food hygiene rating scheme
- Health and Safety – health and safety regulation of workplaces is a statutory function and includes investigation of workplace accidents and fatalities
- Communicable disease control – investigation of infectious disease, food poisoning outbreaks

Home Improvement Agency

- housing grants – supporting the elderly, disabled and vulnerable to access mandatory disabled facilities and discretionary grants by organising and overseeing the building works to current building regulations and planning laws and submitting applications on the client's behalf through to completion of work
- sign posting – supporting clients to access other forms of help by liaising with charities, support groups and local contractors
- benefits checks – provides a benefit checks to all clients who are subject to a financial meant test to ensure they are receiving the correct income and refers onto appropriate organisations where necessary

Domestic Team

- housing conditions – officers undertake a range of housing functions, the aim being to tackle poor housing conditions in all sectors and to develop strategies and procedures that address and improve housing standards. Formal enforcement action is taken to secure compliance with standards when required
- environmental protection – the core function is statutory and relates to the protection of public health and the environment by the regulation and support of individuals and businesses in areas such as air quality review and strategy, contaminated land, nuisance investigations, Environmental Pollution Prevention Control permits, pest control advice and enforcement and stray dog services; the department is a statutory consultee for planning and licensing applications

- environmental crime – officers undertake statutory functions to ensure a clean and safe environment, these include the enforcement of fly tipping, littering, dog fouling and abandoned vehicle offences, through the use of a wide range of enforcement options, for example, fixed penalty notices (FPN's) and Community Protection Notices (CPN's) right through to prosecutions for more serious offences; in addition enforcement officers work with residents, businesses and local groups to provide education and advice to help improve understanding of the impacts and penalties of environmental crime.

All activities stem from legislative requirements, but the service utilises a range of external organisations, provision of advice and guidance, educational and promotional activities, as well as traditional enforcement actions, in delivering those requirements. In turn, this reduces the regulatory burden and seeks to create a level playing field for businesses with fairer trading environments, whilst still protecting the public and local environment.

The Environmental Health service is uniquely positioned to improve individual and public health and wellbeing, health inequalities and provide the lead and coordination on actions to tackle the wider determinants of health.

Looking forward to 2025-26 and onwards, the major challenge for the service will be to take on the significant additional work required as the result of new legislation aimed at improving housing conditions in the privately rented sector. This is likely to impact the more vulnerable residents in the district and additional staff resources are already being sought for this additional work.

Cost of service

The cost of the service totals £809,022

Staffing information

Director Operations	Part time
Waste and Environmental Services Manager	Part Time
Senior Environmental Health Officer (EHO) Domestic team	Full Time
EHO Domestic team 2 FTEs	Full Time
Technical Officer - Domestic 3 FTEs	Full Time
Dog Warden	Full Time
Scientific Officer	Full Time
Admin Domestic	Full Time
Senior EHO Commercial team	Full Time

EHO Commercial 3 FTEs	Full Time
Admin Commercial	Part Time
Senior Case Worker HIA	Full Time
Case Worker HIA x 2.5FTE	1xPart Time 2x FullTime
Technical Officer HIA x3 FTE	Full Time
Business Support Officer	Part Time
Admin HIA	Part Time

Environmental Health Service Delivery Plan 2025 to 2026

This Service Delivery Plan describes what the Environmental Health Service will be doing to deliver continuous improvement (service objectives).

Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2025 to 2026.

Corporate Plan Theme/s: Sound financial management.
Cleaner, greener East Cambridgeshire
Sustainable communities

Environmental Health service priorities:

Reduce environmental crime across the district

Support our residents to live happy and healthy lives

Support our businesses to thrive in East Cambridgeshire

Links to Corporate Plan:

Development of the Environment Crime Action Plan

Work to maximise Better Care Fund spend on DFGs

Respond positively to new requirements in housing standards legislation in the private rented sector.

Performance measure	Target and reporting timescale	Baseline/output from 2024-2025
Continue to work with Sanctuary Housing and maintain commitment to provide 40% of the cost towards Disabled Facilities Grants within their stock.	£157,000 by end of March, annually.	Whilst these funds are no longer ringfenced, East Cambs. is still the only area that Sanctuary Housing commit to paying 40% of the DFG cost.
Maintain fee income of £120,000 by 31 March 2024	£120,000 end of March, annually.	£138,000 in 2024-25, but this varies as DFGs are demand led.
Support the Council's growth agenda by undertaking a fees and charges review	By December Annually	Annual review complete by November 2025

Performance measure	Target and reporting timescale	Baseline/output from 2024-2025
Meet all statutory duties relating to the protection of the natural and built environment	100%, annually	100% completed
Undertake targeted promotional or press releases aimed at increasing public awareness to reduce incidence of Environmental Crime, littering and dog fouling	3 targeted campaigns by March 25	7 targeted campaigns
Meet all statutory duties relating to official controls of food and food hygiene	100%, annually	100% completed
Deliver the Home improvement Agency service in line with contract requirements for Fenland District Council	100% KPI's within contract Annually	100% completed
Meet all statutory duties relating to the allocation of Disabled facilities Grants funding	100% Annually	All Better Care Funding for the year was committed. However, roll forward budget from previous years still left a surplus of £211K unallocated. Work ongoing to address client delays (through partnership working), eligible works costs (council policy), and contractor delays (new framework contract).
Meet all statutory duties relating to official controls over poor housing standards in the private sector	100% annually	100% completed

TITLE: Homelessness and Rough Sleeper Strategy

Committee: Operational

Date: 24th March 2025

Author: Housing & Community Advice Manager

Report number: Z147

Contact officer: Angela Parmenter
Housing & Community Advice Manager
Angela.parmenter@eastcambs.gov.uk, The Grange, Ely

1.0 Issue

1.1. To consider and approve the Homelessness and Rough Sleeper Strategy

2.0 Recommendations

2.1. Members are requested to approve the Homelessness and Rough Sleeper Strategy

3.0 Background/Options

3.1 Sections one to three of the Homelessness Act 2002 requires all councils to produce a Homelessness and Rough Sleeping Strategy every five years.

3.2 The purpose of the Strategy is to:

- address the causes of homelessness in the Councils area
- introduce initiatives to prevent homelessness wherever possible
- ensure measures are in place for sufficient temporary accommodation for those households that are or may become homeless
- ensure that appropriate support is available for people who have previously experienced homelessness in order to prevent it happening again
- end rough sleeping in the district

4.0 Arguments/Conclusions

4.1 The homelessness and rough sleeper strategy provided at Appendix 1 sets out the Councils strategy and action plan for the next 5 years.

4.2 The Council recognises the devastating effect that homelessness can have on households and families and has a duty to take reasonable steps to make sure accommodation is available for someone who is threatened with homelessness.

4.3 The Code of Guidance that accompanies the homelessness legislation goes further and encourages council to offer a broad range of advice and assistance, beyond the immediate duties to tackle homelessness, which this new strategy aims to do.

5.0 Additional Implications Assessment

5.1 In the table below, please put Yes or No in each box:

Financial Implications no	Legal Implications no	Human Resources (HR) Implications no
Equality Impact Assessment (EIA) no	Carbon Impact Assessment (CIA) no	Data Protection Impact Assessment (DPIA) no

6.0 Appendices

Appendix 1 – Homelessness and Rough Sleeper Strategy

7.0 Background documents



East Cambridgeshire
District Council

Homelessness And Rough Sleeper Strategy 2025 - 2030

Written by Housing and Community Advice Manager

Published in January 2025

Revision due in December 2027

Contents

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2.	The 2020-2025 Strategy	page 7
3.	The current housing and homelessness approach	page 10
4.	Preparing for the 2025-2030 Strategy	page 11
5.	Applying the 2025-2030 Strategy	page 16
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7.	Homelessness Strategy Action Plan 2025-2030	page 23

Foreword

At East Cambridgeshire we are proud of our proactive and motivated Housing and Community Advice Service. Over the last 5 years we have transformed our service with a focus on preventing homelessness and providing a holistic and accessible community advice team.

The service has taken back management of the housing register, ensuring that residents do not have to wait to join the housing register, and they can access advice and assistance via our drop-in services.

The service boasts a team that is focused and dedicated to ensuring that everyone has a decent home to live in. In addition, the service engages with other partners, both voluntary and statutory; this ensures that other organisations share in our passion and ambition to deliver the best possible service to our community. We have excellent relationships with local housing associations and our partner agencies.

The service now holds 'drop-in's' 5 days a week from 10am to 4pm, ensuring access to the general public for housing and community advice at the first opportunity.

I am proud to say we are still continuing to avoid the use of bed and breakfast accommodation for families with children and have done so since August 2012.

A home environment is the hub of life. Health, well-being, education and employment are mainly dependant on someone having a place they can call home. To become, or be at risk of, homeless is one of the most frightening experiences imaginable. At East Cambridgeshire District Council we are determined to do everything we can to prevent this happening to our residents.

I would like to thank all those agencies that have worked positively with the council to help us deliver a truly holistic service that is focused on homelessness prevention and community advice. We must continue to give this issue our absolute focus as families and individuals face even more challenging financial and personal circumstances following the impact of the Covid 19 pandemic and the cost-of-living crisis.

Julia Huffer

Chair of Operational Services Committee

1. Our support service

The most visible form of homelessness involves residents that are seen living on the streets, however, the issue is far wider. Including people living in overcrowded, unsuitable and temporary accommodation, or any resident that may be threatened with homelessness or eviction.

Issues resulting from homelessness often lead to poor physical and mental health, alcohol and substance misuse, relationship breakdowns and unemployment. Not only does this impact our residents but also our partner agencies and other services such as the NHS.

The council continually strives to make East Cambridgeshire the best possible place to live, work and visit. This ambition is embedded in both the councils Corporate Objectives and the Corporate Plan. All residents should have access to a home that is of a good standard which they can afford and are able to sustain and maintain.

All residents have access to a community advice service with specialist trained officers either face to face through our drop-in service, over the phone or in some cases within the community they live.

The service has identified that in the last 5 years there has been an increase in complex cases including dual diagnosis of drug and alcohol issues leading to rough sleeping. The service has now launched the 'Housing First' project and funded a Housing First Navigator to ensure we work towards ending rough sleeping and working to house and provide wrap around support for residents that have exhausted all types of previous accommodation.

Background

Sections 1 to 3 of the Homelessness Act 2002 requires all councils to produce a Homelessness and Rough Sleeping Strategy every five years. The purpose of the Strategy is to:

- address the causes of homelessness in the councils area
- introduce initiatives to prevent homelessness wherever possible
- ensure measures are in place for sufficient temporary accommodation for those households that are or may become homeless
- ensure that appropriate support is available for people who have previously experienced homelessness in order to prevent it happening again
- end rough sleeping in the district

The council recognises the devastating effect that homelessness can have on households and families and that good quality housing that provides a stable and secure home environment contributes to the health and wellbeing of our residents and communities.

The council also has a duty to take reasonable steps to make sure that accommodation continues to be available for someone who is threatened with homelessness and is likely to have a priority need under the terms of the homelessness legislation. The Code of Guidance that accompanies the homelessness legislation goes further, in that it states that councils should offer a broad range of advice and assistance and not wait until homelessness is a likelihood or imminent before acting.

2. The 2020-2025 Strategy

The council's Homelessness Strategy was to focus on prevention, encouraging clients to seek advice at the earliest possible opportunity.

Key successes of the 2020-2025 Homelessness Strategy:

- silo approach to homelessness prevention eradicated as a result of close partnership working with relevant agencies
- introduction of Housing First project
- Homes for Ukraine Scheme
- Changing Futures Partnership
- Armed Forces Covenant
- partnership working with all relevant internal and external agencies
- Domestic Abuse Housing Alliance accreditation (DAHA)
- in-house independent domestic abuse advisor (IDVA) sharing office space
- housing and community advice daily drop-ins

The Housing & Community Advice Team has continued to focus on early intervention and prevention and have consistently maintained zero families with children in bed and breakfast accommodation since August 2012.

Approaches the council took to achieve this

Drop-in Services

The Housing & Community Advice drop-in sessions were Monday to Friday 10am to 4pm. Residents have access to advice and assistance 5 days a week without the need to book appointments.

Community Advice

Offering residents free advice 5 days a week which addresses issues that may lead to homelessness if not resolved. Specialist officers able to assist with debt, employment and family law to name a few.

Prevention Fund

Increased our prevention budget to £35,000; thereby enabling the officers much more flexibility to secure a tenancy with ad hoc one-off payments.

Hostel Voids

We continue to sub-let our hostel accommodation when needed; savings in this area are reinvested back into preventing homelessness.

Relationships

Better working relationships; internally and externally and adopting a multi-agency approach. This has gone from strength to strength and some great networking is now happening across the sub-region with our partner authorities and agencies.

Homelessness Prevention Grants and Loans

The council considers making these types of payments where homelessness can be prevented and existing accommodation maintained for a minimum of 6 months. This provides the best outcome for the family and can be used in many different situations, to prevent or resolve homelessness.

Discretionary Housing Payments (DHP's)

Helping clients to apply for top up payments where there may be a shortfall between their rent and housing benefit payments. This can be used to make a property more affordable enabling the families more time to secure more affordable housing.

Housing First Project

Funding a specialist housing navigator working with us to offer wrap around support in accommodation provided by a registered landlord to enable residents that have exhausted all other housing tenures, have multiple complex needs to sustain their own independent accommodation.

Funding P3 Outreach support

A joint bid with South Cambridgeshire and Huntingdon District Council for Rough Sleeper Initiative Grants has enabled us to fund rough sleeper support workers covering all 3 districts.

The Domestic Abuse Act 2021

We have taken steps to work with a pro-active multi-agency approach to supporting survivors of domestic abuse. We have implemented staff and residents domestic abuse policies, trained staff to become specialist domestic abuse champions. All of our staff have been trained in understanding domestic abuse and our front-line staff have been trained to recognise signs of domestic abuse. A clear and consistent pathway is available for all survivors of domestic abuse. Staff have also been trained to support the perpetrators of domestic abuse with a view to offering support, guidance and housing options.

Homes for Ukraine Scheme

The Service's resettlement officers have successfully rolled out this scheme, working closing with all hosts and guests and representing the district nationally at various forums and meetings. They have successfully moved many guests onto their own independent accommodation. Support across all areas including, education, welfare, employment to name a few is offered to all guests, there is no time limit to this. The Service also works within the sub region on the Asylum dispersal, keeping up to date with the Government Schemes and legislation.

Armed Forces Covenant Signed

The Armed Forces Covenant is a promise that together we acknowledge and understand that those who serve or have served in the Armed Forces, and their families, should be treated with fairness and respect in the communities, economy, and society they serve with their lives.

Its two principles are that, recognising the unique obligations of, and sacrifices made by, the Armed Forces:

- **those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services**
- **special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved**

The examples above are not an exhaustive list of the prevention measures ECDC has taken, and we continually review and adapt our service to meet the changing needs of our community.

Earlier interventions, as opposed to attempting resolutions at the point of crisis; this will always increase the chances of being more successful in preventing homelessness.

This consistent approach to housing and community advice means that the council is continuing to lead the way, in the sub-region, for preventing and reducing homelessness and rough sleeping.

3. The current housing and homelessness approach

Officers currently see all residents face-to-face so they can work with the household to resolve the issue, whatever it may be, and try and help them to stay in their current home. Every client is issued with a Personal Housing Plan which is client centred with tasks for both client and officer. This could be by:

- negotiating with family and friends; this includes acting as a mediator
- negotiating with private landlords and agents; or
- assisting with maximising income, for example help with applying for benefits and demonstrating effective budget management
- working with our Rough Sleeping Outreach Team provided by P3 to engage with our rough sleepers and work towards an ending rough sleeping with a multi-agency approach addressing the needs of each individual

Where homelessness cannot be prevented, different housing options are considered. Each option is tailored to suit the individual household and is detailed in their own Personal Housing Plan. Advice is provided on the different tenures available including private rent, low-cost home ownership, social rent and supported accommodation.

The Housing and Community Advice Service is run in-house by the council and includes management of the housing register. The council works closely with The Lighthouse Centre (a local church) and we provide annual funding for 'No Second Night Out' and SWEP provision.

Due to the complex needs of some rough sleepers, we have also provided funding to update the CCTV and security at the Lighthouse and have provided staff with personal alarms.

The council has continued to sustain zero families with children in Bed and Breakfast accommodation since August 2012.

Since bringing the rent deposit scheme in-house we have a consistent collection rate averaging 86% annually and are able to use these funds to assist more people in private rented accommodation. Additional support is provided by Rossendale's Debt Recovery, who work on behalf of Anglia Revenues Partnership. Rent deposit collection rates for 2020 to 2025 have consistently been between 85% and 100%.

One of our biggest challenges is working with entrenched rough sleepers with multiple complex needs. We work in partnership with our outreach workers, drug and alcohol services, social care and social prescribers. Rough sleepers will not always engage with the local authority but will build relationships with other services.

It is vital that we continue to build on these relationships to end rough sleeping by providing the right accommodation and the right support to enable residents to sustain and maintain independent accommodation.

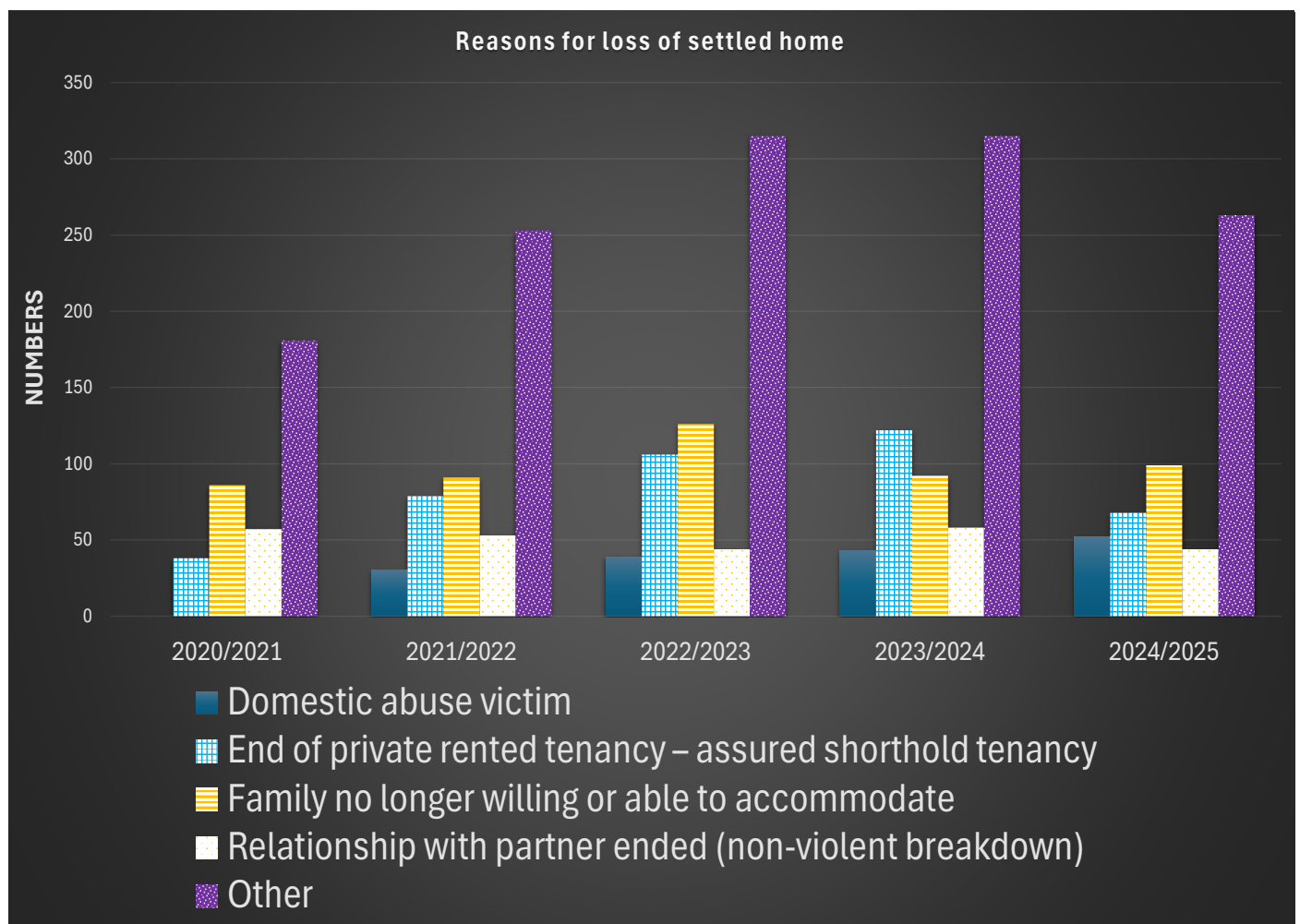
4. Preparing for the 2025-2030 Strategy

The national picture

Nationally the number of households approaching local authorities for assistance has increased significantly. In 2019/20, councils in England accepted the duty for 288,470 households compared to accepting the duty to 324,990 households in 2023/24.

Although the growth of homelessness has been most significant in London with a 91% growth in this period, the rest of England experienced a 34% increase in the number of households accepted as homeless over the same time period.

The most significant factor contributing to this trend is the number of households being evicted from private sector tenancies through no fault of their own.



The local picture – a review of homelessness in East Cambridgeshire

The trend in homelessness in the district has been similar to national trends. As with the national picture, homelessness as a result of households being evicted from the private rented sector through no fault of their own is now the single biggest cause of homelessness.

The wider impact of the welfare reform programme will continue with the full rollout of Universal Credit which is likely to be the next major event that may impact on housing implications for households in receipt of benefits. Evidence considered by the Parliamentary Work and Pensions Committee suggests that where roll-out has already taken place claimants are facing problems with increasing debt and a rise in rent arrears. This has in turn led to the threat of possession action by landlords as households struggle to make their rent payments due to delays in the receipt of their Universal Credit.

The recent Renters Reform Bill will without doubt have a major impact on the private rented sector, this may cause many portfolio holders and private landlords to sell-up due to the fear of removing the 'no fault evictions' mechanism and the possibility of landlords no longer being able to ask for rent in advance.

The main cause of homelessness within the district is consistent with the national picture; eviction by parents, other relatives and friends and relationship breakdowns (violent and non-violent) continue to be significant causes. As at the national level, the end of private sector tenancies is now the single cause of homelessness and has been since 2010/2011.

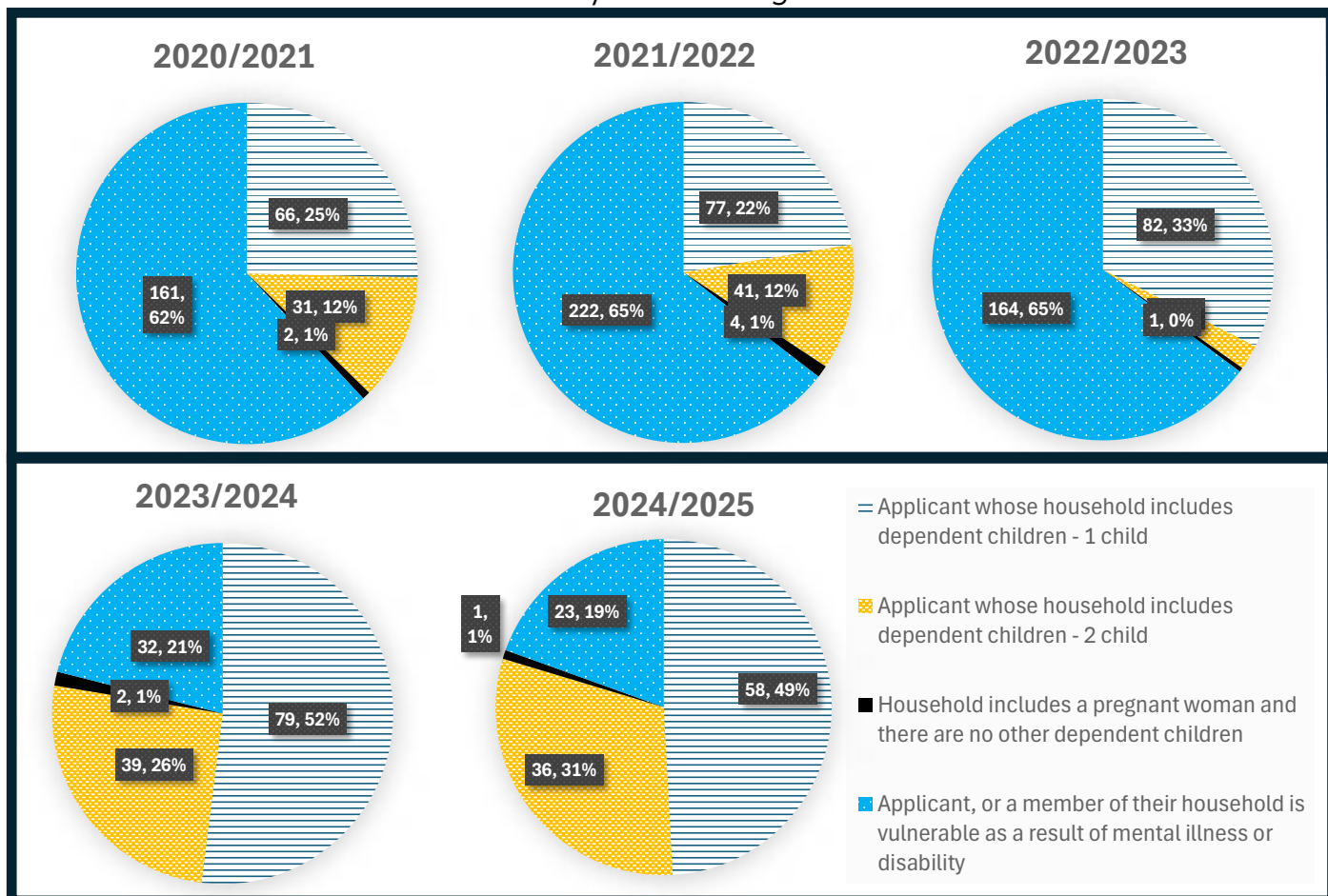
In terms of the type of households facing homelessness, both nationally and locally approximately 70% are families either with children or where they are expecting their first child. This may lead to family upheaval with children being placed into temporary accommodation.

Single people with significant, multiple complex issues has increased rapidly over the last few years, both nationally and locally. However, evidence locally shows that although there is an increasing number of young people facing the threat of homelessness, our homeless prevention work with them has helped them secure appropriate specialist supported accommodation or provided support to enable them to move to other appropriate accommodation.

From 1 April 2020 to 31 March 2025 the council has assisted 3,506 households with matters related to the threat of homelessness, becoming homeless or community advice leading to early intervention.

- the council was able to assist 1,062 households to remain in their own home using mediation, prevention initiatives and funding and resolving housing benefit or income issues
- the council was able to assist 484 households into alternative accommodation including supported housing & private rented
- the council provided advice and ongoing support to 1,697 residents with community advice
- the council responds to reports of rough sleepers within 24hrs, off the street accommodation will be offered along with a homeless application
- the council is mindful that we cannot always engage with everyone, however, officers will continue to try and engage anyone considered to be rough sleeping

Priority needs categories



Continuing Prevention Initiatives

Homelessness prevention grants and loans: The council considers making payments through its homelessness prevention funds, where homelessness can be prevented for an additional 6 months. It can be used in many different ways for example, to help clear arrears to prevent court action, or to help a household with upfront costs to secure accommodation.

Discretionary Housing Payments

These can be used for helping clients to apply for 'top-up' payments where they have a shortfall in their rent whilst more affordable accommodation is sourced.

Housing and community advice officers

Our officers provide help with income, maximising benefits help with health, debt, employment etc. They also work closely with our temporary accommodation providers to ensure that households are ready to move into long term accommodation. They will work with families to set up tenancies, utility's, housing benefits, doctors and schools to give people the best possible start in accommodation.

Negotiation and mediation with family and friends

We have 5 specially trained mediation officers, allowing them often to prevent homelessness and resolve breakdowns in relationships within the family, often including ongoing support to maintain these relationships.

Rent deposit scheme

The council is able to provide an interest free loan to households threatened with homelessness to help with costs that may be preventing them to access the private rented sector. Affordability tests are carried out to set up affordable payment plans, of which we have a collection rate of 86%. This enables us to lend future rent deposits, to other homeless households and those threatened with homelessness, to secure private rented accommodation in the local area.

Free landlord resolution service

This is offered to all landlords and agents regardless of whether we have placed the tenants with them, allowing us to build better relationships with landlords in the district and advocating on behalf of our residents if needed.

Daily drop-in services

Enabling client's immediate access to advice and assistance from a housing, HomeLink or community advice officer.

Housing & community advice hubs across the district

Enabling clients in our more rural areas access to services without the need for extensive travel at a cost to our clients.

Resettlement advice officers

Offering advice and assistance in line with the Homes for Ukraine Scheme and the asylum dispersal programme.

Early intervention is invaluable; reaching out to communities before crisis not only saves the council money in the long term but delivers a service that the community deserves. None of this could be achieved without the excellent relationship that the council has with partner agencies.

The council's success has meant that we have also been able to let out void rooms in our temporary accommodation hostels to other authorities within the sub region to assist in reducing their use of bed and breakfast accommodation.

Gaps in service

Historically, in East Cambridgeshire we have low numbers of rough sleepers; averaging figures of our rough sleeper estimate are always around 1 or 2. Consideration has been given to whether a night shelter is necessary, however, with such a low average, at present it is not considered necessary This will be kept under continuous review.

There is little to no support in the district for dual diagnosis of mental health and drug/alcohol support and for complex high-risk cases.

There is a lack of temporary accommodation for residents who are considered to be high risk, suffering from complex needs such as drug/alcohol and mental health issues.

Working with our partner agencies, our Homelessness Forum continues to meet regularly to identify any vulnerable rough sleepers in the district.

Long-term

With the introduction of the Homelessness Reduction Act and the rollout of Universal Credit within the district we need to be mindful of ongoing monitoring and the impact this may have on homelessness in the district.

We are also mindful of the Renters Reform which could change the private rented sector considerably, possibly leading to an increase in homelessness due to the impending removal of no-fault evictions.

The Housing & Community Service has regular catch-up meetings with the DWP and our local Job Centres. This has resulted in more stringent referral processes between our registered housing providers to refer vulnerable tenants at threat of homelessness to the council at the earliest possible opportunity.

5. Applying the 2025-2030 Strategy

The council will continue to focus on early intervention prevention, encouraging clients to seek advice at the earliest possible opportunity.

While those residents from vulnerable households, to whom the council owes a statutory duty (being mainly those with children), are a significant part of our work, there are many single non-vulnerable people who have difficulty in securing affordable accommodation in East Cambridgeshire. This strategy seeks to ensure that their needs are also considered and, where appropriate, ensure that advice, options and support are made available to all applicants that approach us.

Working with landlords and letting agents

There has been considerable success to date resulting in landlords wanting to work proactively with the council to enable clients to be housed in private sector housing.

We offer tenancy paperwork and tenancy sustainment to all landlords and renters. We have trained officers that can carry out property inspections and officers that can offer tenancy sustainment if needed.

Officers will continue to work with private landlords to ensure that private renting is a viable option for clients.

We are now in a position to offer landlord incentives up to £1,000 and a guarantee of 3 months rent upfront (pending the renters reform) to encourage more landlords work alongside the housing and community advice team.

We continue to provide a free landlord resolution service. This enables landlords to work with us to resolve tenancy issues and reduce potential evictions.

Our dedicated Court Officer continues to successfully prevent evictions within the social housing sector.

- 2020/2021 – of 19 cases 14 were prevented and 2 contact was lost
- 2021/2022 – of 20 cases 18 were prevented
- 2022/2023 – of 37 cases 28 were prevented and 8 contact was lost
- 2024/2025 – of 15 cases 8 were prevented and 6 awaiting court dates

The Court Officer has also successfully prevented 3 mortgage re-possession.

Temporary housing

The council has a duty to provide certain homeless households with temporary housing whilst it attempts to help them resolve their housing difficulties. As with many areas, the limited number of social rented properties available for letting and the increasing demand on these properties leads to homeless households having to spend longer than would be desirable in temporary accommodation.

Temporary accommodation, and in particular Bed and Breakfast, is recognised as being unsatisfactory for households, especially those with children. In many cases it provides accommodation with shared facilities, away from support networks at a cost to both the council and the household. It is estimated that temporary accommodation for homeless family's costs approx. £24,000 per year which is a significant cost to the public purse.

Temporary accommodation is currently provided in three hostels within the district with accommodation available for 24 households.

The council has seen a large increase in single people with multiple complex needs which are considered to be too high risk for our general needs temporary accommodation.

Currently we are placing high risk clients into bed and breakfast accommodation which is at a cost to us.

We are currently in the early stages of negotiations with a housing provider who have identified a building we could explore for temporary accommodation which is more supported for clients with multiple complex needs.

No second night out

The principles supporting no second night out are outlined within the Government Strategy Vision to end rough sleeping.

New rough sleepers will be identified and helped off the streets immediately, so they do not fall into the entrenched rough sleeper pattern. They will be helped to a place of safety where their needs can be quickly assessed, and they can receive advice on their options.

Access to emergency accommodation and a network of services if required.

Anyone found rough sleeping in the district with no local connection should be reconnected back to their local community unless there is good reason why they cannot return.

East Cambridgeshire recognises the vulnerabilities of people who are faced with rough sleeping and will work with our partner agencies to assess and provide suitable accommodation within 48hrs.

Working in partnership with our Housing First Navigator we can ensure that entrenched rough sleeping due to exhausting all housing options, have an offer of housing with a full wrap around support service.

Offering a fully comprehensive and holistic advice service.

Early intervention is proven to reduce homelessness and avoid crisis situations.

The council is using government grant funding to expand and upskill the Team to provide the best and most accessible advice service to all residents in the district, including advice on:-

- **benefits including tribunals and appeals**
- **debt management (including bankruptcy and debt relief orders)**
- **pensions**
- **employment law**
- **consumer advice**
- **relationship advice**
- **education**
- **legal advice**
- **immigration advice**
- **travel and transport**
- **family law**

Introduction of Women's Wednesday

Funding has been provided by the Domestic Abuse funding to hold this at The Lighthouse Centre on a weekly basis.

A group ran by women for women in partnership with the lighthouse centre where you can get support with a range of issues including domestic abuse, mental health, substance misuse, wellbeing & confidence, and social isolation.

We can help to:

- **support you to access services around housing, employability, training, and debt advice**
- **signpost you to appropriate services for dependency and recovery**
- **support you to explore healthy relationships**
- **explore groups and social activities that meet your needs**
- **work with you to access domestic abuse and sexual abuse services**
- **clothes and/or food bank referrals**

Agencies signed up for this new project include drug and alcohol services, family centres, DWP, Job Centre, Impact (domestic abuse services), Domestic Abuse and Sexual Violence Partnership (DASV), the Lighthouse Centre and our Housing and Community Advice Team.

Awareness campaigns are run in line with issues arising

We hold awareness campaigns for local residents to make them aware of any important issues that may affect them, or be beneficial to them, such as:

- **Ask for ANI our domestic abuse campaign**
- **household support fund to advise residents that if they are experiencing hardship they can apply for a one-off payment**
- **winter fuel payments**
- **pension credits**

Our 'Ask for Ani' campaign - every person who works at the council, from reception staff and waste collectors through to office staff and our parks and open spaces team, has received domestic abuse training, so we are prepared and able to support someone when they feel able to approach us.

"This reinforces our Ask for Ani initiative, where a resident can approach anyone who works at the council and ask for help."

We will continue to promote and raise awareness for residents.

We also attend events within The district to promote our services such as

- **Aquafest**
- **community appointment days**
- **Youth Fusion events**
- **Burwell carnival**
- **Haddenham Warm Hub**
- **Littleport Library**
- **Soham Foodbank**

Officers will continue to work on the prevention programme to ensure that the number of people in temporary accommodation is kept as low as possible

This will include negotiations with registered providers to secure self-contained temporary accommodation offering more appropriate temporary accommodation for families with children and for our high-risk clients.

Potential challenges implimenting the Strategy

Universal Credit migration

The Universal Credit (UC) migration has been ongoing in East Cambridgeshire. Vulnerable people and households will be paid all of their benefits in one monthly lump sum. It is anticipated that the threat of homelessness may increase as a result of these changes.

- **claimed UC - 673**
- **did not claim uc - legacy benefit closed - 254**
- **in progress - 106**
- **total - 1034**

The council is aware that the next 12 months will be crucial as the impact on homelessness becomes more apparent. Through the measures that have been identified in this strategy, the Service is committed to ensuring that as few people as possible suffer a negative impact.

The council is working with Anglia Revenues Partnership (ARP) and the Department for Works and Pensions (DWP) to protect vulnerable client rents by enabling rent to be paid directly to landlords.

We are regularly meeting with the DWP, job centre to identify our vulnerable residents and to ensure they get all the support available.

We are working with our communications team to make sure residents are aware of what to do and where they can access support once they receive notification of their UC migration.

The council is also providing budgeting and digital assistance to all new applicants that approach this us, we have also part funded a customer services roll to assist with this.

Gypsy & Traveller Provision

The council currently manages 2 sites within the district and offers support to all of our gypsy and traveller communities through our Housing & Community Advice Team.

We work with the sub region and our partner agencies to identify any risks and to be up to date with relevant legislation and training.

Officers continue to explore all avenues of government funding for potential new sites and/or refurbishment of existing sites, this will be ongoing depending on future needs.

6. Objectives for the future

There are a number of key drivers that have informed our strategy:

Demand for the service – our statistics show the demand for the service is increasing for housing and community advice. Below are the statistics for our drop-in services and phone queries (no drop in services throughout the Covid Pandemic):

Community Advice

- 2021/22 assisted 899 residents
- 2022/23 assisted 1713 residents
- 2023/24 assisted 4703 residents
- 2024/25 assisted 5623 residents (as at 24/01/2025)

Housing Options

- 2021/22 assisted 1089 residents
- 2023/24 assisted 1222 residents
- 2024/25 assisted 1402 residents (as at 24/01/2025)

The Service will continue to review demand and resources, so they are fit for purpose.

Increase in complex, high-risk cases

To continue the good working partnerships and referrals to our drug, alcohol and mental health services. To ensure the Service trains all officers in relevant drug, alcohol and mental health support.

Increase of Domestic Abuse

The service will continue to implement the DAHA accreditation working practices and policies and to continue to work in partnership with Cambridgeshire County council in offering a hot desk to and independent domestic abuse advisor (IDVA).

Cost of living Crisis

The service will continue to provide a fully accessible drop in service to respond to further pressures arising from the cost of living crisis.

The council recognises the significant social hardship that homelessness has on affected households. It also recognises that there is a significant monetary cost to households as well as the council as a result of its statutory duties towards the homeless.

Prevention of homelessness, or where prevention is not possible, minimising the detrimental effects of homelessness, remains at the heart of what the council aims to achieve for the residents of the district.

Understanding the future challenges and setting objectives around these challenges enables the council to take a holistic view of the demands and pressures that it faces and facilitates the provision of a proactive service that seeks to tackle these issues.

The following objectives have been developed to address homelessness in East Cambridgeshire:

- maintain no families with children in bed and breakfast accommodation
- expansion of the Free Landlord Resolution Service, introduction of landlord incentives and guaranteed rent in advance to encourage more landlords to work with the council in using private rented accommodation
- increase the collection of rent deposit loans which will enable increased recycled funds to assist more clients
- provide residents with a fully comprehensive and holistic support service with accessibility for assistance as soon as they approach this authority
- ensure that information and advice on housing and homelessness prevention is widely available and that our customers are seen at the earliest possible opportunity
- continue to manage the impact of Universal Credit Migration and the Renters Reform changes
- to embed the Housing First Project to ensure we eradicate entrenched rough sleeping, funding for a further year has been agreed
- to continue to manage the housing register in line with policy to provide our residents full access to social housing

7. Homelessness Strategy Action Plan 2025-2030

Objective 1 – Maintaining no families in B&B accommodation

Action	Target date	Comments and Officer responsible
Ensure clients are seen at the earliest opportunity to enable prevention of homelessness and to offer community advice	Ongoing	Housing & Community Advice Team
Work with social housing providers to reduce the risk of homelessness, ensuring referrals for tenants at threat are made and early intervention with our court officer to prevent any court fees	Ongoing	Housing & Community Advice Team
To work with social housing providers to provide temporary accommodation for complex needs and high risk clients	2027	Housing & Community Advice Manager

Objective 2 – Expansion of our Landlord Resolution Service

Action	Target date	Comments and Officer responsible
Work with Private Landlords and Letting agents to encourage them to work with us, enabling us to house more clients into the Private Rented Sector	Ongoing	Housing & Community Advice Team
To continue to work with landlords in setting up Houses of Multiple occupation to house single non priority clients	As and when required	Housing Officers & Environmental Health
To host a yearly landlord forum for all private sector landlords	June 2024, then annually	Housing & Community Advice Team

Objective 3 – Increase the collection of rent deposit loans which will enable increased recycled funds to assist more clients

Action	Target date	Comments and Officer responsible
Increase collection rate to 95%, ensuring more recycled funds are available to help new clients	April 2026	Income & Recovery Officer & ARP Debt Recovery

Objective 4- introduction of the Landlord incentive Scheme and guaranteed 3 months rent

Action	Target date	Comments and Officer responsible
Encouraging more private landlords to work directly with us	April 2025	Housing and Community Advice Team

Objective 5 – To provide a fully accessible holistic support service for all residents in East Cambridgeshire and to work with our partner agencies to streamline referral processes

Action	Target date	Comments and Officer responsible
Ensure all officers within the Team have had relevant training	Ongoing	Housing and Community Advice Team (To work with multi agency approach)

Objective 6 – Ensure that information and advice on housing, homelessness prevention and community advice is widely available and that our customers are seen at the earliest possible opportunity

Action	Target date	Comments and Officer responsible
To keep all leaflets up to date to reflect services provided by the council	Ongoing	Housing & Community Advice Team
Ongoing development of our website, ensuring relevant and up to date information is shown	Completed with new website and will be updated as required.	Housing & Community Advice Team

Objective 7 – To continue to explore funding for provision of new Gypsy and Traveller sites.

Action	Target date	Comments and Officer responsible
Officers to explore government funding	Ongoing	Housing & Community Advice Manager

Objective 8 – To continue negotiations with registered providers to secure self-contained temporary accommodation

Action	Target date	Comments and Officer responsible
Negotiations have started with a housing association	April 2027	Housing & Community Advice Manager

Objective 9 – to offer funding to charities and organisations to assist preventing homelessness and rough sleeping

Action	Target date	Comments and Officer responsible
We have funded the Housing First Project, P3 Outreach for rough sleepers is funding by government with a joint bid by East Cambridgeshire District Council, South Cambridgeshire District Council and Huntingdon District Council.	December 2025	Housing & Community Advice Manager

End of document.

TITLE: Housing Adaptation and Repairs Policy 2025-30

Committee: Operational Services Committee

Date: 21 February 2025

Author: Marie Beaumont, Senior Caseworker

Report number: Z148

Contact officer:

Marie Beaumont - Senior Caseworker, ECDC Housing Improvement Agency

Marie.Beaumont@eastcambs.gov.uk tel: 616951, Room No 105, The Grange, Ely

1.0 Issue

- 1.1. Consideration of the updated version of the Housing Adaptations and Repairs Policy 2025-30.

2.0 Recommendations

- 2.1. That Members approve:
- 2.2. The updated version of the Housing Adaptation & Repairs Policy 2025–30.
- 2.3. An increase in the limit of the Discretionary Special Purpose Grant from £10K to £15K, and to £25K for Category 1 Housing Hazards.
- 2.4. That the Director Operations in consultation with the Director Finance is given delegated responsibility to review grant limits on discretionary payments and increase limits of grants on eligible works up to 20% on an annual basis.

3.0 Background/Options

- 3.1. The council has a statutory duty to provide adaptations to residents within the district through Disabled Facilities Grants to support individuals' choices around living healthily, safely and independently at home. Capital funding through the Better Care Fund is provided for this purpose. The Housing Adaptation and Repairs Policy 2019 (HARP) sets out the options and eligibility criteria explaining how mandatory Disabled Facilities Grants (DFGs) and other discretionary grants/loans for home adaptations and improvements will be awarded within the district.
- 3.2. The present HARP was initially drawn up as a countywide document for Cambridgeshire to try to align delivery for the whole of Cambridgeshire as much as possible (although some small variations within districts still apply).
- 3.3. Following the Council's successful bid to provide this service for Fenland District Council, and the close alignment of the services provided across both Districts, a review of the policy and limits has been undertaken to ensure equity. However, there are some variations required in any case, as detailed in section 4.

4.0 Arguments/Conclusions

- 4.1 It is recognised that the condition of the dwellings in which we live has a direct impact on residents' health. By raising the limits of support for those residents that are most at risk due to health issues and financial position, we can significantly improve the lives of those residents in our district. The proposals below will contribute to that objective.
- 4.2 Over the last 6 years central Government has allowed greater flexibility for the delivery of these grants and, in order to take advantage of this flexibility, the current HARP requires minor variation, as follows:
- 4.3 The cost of building works has significantly increased since the development of HARP in 2019. As such, there have many cases where the current £10k Discretionary Special Purpose Grant limit has not been sufficient to cover the cost of building works. This has impacted on our ability to provide as much grant assistance as would otherwise be possible.
- 4.4 Under the 2019 policy, Discretionary Grant funding is not repayable under any future sale of the property. This is currently not aligned with the wider Cambridgeshire policy and therefore with the increased level of discretionary grant proposed here, this should be rectified to fall in line with the countywide policy of reclaiming such monies.
- 4.5 Under the proposed new policy, the eligible cost limit for grant funding would rise to £15K. Where works exceed £15K, this amount could be funded via a Discretionary Loan, which would be repayable upon any future sale or transfer of the property. So, for example, where the cost of eligible works is £25k, £15K would be funded by a grant and £10K would be funded through the Discretionary Loan. The loan would be registered as a charge on the local land register to allow the loan to be recovered upon sale of the property.
- 4.6 It is also proposed that where works are required to resolve Category 1 Housing Defects (considered the most serious in relevant legislation), the Discretionary Loan can be raised to £25k.
- 4.7 Given the volatile nature of the cost of building works, and in order to provide stability and flexibility to the service, it is proposed that the Director, Operations is given delegated authority to increase cost limits of eligible works by up to 20% on an annual basis without the need to request further Committee approval. This will ensure that the Council is able to provide support to more households.
- 4.8 The HARP is reviewed jointly by all districts again after 5 years subject to any major changes in legislation.

5.0 Additional Implications Assessment

5.1

Financial Implications	Legal Implications	Human Resources (HR) Implications
YES	No	No
Equality Impact Assessment (EIA) No	Carbon Impact Assessment (CIA)	Data Protection Impact Assessment (DPIA)

	No	No
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- 2.5. There is sufficient capital to allow better allocation of funds. The underspend (not committed) in the fiscal year 2023/24 is £211K. We administer approximately 100 mandatory grants per year. In the last financial year, we have been unable to support approx. 10 households due to the cost of the works outstripping the grant limits. These restrictions on the previous policy have resulted in an underspend of the budget. The majority of these cases relate to Disabled Children.
- 5.2. In terms of equality impact, there are only positive outcomes, from funding the provision of housing adaptations for those residents with disabilities

6.0 Appendices

East Cambs & Fenland District Council Housing and Repairs Policy 2025 – 30
Summary Adaptations Policy 2025 - 30

7.0 Background documents

East Cambs Council Housing and Repairs Policy 2019.



East Cambridgeshire
District Council



Cambridgeshire Housing Adaptations, Repairs and Renewals Policy 2025-2030

FOR RESIDENTS LIVING IN EAST CAMBRIDGESHIRE
AND FENLAND DISTRICT COUNCIL AREAS

Consultation Draft November 2024, to take effect from April 2025

(SEPARATE VERSIONS OF THIS POLICY ARE AVAILABLE FOR RESIDENTS OF CAMBRIDGE CITY, HUNTINGDONSHIRE AND SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL AREAS. THEIR VERSIONS OF THE POLICY ARE LARGELY THE SAME AS THIS ONE, BUT WITH SOME SLIGHT DIFFERENCES).

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PART 1: INTRODUCTION

1.1 Purpose and objectives of the policy

This Housing Adaptations, Repairs and Renewal policy shows:

- a) How the five district councils across Cambridgeshire will approach provision of home adaptations and repairs for people living in their areas, to help them to live safely and independently at home.
- b) More specifically, how the policy will apply in East Cambridgeshire and Fenland District Council areas. (Cambridge City, Huntingdonshire and South Cambridgeshire District Councils have their own versions of this policy).

It aims to provide, as far as possible, a consistent approach across the five districts, subject to local demand and funding available. However, it does not cover the Peterborough City Council area which has its own Housing Renewal Policy.

The policy outlines the interventions which the councils have agreed may be funded through the Disabled Facilities Grant Capital Allocation paid to them through the Department of Health's Better Care Fund, and through any other capital funds the councils may have allocated to meet the objectives of the policy.

The policy is aimed at those on low incomes and recognises the important role of housing in promoting physical and mental health and wellbeing. The key objectives of the policy are:

- To support individuals' choices around living healthily, safely and independently at home.
- To help prevent hospital, care home or residential school admission.
- To facilitate patients being discharged from hospital and enabling them to live safely and independently at home, including making it easier for carers to provide support.
- To prevent the need for higher expenditure elsewhere in the health and/or social care system.
- To improve housing conditions and remove hazards in the home (i.e. Category 1 Hazards under the Health and Safety Rating System).

The policy, which replaces the previous policy adopted in 2019, is set within the context of relevant national legislation, regulation, policy and guidance ([see Appendix 2](#)).

A summary version of this policy is also available, and a paper version of the policy can be provided on request.

1.2 Background

The Regulatory Reform Order 2002 (Housing Renewal) gives local authorities a general power to introduce policies for assisting individuals with renewals, repairs and adaptations in their homes through the provision of grants or loans for works that can be treated as capital expenditure. A formally adopted policy must be in place if assistance is to be offered.

This policy covers how Disabled Facilities Grants, which the district councils have a statutory duty to provide to those who need them, will be awarded. It also forms all or part of each of the

councils' Regulatory Reform Order Repair and Renewal policies, as well as any other housing renewal assistance which may be offered by individual councils on a discretionary basis.

It aims to support a range of other policies and plans and priorities, including:

- The national Better Care Fund programme, which aims to “support local systems to successfully deliver the integration of health and social care in a way that supports person-centred care, sustainability and better outcomes for people and carers.”
- The Cambridgeshire and Peterborough Health and Wellbeing Integrated Care Strategy objective of “reducing poverty through better housing, employment and skills” through “improving the quality of housing to enable health and wellbeing resilience”, and “supporting mental health in... existing homes”.
- The district councils' Housing and Homelessness and Rough Sleeping Strategies.
- Meeting of needs identified through the [Cambridgeshire Joint Strategic Needs Assessment 2023](#). (www.cambridgeshireinsight.org webpage, opens in new window)
- The councils' duties around tackling hazards in the home.
- The councils' duties and priorities around promoting equality and financial inclusion.
- Cambridgeshire County Council's Business Plan.
- Having due regard to the Armed Forces Covenant when allocating Disabled Facilities Grants.

The policy also aligns with specific strategies and policies of East Cambridgeshire and Fenland District Councils, including:

- [East Cambridgeshire District Council's Corporate Plan and Objectives](#) (eastcambs.gov.uk webpage, opens in new window)
- [Fenland District Council's Business Plan](#) (fenland.gov.uk pdf, opens in new window)
- [East Cambridgeshire District Council's Equality and Diversity Policy](#) (eastcambs.gov.uk webpage, opens in new window)
- [Fenland District Council's Comprehensive Equal Opportunities Policy](#) (fenland.gov.uk pdf, opens in new window)
- [East Cambridgeshire District Council's housing policies](#) (eastcambs.gov.uk webpage, opens in new window)
- [Fenland District Council's Housing Enforcement Policy](#) (fenland.gov.uk pdf, opens in new window)

Housing adaptations and repairs are part of a range of interventions helping people to live safely and independently at home. These include, for example, reablement services, provision of assistive technology/technology-enabled care and other daily living equipment, and the Cambridgeshire Handyperson Service.

The policy recognises that in order to achieve better outcomes for people, and to make best use of the limited resources available, providing repairs and adaptations in the home in which someone is currently living will not always be the best solution. It needs to be implemented in the context of considering people's wider housing options. Independent advice and information on alternative housing options – for example sheltered or extra care housing or moving to a more suitable home – will, where appropriate, be made available at an early stage. This is particularly important where someone's home is unlikely to remain suitable in the longer term.

Further information on Cambridgeshire’s approach to considering applicants’ wider housing options is at [Appendix 1](#). Examples of evidence to support this policy are shown in [Appendix 2](#).

This revised policy will take effect from April 2025.

1.3 Capital resources

Disabled Facilities Grant funding is capital funding and cannot generally be used for revenue funding purposes. Examples of what may or may not count as capital expenditure are included in Appendix A of the national Disabled Facilities Grant Guidance published in 2022, but the decision on whether an intervention can be treated as capital expenditure is ultimately down to the council concerned.

The amount of Government funding which each of the district councils is allocated each year for Disabled Facilities Grants is calculated based on a national formula. The formula has not been reviewed for some years, so does not necessarily fully reflect the profile and the changing needs of the area. As a result, for some councils the allocation is insufficient to meet demand for mandatory Disabled Facilities Grants, with those councils having to provide additional funding to meet their statutory responsibilities.

Where there is sufficient government funding available to meet demand for mandatory Disabled Facilities Grants in the district, councils may choose to fund additional discretionary works through this policy. Funding may come either from separate funds; or from their Disabled Facilities Grant allocation, provided that assistance is awarded in line with Better Care Fund principles, Integrated Care System priorities, and national legislation, regulation and guidance in place at the time.

This policy aims to make best use of the limited resources available to meet our key objectives.

1.4 The role of the Home Improvement Agency

Home Improvement Agencies have an important part to play in providing advice, support and assistance to older and disabled people and those on low incomes who need to adapt, repair, improve or maintain their homes to meet their changing needs.

The East Cambridgeshire and Fenland District Council Home Improvement Agency is a shared council service operating across both areas. The Home Improvement Agency will assist people to apply for grants and loans, will design and organise works, obtain quotes, supervise the works on site and provide the administrative support needed to help applicants to live independently at home.

The Home Improvement Agency may also carry out works covered by this policy for those not eligible for or claiming financial assistance.

Staff at the Home Improvement Agency work closely with district council officers, occupational therapists and other professionals. They may also act as qualified trusted assessors, carrying out some assessments on behalf of the occupational therapy service, or for those clients who are self-funding simple adaptations.

As a discretionary service, the Home Improvement Agency reserves the right not to offer advice, support and/or assistance in exceptional circumstances.

PART 2: ASSISTANCE AVAILABLE

2.1 Disabled Facilities Grant (mandatory grant)

Mandatory Disabled Facility Grants are available to eligible people with disabilities living in the district, to enable disabled adaptations to the home.

The council will award mandatory Disabled Facilities Grants (DFGs) in accordance with up-to-date government legislation and guidance, which determines amongst other things: the maximum amount of grant payable; the type of work that can be funded; and the test of financial resources that must be applied to determine the contribution, if any, to be made by the applicant.

[See Appendix 3](#) for more details on Disabled Facilities Grants. Further information is available on request.

The Care Act also includes duties for Cambridgeshire County Council to provide minor equipment and adaptations up to a value of £1,000 free of charge, where there is an assessed need. A county-wide Handyperson service also plays a role in providing minor adaptations and repairs where required. These are outside the scope of this policy.

2.1.1 Eligibility

Occupiers of all types and tenures of residential properties are eligible to apply. This also includes park homes and houseboats, and eligibility extends to a range of licensees, including agricultural workers and service employees.

Disabled Facilities Grants will not be made available to those living in residential care homes; or where specialist equipment/adaptations form part of a supported living group home where it is considered to be the landlord's responsibility to keep the equipment/adaptations in good repair or to provide replacements.

Applications for grant assistance on a dwelling owned by a trust will be considered on a case-by-case basis.

Council tenants should apply, in the first instance, to the relevant council's housing adaptations service. A different application process will apply. See [part 3.1](#) below for contact details.

In assessing whether an applicant is eligible for a Disabled Facilities Grant, the council or Home Improvement Agency will consult with Social Services, and other agencies as appropriate.

Applications for Disabled Facilities Grants for adults will normally be subject to a household means test to assess income and savings levels, using the national Financial Test of Resources, unless they are on a qualifying benefit. ([See Appendix 4 for more detail](#)). No means test will apply in relation to Disabled Facilities Grant applications for children up to the mandatory maximum grant amount (currently £30,000); although a means test will be carried out for any discretionary assistance awarded above the mandatory £30,000 limits under part 2.2 of this policy). For the purposes of this policy, 'children' are as defined in the [Glossary at Appendix 6](#))

Some applicants may be eligible for a Disabled Facilities Grant, but be required to make a financial contribution, depending on their financial circumstances. This contribution is usually payable before work commences.

Applicants will not be eligible for a Disabled Facilities Grant for work that has already started.

Assistance will not be available to individuals who have no National Insurance number or recourse to public funds. Further details are available from the government's [Public Funds](#) web page. (gov.uk webpage, opens in new window)

2.1.2 Determining whether works are appropriate

Disabled Facilities Grants are available for capital expenditure on adaptations which the council considers are necessary and appropriate to meet the needs of the disabled person, and reasonable and practicable having regard to the age and condition of the dwelling.

Consideration will be given, at an early stage and in liaison with the applicant, whether moving to alternative accommodation might be a better option. In these circumstances, help and support will be offered in considering what housing options might be available. Details of the Cambridgeshire Early Help, Housing Options for Older People and Older People's Visiting Support service are at [Appendix 1](#).

If moving is considered a better option, discretionary Disabled Persons' Relocation Assistance grant may be available (see [part 2.3](#)).

In deciding whether adaptations are necessary, appropriate, reasonable and practicable, and whether they are likely to meet the person's needs, an assessment of the internal layout of the existing dwelling will be carried out. Consideration may be given to funding additional sleeping and/or bathing accommodation by way of an extension to the existing dwelling only where neither rearrangement, nor moving to an alternative property, is feasible.

In determining what works can be funded, this will be based on the recommendations by the Occupational Therapist or, for less complex issues, a Trusted Assessor.

Disabled Facilities Grants are not available to provide adaptations to facilitate the use of mobility scooters, nor provide storage or charging facilities for scooters, as this sits outside of the purposes specified within the Housing Grants, Construction and Regeneration Act 1996 as amended ([see Appendix 3](#)).

2.1.3 Amount of grant payable

Under the 1996 Act, the mandatory maximum grant that can currently be awarded for a Disabled Facilities Grant is £30,000. This upper limit has been in place for a number of years and is often not sufficient to cover the costs of larger adaptations.

Where the works required, including any fees, will cost more than the maximum amount set by government, an applicant may be asked to look for additional sources of funding and/or to make a financial contribution themselves. In some circumstances they may be able to apply for discretionary Top Up Assistance to help with this. See [part 2.2](#) below for details.

In the case of housing association tenants, the council or Home Improvement Agency may be able to arrange for the landlord to cover some of the cost.

If the work is arranged through the local Home Improvement Agency, the cost of work will be assessed, and contractors appointed, in accordance with arrangements agreed between the council and the Home Improvement Agency. The Home Improvement Agency will charge a fee for overseeing the works as part of the grant application.

If an applicant arranges for the work to be carried out themselves, the council will fund the lower of a minimum of two quotations, provided the quotations received are reasonable taking into account all the circumstances.

Where an applicant is not using the Agency for the work, they will generally be responsible for paying the contractor direct, and the council will reimburse at agreed payment intervals.

Where the work is to be carried out by a family member, rather than through the Home Improvement Agency or a private contractor, Disabled Facilities Grant assistance will cover what the council considers to be reasonable costs for materials, subject to suitable invoices or receipts. Labour costs may not be covered in these circumstances.

As the council is responsible for deciding the amount of assistance to be paid, they will not be responsible for funding additional work agreed between the applicant and the builder.

Where applications are received for more than one person in a household with the same need, grant will not be payable twice for one adaptation (e.g. for one level access shower).

2.1.4 Means test and contributions

Applicants for Disabled Facilities Grants not receiving one or more qualifying benefits will be means tested using the national Financial Test of Resources in place at the time. More detail on how this assessment will be carried out is at [Appendix 4](#).

Means tests will not be carried out in the case of grants for children unless the cost of the work is likely to go above the mandatory maximum grant amount and a discretionary top up grant is also being sought. (See the [Glossary at Appendix 6](#) for definition of who counts as a child for these purposes).

For East Cambridgeshire and Fenland District Council residents, where a means test is required for adaptations for a child, this will involve means testing both the parent(s) and the child.

Variations to the means test may be considered in exceptional circumstances where works likely to cost under £10,000 could be carried out reasonably quickly and are for the benefit of someone with a rapidly progressing/degenerative condition or for someone receiving end of life care. All such decisions will be at the council's discretion.

Advice will be given from the outset on whether or not a disabled person might be eligible and whether the Home Improvement Agency can assist with the application. Where applicants are not eligible for assistance, or their financial circumstances mean that they will need to make a contribution to the cost, the council or Home Improvement Agency may be able to offer advice to the applicant to seek other sources of funding. For example, through charitable contributions or releasing equity in their home.

2.1.5 Carrying out of works

We encourage applicants to have works project-managed by, and delivered through, the local Home Improvement Agency. A fee for this service is charged and will usually be included in the grant award.

In some cases, the applicant may wish to carry out additional work over and above what the council or Home Improvement Agency deems is necessary to meet the needs of the disabled person. In this situation, the council will need to be satisfied that the applicant has sufficient financial resources to fund the additional work.

Where an owner-occupied property is co-owned and one or more of the co-owners is not living there, reasonable attempts will be made to contact the non-resident owner/owners. If still unable to make contact, or permission is not obtained, a decision will be made on whether to

continue with the work, taking into account the best interests of the person requiring the disabled adaptation.

For East Cambridgeshire and Fenland District Council residents, where someone wants help to coordinate adaptations which would help to meet the objectives of this policy, but is not eligible for a grant or loan, our Home Improvement Agency can assist to have the works carried out as a private customer.

2.1.6 Repayment of assistance when the property is transferred/disposed of

Where the value of the grant to an owner occupier exceeds £10,000 a charge will be registered against the property, making some of the grant repayable if the property is disposed of or transferred within 10 years of completion of the work. The minimum charge registered will be £500; the maximum will be £10,000.

2.1.7 Future applications

Where work is completed following a mandatory Disabled Facilities Grant application and the applicant has been required to make a financial contribution to the work, this may in some circumstances reduce the contribution required to be made on future applications for mandatory Disabled Facilities Grant works. Further information is available on request.

Further applications for grants can be made for the same property if needed. For example, if the disabled person's condition changes.

2.1.8 Smaller adaptations

Some small standard adaptations eligible for a Disabled Facilities Grant may be offered as a Special Purposes Assistance grant if funding is available and if the council is satisfied that funding it through discretionary Special Purposes Assistance would significantly speed up the process and improve the outcome for the applicant ([see part 2.4 below](#)). The council or Home Improvement Agency will discuss with the applicant the most appropriate route for the individual concerned, and fees and charges may vary. This option, if offered, does not affect the disabled person's statutory right to apply for a Disabled Facilities Grant.

2.1.9 Adaptations in social housing properties

Any adaptations in social housing will require the permission of the provider landlord concerned. Providers will be expected to work with the council and make decisions within reasonable timescales, to prevent unnecessary delays for the applicant.

The council will also expect social housing providers to make a reasonable financial contribution towards the cost of the works.

Owing to local housing and homelessness pressures experienced across all the local authorities, where major adaptations have been carried out and the property is subsequently re-let, the council may impose a condition relating to nomination rights throughout the grant condition period. If the property becomes vacant during the grant condition period, the council may require it to be held for letting by persons nominated by the council for a reasonable period of up to four weeks.

Alternatively, the council will expect the provider to make reasonable attempts to allocate the property to someone who needs those adaptations.

Applicants should be aware that some major adaptations may lead to rents or service charges being increased; for example, where an extension increases the number of bedrooms.

Although applications made directly by social landlords on behalf of tenants are not means-tested, in deciding the amount of grant to award the council will take into account the extent to which the landlord is able to charge a higher rent because of the works.

2.1.10 Adaptations in private rented properties

Although applications by private landlords are not means-tested, in deciding the amount of grant to award the council will take into account the extent to which the landlord is able to charge a higher rent because of the works.

2.1.11 Responsibility for adaptations once completed

Once work is completed and the completion certificate has been issued, the property owner and/or relevant person becomes responsible for the adaptation, including following up any issues with the contractor(s) or work required under warranties, and for any future maintenance and repairs.

The Home Improvement Agency's fees cover the officer time associated with the application, payment and completion of the works. On completion of the works, the Home Improvement Agency is no longer funded to provide on-going support in respect of any defects that may arise.

2.2 Disabled Facilities Grant Top Up Assistance (discretionary loan)

In cases where the cost of works agreed through a Disabled Facilities Grant application is above the mandatory maximum grant amount set by government - currently £30,000 - applicants may be able to apply for discretionary Top Up Assistance in the form of a loan which will be secured on the property.

This is a discretionary loan and the decision on whether to award it in each case will depend on the individual's needs, their financial resources, and the resources available to each council.

Details of how discretionary cases may be prioritised is shown in [part 4.1](#) below.

2.2.1 Eligibility

Disabled Facilities Grant Top Up Assistance may be available to those who have been assessed as eligible for a mandatory Disabled Facilities Grant where the cost of approved works is above the mandatory maximum grant amount – currently set at £30,000.

Disabled Facilities Grant Top Up Assistance may be available in cases where:

- The option to move to more suitable accommodation has been explored fully but found not to be feasible; **and**
- Having taken all reasonable steps, funding cannot be found from other sources; **and**
- Not carrying out the works would mean that the applicant would be unable to remain living in the community; or the person or their carer would be at significant risk if the work was not completed; or completion of the work would potentially bring significant savings in other areas of public provision including health, social care, and education.
- An assessment of the applicant's financial circumstances indicates that they cannot afford to fund the additional costs.

Disabled Facilities Grant Top Up Assistance will be offered as a loan, secured on the property by way of a local land charge. There should be sufficient equity in the property to meet the cost of

the assistance, taking into account any other charges on the property, and any potential uplift in value which might, in the council's opinion, apply to the property once the work is completed. If there is insufficient equity, or if the applicant is a housing association tenant, and no other suitable accommodation can be found, the council may, at its discretion and in exceptional circumstances, consider offering all or part of Disabled Facilities Grant Top Up Assistance as a grant.

In the case of Disabled Facilities Grant Top Up Assistance for adults, the means test carried out to assess eligibility for and any contribution towards mandatory Disabled Facilities Grant will take into account the full cost of the works, including the need for any Top Up Assistance.

Where an application for Disabled Facilities Grant Top Up Assistance is for a child (as defined in the [Glossary at Appendix 6](#)), the financial circumstances of the household, including essential income and outgoings, will be taken into account.

2.2.2 Maximum amount payable

The maximum amount payable for discretionary Top Up Assistance will be £30,000 including the local Home Improvement Agency's fees where their services have been used.

The council reserves the right to amend this maximum figure in the light of any future national policy changes or for budgetary reasons.

If the cost of works exceeds the maximum payable through a Disabled Facilities Grant and Disabled Facilities Grant Top Up Assistance, and other options are unavailable, the council may refer the case to Cambridgeshire County Council for them to consider whether they are able to provide any additional funding under their own obligations.

2.2.3 Repayment

For East Cambridgeshire and Fenland District Council residents: where Disabled Facilities Grant Top Up Assistance is awarded, a local land charge will be registered against the property in order to secure the loan. The loan will be required to be repaid in full when the property is transferred/disposed of.

2.2.4 Carrying out of works

Where an owner-occupied property is co-owned and one or more of the co-owners is not living there, reasonable attempts will be made to contact the non-resident owner/owners. If still unable to make contact, a decision will be made on whether to continue with the work, taking into account the best interests of the person requiring the work.

2.2.5 Future applications

Future applications for Disabled Facilities Grant Top Up assistance, where assistance has previously been awarded for that disabled person, will only be considered in exceptional circumstances.

2.3 Disabled Persons' Relocation Assistance (DPRA) (discretionary grant)

Disabled Persons' Relocation Assistance is currently available for residents in East Cambridgeshire and Fenland, subject to sufficient funding being available.

Applications for Disabled Persons' Relocation Assistance can be considered for people living in the district where:

Adaptations are required for a person who, having satisfied the means test, is eligible for a Disabled Facilities Grant, but:

- a) relocation may be a better and cheaper option, taking into account the cost of the works and any future works likely to be required in the new property; or-
- b) Where adaptations are required but it is not reasonable or practicable to adapt a disabled person's existing accommodation; or
- c) Where relocation is likely to lead to savings to the wider public purse, or it would help a disabled person to resolve other issues which might impact on health, and/or well-being.
- d) If moving from one district to another, the application will need to be made to the district from which the relevant person is moving (e.g. if an applicant is moving from South Cambridgeshire to Fenland, the application will need to be made to South Cambridgeshire).
- e) In each case, a suitable alternative property must have been identified before a formal application for Disabled Persons' Relocation Assistance is submitted.
- f) Disabled Persons' Relocation Assistance may contribute towards reasonable costs of moving to a more appropriate property: Examples of what this may cover include:
 - removal expenses
 - estate agent fees
 - legal fees
 - other relocation expenses reasonably incurred.
- g) It will not include any adaptations which may be required to the new home.
- h) Disabled Persons' Relocation Assistance is discretionary assistance and depends on the individual's needs and the resources available. Details on how discretionary cases may be prioritised is shown in [part 4.1](#) below.

2.3.1 Eligibility

Disabled Persons' Relocation Assistance can be considered for applicants who meet the criteria above, where the council is satisfied that the property to which the disabled person is moving more closely meets his/her needs and those of the family than the existing one.

Applications may be considered from/on behalf of owner occupiers and tenants.

A representative of the council or an Occupational Therapist may visit the property being considered for relocation, to ensure it is suitable to meet the needs of the disabled person.

Only applications made before the person has moved home will be considered.

2.3.2 Grant payable

Assistance will be in the form of a grant which will not be required to be repaid.

The aggregated cost of the Disabled Persons' Relocation Assistance and any work to adapt the new property must not exceed the cost of adapting the disabled person's existing accommodation.

The final decision as to whether expenditure is appropriate, and costs are reasonable will rest with the council. If the applicant is transferring to a rented property, grant will not be available for anything which is the landlord's responsibility.

The applicant is responsible for getting quotes to cover relocation costs. The council will be responsible for assessing whether costs claimed for are reasonable. Assistance is only payable upon the successful completion of the purchase or sign-up of the tenancy of the 'new' property and is dependent on the disabled person then occupying that property as their only and main residence.

Whether grant is paid to the applicant or to contractors or suppliers will be at the council's discretion.

If the disabled person chooses not to go ahead with the move once some or all of the assistance has been paid, the council reserves the right to require some or all of the money to be repaid.

2.3.3 Future applications

If the disabled person subsequently moves again, a further application for Disabled Persons' Relocation Assistance may only be considered where the disabled person's circumstances have changed significantly since moving into the property for which the assistance was awarded, or where there were particular exceptional reasons; such having to move due to flee domestic abuse, or due to being a member/family member of the armed forces as covered by the Armed Forces covenant. This will be at the council's discretion.

Only one application for Disabled Persons' Relocation Assistance will be considered for that person within any five-year period.

2.4 Special Purposes Assistance (SPA) (discretionary grant and/or loan)

Special Purposes Assistance is currently available for residents in East Cambridgeshire and Fenland, subject to sufficient funding being available.

Special Purpose Assistance may be available for home repairs, or other minor works or interventions in the home which the council is satisfied is reasonable and practicable and will help to meet one or more of the Policy's key objectives. Applications should be made to the Home Improvement Agency in the first instance, rather than applying to the council.

It will not normally be offered for interventions which are readily available through other services, or which are a landlord responsibility.

Examples of the types of work may include:

- Property repairs and replacement of fixtures/fittings
- Remedying of Category 1 hazards, including work to reduce the risk of falls
- Energy efficiency measures to promote warm homes
- Security measures
- Works not eligible for a mandatory Disabled Facilities Grant but would help prevent hospital or care admission, speed up transfers of care, and/or save money elsewhere in the health, social care and/or education system
- Additional work to facilitate work required under a mandatory Disabled Facilities Grant but which is not eligible for mandatory Disabled Facilities Grant funding
- Work to make a home dementia-friendly.
- Work to improve digital connectivity or install assistive technology within the home

- Adaptations which would normally be funded through a mandatory Disabled Facilities Grant but where the council is satisfied that funding it through Special Purposes Assistance would significantly speed up the process and improve the outcome for the applicant. The council would also have to be satisfied that there were exceptional circumstances which justified the mandatory Disabled Facilities Grant process being waived for that particular applicant.
- Larger items of personal equipment where alternative funding is not available, and where provision would be cheaper and/or provide a better outcome for the individual than would be achieved through adaptations.
- Any other request deemed by the council to be reasonable and practicable, and necessary and appropriate to meet the objectives of the Policy.

Special Purposes Assistance is not available for repairs to disability equipment, such as stairlifts, ceiling track hoists, etc, as it is considered to be ongoing maintenance and cannot be funded through capital expenditure. It is generally the responsibility of the owner to maintain equipment in good working order, or it will be covered by manufacturer's warranty

Special Purposes Assistance can be offered as a discretionary grant and/or loan or a combination of the two, and will depend on the individual's needs, the resources available, and the particular district council's wider objectives and priorities. Details on how discretionary cases may be prioritised is given in [part 4.1](#) below.

2.4.1 Eligibility

Applicants must be living in the district and living in the property in question as their only or principal home.

If repair or other work is required other than disabled adaptations, the applicant must normally have been resident in that home for a minimum of two years prior to the date of application.

Applications from tenants will normally only be considered for work which is not the responsibility of the landlord.

Special Purposes Assistance will normally only be considered for those on low income or in receipt of a qualifying benefit. (This does not apply to adaptations for children which are being funded through Special Purposes Assistance but would normally be expected to be funded through mandatory Disabled Facilities Grant. (See [Appendix 4](#) for more detail).

Evidence of being in receipt of benefits will normally be required, although if providing evidence would lead to unreasonable and exceptional delays in work being carried out, the council may use its discretion to accept a signed declaration that the person for whom the work is required is in receipt of one of these benefits. If this statement is later found to be false, then the applicant will be required to repay the grant in full.

Special Purposes Assistance will not normally be available for disabled adaptation work where adaptations are already being funded through mandatory Disabled Facilities Grant and Disabled Facilities Grant Top Up Assistance.

2.4.2 Means test and contributions

If not in receipt of a qualifying benefit, a means-test will be carried out based on household income. The means test will apply to the person on behalf of whom the application is being made, as well as any non-resident owners or co-owners. Special Purposes Assistance will not

be available where it is considered that there is sufficient income or savings available to undertake the works required. Applicants may also, depending on their financial circumstances, be required to make a financial contribution, which will usually be payable before the work starts.

The means test may be waived in exceptional circumstances at the council's discretion, e.g. for someone receiving end of life care.

Where the applicant is required to make a contribution but does not have sufficient savings, and the council concerned is satisfied that seeking a contribution would give rise to exceptional financial hardship and be detrimental to the health and wellbeing of the applicant, a decision may be made to waive the contribution. This would be subject to the discretion of the council concerned and availability of funding.

The council or Home Improvement Agency may consider whether other funding options are available in considering whether assistance is payable.

2.4.3 Amount of assistance payable

The maximum amount allowed to one household will generally be £15,000, including any Home Improvement Agency fees. However, for work which would result in remedying Category 1 hazards under the Housing Health and Safety Rating System (a standard used to measure property condition), the maximum will be £25,000 including fees but may be raised higher for exceptional cases.

2.4.4 Repayment

Where the value of the assistance to an owner-occupier for work other than disabled adaptations exceeds £10,000, a loan for some or all of the amount above £10,000 may be offered. This will be by way of a local land charge registered against the property, making the loan element repayable on transfer or disposal of the property.

2.4.5 Carrying out of works

Where an owner-occupied property is co-owned and one or more of the co-owners is not living there, reasonable attempts will be made to contact the non-resident owner/owners. If still unable to make contact, a decision will be made on whether to continue with the work, taking into account the best interests of the person requiring the work.

East Cambridgeshire and Fenland District Council expect that most discretionary works will be managed through the Home Improvement Agency, unless it is more expedient for the grant applicants to manage the works themselves.

2.4.6 Future applications

Further applications for Special Purposes Assistance will not normally be considered from an applicant household within three years of the work being completed unless there are extenuating circumstances. For example, if refusal would lead to significant health impact or a delayed transfer of care; or if they have had to move to flee domestic abuse, or due to being a member/family member of the armed forces as covered by the Armed Forces covenant.

Where the council agrees to fund further applications for Special Purposes Assistance within three years of the work being completed, if the total costs over that three-year period exceeds £10,000, a local land charge will be placed on the property making the loan element repayable on transfer/disposal of the property.

2.4.7 Responsibility for works once completed

The Home Improvement Agency's fees cover the officer time associated with the application, payment and completion of the works. On completion, the Home Improvement Agency is no longer funded to provide on-going support in respect of any defects that may arise.

As with Disabled Facilities Grant works, once work is completed and the completion certificate has been signed, the property owner and/or relevant person becomes responsible for the completed works, including following up any issues with the contractor(s) or work required under warranties, and for any future maintenance and repairs.

2.5 Discretionary funding of partnership work and other services

This policy allows for Disabled Facilities Grant capital grant funding provided through the Better Care Fund to be made available for other social care capital funding purposes, including wider partnership projects or other services where it can be clearly demonstrated that they would help to meet Better Care Fund objectives and the objectives of this policy.

PART 3: ACCESS TO THE SERVICE

3.1 How to apply and who to contact for further information

East Cambridgeshire and Fenland District Council Home Improvement Agency
The Grange, Nutholt Lane
Ely
CB7 4EE

Telephone: 01353 616950
Email: HIA@eastcambs.gov.uk

3.2 Valid applications

For an application to be valid, it must be in writing, and all the information required by the council must be provided. This may include, amongst other things:

- Details of why the work is needed
- Details of the relevant works
- Estimates of the cost of the works
- Any financial information required for a financial assessment to be carried out
- Written documentation evidencing a legal interest in the property, and that the person on behalf of whom the application is made intends to live there as their only or main residence throughout the grant/loan condition period. If the application is for a property held in trust or is occupied under another licence, for example in the case of agricultural workers, it will be at the council's discretion as to the appropriateness or otherwise of the requirement for written documentation.
- For works to be carried out for the benefit of a tenant, a statement of consent to the works signed by the person who at the time of the application is the landlord under the tenancy.

Exactly what information is required in each case will depend on the type of assistance being applied for and the circumstances of the applicant. More information is available on request.

Where the applicant is using the services of the local Home Improvement Agency, the agency can help with completing the application.

Further information on the types of legal interest and occupancy documentation required are at [Appendix 5](#).

3.3 Fees to be charged, and charges for abortive work

The Home Improvement Agency will arrange for work to be carried out under this policy for which they will charge a fee to cover their costs.

The fee-paying structure and what is a reasonable level of fees to be charged will be agreed between the council and the agency and may change over time.

At the time of publication of this policy fees are being charged based on a percentage of the overall cost of the work. However, a minimum fee may be charged for smaller works where calculating it on a percentage basis would not cover the agency's costs.

Where financial assistance is awarded, the fee will be included in the amount to be paid to the client.

Where preparatory work is carried out by the Home Improvement Agency and the applicant decides not to proceed with securing the grant or loan which would include a fee to the agency, the agency reserves the right to charge the applicant separately for some or all of the cost of that up-front work. The same will apply where abortive costs are incurred for non-grant funded work. Decisions will be made on a case-by-case basis.

Up to date information on fees to be charged is available on request.

The fees charged by East Cambridgeshire and Fenland District Council may vary from time to time, and applicants will be advised of the current rate when they appoint the Home Improvement Agency. The agency's fees are subject to VAT.

3.4 Repayment

Repayment arrangements may vary from council to council. Where more than one form of assistance is provided, more than one Local Land Charge may be placed on the property.

3.5 Conditions

Information on grant/loan conditions are available from the council or Home Improvement Agency. These conditions remain in force throughout the relevant grant/loan condition period.

In making an application for financial assistance the applicant agrees to the terms and conditions attached to the provision of that assistance.

3.6 Other principles

All applications will be dealt with on their merits and decisions made on a case-by-case basis. Any decision to consider applications for assistance which fall outside of the policy will be at the council's discretion.

We will always endeavour to act within the best interests of the person for whom the application is being made, or the work is being carried out.

Before making a loan, or requiring repayment of a grant or loan, the council will have regard to the person's ability to afford to make the contribution or repayment.

We will always assume that the person concerned has mental capacity to make decisions, unless there is documentary evidence or other strong reasons to doubt it.

Exceptions to the policy may be considered in exceptional circumstances.

We will aim to make best use of the resources available to achieve the objectives of the policy.

PART 4: ADDITIONAL INFORMATION

4.1 Prioritisation of funding

While this policy is designed to encourage flexible use of the Disabled Facilities Grant Capital Allocation, where insufficient funding is available, mandatory Disabled Facilities Grants will be given first priority over discretionary assistance.

Where the council considers there will be sufficient funding to provide discretionary assistance on top of mandatory Disabled Facilities Grant work, then applications for discretionary assistance will be dealt with on a first come first served basis, so long as sufficient funding remains available.

If there are a number of applications being considered at any one time, applications will generally be prioritised in the following order:

- 1) Mandatory Disabled Facilities Grants, and Disabled Persons' Relocation Assistance for applicants who would be eligible for a Disabled Facilities Grant, within the terms of [part 2.3.1](#) above.
- 2) Funding to enable works to be carried out through a Disabled Facilities Grant where the work is not eligible for mandatory Disabled Facilities Grant funding
- 3) Disabled Persons' Relocation Assistance under the terms of [part 2.3.1](#) above
- 4) Discretionary Top Up Assistance
- 5) Disabled Facilities Grant works to be carried out under Special Purposes Assistance where the council is satisfied that funding it through Special Purposes Assistance would significantly speed up the process and improve the outcome for the applicant.
- 6) Other Special Purposes Assistance
- 7) Disabled Persons' Relocation Assistance under the terms of [part 2.3.1](#) above
- 8) Discretionary social care partnership projects and/or other services.

The council reserves the right to amend this priority ordering if the need arises. For example, where additional funding becomes available from elsewhere with the intention of it being used for a particular type of assistance; if changes in legislation enable or require it.

In assessing whether to fund assistance other than mandatory Disabled Facilities Grants, and what priority should be given, the council will also consider:

- a) The extent to which providing assistance will meet the objectives of this policy.
- b) Whether the need for assistance is considered serious and urgent both in its own right and relative to any other current applications and enquiries for assistance which the council is considering.
- c) The extent to which the applicant is able and can him/ herself afford to resolve the problem and /or pay for the work.
- d) Whether the work to which the application relates is considered serious or urgent relative to the general state of repair of dwellings in the district.
- e) Any other circumstances which may be relevant at the time.

4.2 Approval of application and payment of assistance

Before approving an application, the council will need to be satisfied that the application is complete and that it accurately reflects the applicant's circumstances; also that the applicant clearly understands and accepts the conditions of any financial assistance being provided.

Where the assistance is to pay for work to be carried out:

- The council must be satisfied that the cost of the works is reasonable and that all the appropriate notifications and/or permissions have been obtained e.g., Building Regulations, Planning Permission etc.
- If the Home Improvement Agency has declined the work and the applicant is arranging their own work, they should not make any arrangements for the work to start until they have received the grant/loan approval in writing from the council.
- If carrying out their own work the applicant must notify the council when the work is completed. A council representative may need to visit the property to inspect the works before arranging payment. No payment will be made until the relevant work is completed to the council's satisfaction. The applicant will be responsible for ensuring that any defects are remedied.
- Payment will generally be made by the council to the contractor, unless the applicant has managed the work themselves, in which case the applicant will be responsible for paying the contractor direct.
- Where the approved work has not been carried out to the satisfaction of the applicant the council may, at the request of the applicant and if it considers it to be reasonable, withhold payment.

Further conditions may apply to the payment of any assistance under this policy, which applicants need to formally agree to before any application can be approved. Details are available from the council or the Home Improvement Agency.

In East Cambridgeshire and Fenland district it is expected that works will be completed within 12 months of grant or loan approval. Failure to make sufficient progress on works funded by a grant and/or loan may result in the grant and/or loan being revoked by the council.

4.3 Council decision-making and appeals

All applications for assistance contained within this policy are subject to the council's decision-making processes.

If an applicant wishes to appeal against a decision under this policy, contact the Home Improvement Agency manager in the first instance. The manager will advise the applicant of how an appeal may be taken forward.

The council may make exceptions to the policy in exceptional circumstances, and each case will be considered on its merits.

4.4 Equalities

The public sector equality duty under the Equality Act 2010 requires public bodies, in exercising their functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

An Equality Impact Assessment has been carried out on this policy to ensure that the policy takes into account the needs of all groups, and that particular groups of people are not adversely affected by it.

4.5 Safeguarding

There are national requirements for safeguarding and protecting people at risk of abuse or neglect. All the Cambridgeshire councils are committed to safeguarding and promoting the welfare of children and adults who may be at risk, and their policies and processes reflect the direction of Cambridgeshire County Council in relation to safeguarding. All key staff are trained in safeguarding issues. Your council can provide details of its own policies in relation to safeguarding.

4.6 Customer Care and Complaints

In East Cambridgeshire and Fenland, customer care is of paramount importance. Staff are trained in their area of work, and most are experienced at supporting disabled and/or vulnerable people. Contractors are required to act in accordance with a code of conduct, and health and safety is taken very seriously.

Customers who wish to make a complaint should speak first to the manager of the Home Improvement Agency, who will advise on how to make a complaint, and to who the complaint should be made. Complaints will initially be dealt with by the Home Improvement Agency, or the relevant council, depending on the nature of the complaint.

All reasonable attempts will be made to ensure that works are carried out within timescales laid down in national Disabled Facilities Grants guidance. However, there may be factors affecting timescales which are beyond the control of the council or the Home Improvement Agency. Where delays occur, we will do our best to minimise these as far as we can and to keep the applicant updated.

4.7 Links with other strategies and plans

In making decisions under this policy regard will be had to wider council priorities. For example, where installing new boilers or other heating systems we will, where funding allows, take the opportunity to improve energy efficiency standards to help meet the council's broader carbon reduction/climate change/ other environmental objectives.

4.8 Monitoring of outcomes

A set of performance measures and monitoring targets have been agreed between Cambridgeshire County Council and the district councils.

Overall outcomes are difficult to measure, as providing assistance through this policy may, for some people, be one of a number of factors needed to support independent living. However, customer satisfaction surveys carried out by the Home Improvement Agencies include questions around whether the customer feels that, as a result of work carried out, they have maintained independent living; been able to be discharged from hospital; or been prevented from being admitted to hospital or care home or other specialist setting.

4.9 Policy Review

The Policy will run from April 2025. It will be reviewed periodically, as and when necessary.

The maximum amount payable for Disabled Facilities Grants Top Up Assistance, which has been increased since the previous policy, will be reviewed annually within the context of the resources available to fund the policy, or sooner if national rules around the maximum amount of Disabled Facilities Grants payable is changed.

PART 5: APPENDICES

Appendix 1 Early Help and Housing Options

In order to achieve better outcomes for people, and to make best use of the resources available, providing repairs and adaptations in the property in which someone is currently living will not always be the best solution; options must also be available for people to move to more suitable accommodation.

The Home Improvement Agencies already provide basic housing options advice. However, with limited funding available, for the policy to be successful it will need to be implemented hand in hand by considering people's wider housing options at an earlier stage.

For adults where their current home may not meet their needs now or in the future, there are Specialist Housing Advisors employed by Cambridgeshire County Council who work with the Adult Early Help Team working with Social Workers and Occupational Therapists. This service provides advice and information on all the possible options that may be available at an early stage.

For older people the councils also promote the use of the Elderly Accommodation Council (First Stop – HOOP) resources to deliver early advice and information on alternative housing options prior to a request for an adaptation. This provides comprehensive information on services available to maintain independence and an independent advice line. Information on alternative housing opportunities - for example sheltered housing, extra care or the purchase of a more suitable home, can inform early decisions. This is especially important if the home will not be suitable in the longer term.

[The Housing Options for Older People \(HOOP\) tool](http://hoop.eac.org.uk) (hoop.eac.org.uk webpage, opens in a new window) is available both online and in leaflet format and is designed to help older people think about how suitable their current home is and can identify what alternative options are nearby.

Support with planning, managing and facilitating a move can be sought from the Older Peoples Visiting Support Services which are delivered across the county to people in all tenures, be they property owners or renters, if this is not readily available from family or friends.

For working-aged people with a disability who are considering applying for an adaptation to their home, information and advice can be sought on alternative social housing options from the local Home-Link teams. Support with planning, managing and facilitating a move may be available from the Floating Support Services available across the county.

For families with a child or young person with Special Educational Needs and Disability (SEND 0 – 25) where their current home may not meet the child's needs now or in the future, there is a Specialist Housing Officer who works with the SEND Social Care, Occupational Therapists and others.

These services provide advice and information on all the possible options that may be available at an early stage. Often major adaptations can be expensive and the limits of the Disabled Facilities Grant funding available means that sometimes more expensive works (i.e. extensions with specialist equipment) cannot be fully funded that way. Options may include a move to a more suitable property, accessing or moving within social housing, or a new build opportunity.

Appendix 2 National and Local Context and Supporting Data

Legislative background

Provision of financial assistance under this policy is mainly governed by the Housing Grants, Construction and Regeneration Act 1996, as amended by the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

National DFG guidance: [Disabled Facilities Grant delivery: guidance for local authorities in England \(March 2022\)](#), gives more information on the relevant legislation. (gov.uk webpage, opens in new window)

[The Regulatory Reform \(Housing Assistance\) \(England and Wales\) Order 2002](#) (gov.uk webpage, opens in new window) gives local authorities a general power to introduce policies for assisting individuals with renewals, repairs and adaptations in their homes through provision of grants or loans. A formally adopted policy must be in place if assistance is to be offered. This policy constitutes each council's Housing Assistance Policy under the Order.

National data

According to the English Housing Survey 2021/2022:

- Around 10% of households in England are estimated to be living in a home which have Category 1 hazards under the Housing Health and Safety Rating System.
- 14% of households are living in a home that does not meet the national Decent Homes Standard.
- 4% of households are living in a home with damp present.

Households in the private rented sector are more likely to live in poor quality housing than social renting and owner-occupied households.

A BRE briefing paper, [The cost of poor housing in England by tenure \(BRE 2023\)](#) (bregroup.com pdf, opens in new window) estimates that, in 2019:

- Around 10% of owner-occupied homes had a Category 1 hazard that, if left untreated, would result in an annual cost to the NHS of £783 million
- Around 13% of private rented homes had a Category 1 hazard that, if left unmitigated, would result in an annual cost to the NHS of £290 million
- Around 5% of social rented homes had a Category 1 hazard that, if left unmitigated, would result in an annual cost to the NHS of £65 million.
- The two most prevalent Category 1 hazards in the English housing stock are excessive cold and falls associated with stairs.

Local Data

Data and analysis from the [Cambridgeshire and Peterborough Joint Strategic Needs Assessment 2023](#) (cambridgeshireinsight.org.uk webpage, opens in new window) shows that:

- The Cambridgeshire population is almost 679,000, with a 9.3% growth in population since 2011 (Census 2021).
- The population is forecast to increase by 14.3% to 2031, with increases expected across all age bands with the exception of children and young people aged 5 to 14 years.
- Around 16.4% are living with a disability under the Equality Act.

- Healthy life expectancy at birth is 64.2 for males and 67.7 for females, both higher than the England average.
- Although measures of health for Cambridgeshire usually compare quite well with the England average, residents' health across the county varies considerably.
- Generally speaking, residents in Fenland (and Peterborough) have the poorest health, and South Cambridgeshire tends to have the best health. There are patches of poor health in some areas, most commonly in Fenland (and Peterborough) and also in north Cambridge and in parts of Huntingdonshire.
- Most of the local population who are in poor health live outside the most deprived areas, and there are struggling households everywhere, even in areas not considered deprived as a whole.

The councils' Housing and Homelessness and Rough Sleeping Strategies provide information on the local housing market and the councils' strategic approaches to dealing with local housing issues. These, together with data published in quarterly housing market bulletins covering the Cambridge housing sub-region and broken down by district, demonstrate significant pressure within the local housing market.

The Home Improvement Agencies monitor adaptations and other assistance carried out locally, including numbers of referrals, enquiries and applications; numbers of grants and loans awarded; funding committed, and amounts spent; and customer satisfaction data. This data demonstrates, for example:

- An ongoing local need for Disabled Facilities Grants and other discretionary assistance.
- Increasing numbers of Disabled Facilities Grant applications where work would cost more than the national £30,000 Disabled Facilities Grant limit.

Appendix 3 Disabled Facilities Grants – further information

The provisions governing mandatory Disabled Facility Grants are set out in the Housing Grants, Construction and Regeneration Act 1996, as amended by the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

A summary of the purposes for which mandatory Disabled Facility Grants may be given are as follows:

- a) Facilitating access and provision: These include works to remove or help overcome any obstacles which prevent the disabled person from moving freely into and around the dwelling and enjoying the use of the dwelling and the facilities or amenities within it.
- b) Making a dwelling or building safe: Adaptations to the dwelling or building to make it safe for the disabled person and other persons residing with him/her.
- c) Room usable for sleeping: The provision of a room usable for sleeping should therefore only be undertaken if the council is satisfied that the adaptation of an existing room in the dwelling (upstairs or downstairs) or the access to that room is unsuitable in the particular circumstances.
- d) Bathroom: A disabled person should have access to a wash hand basin, a WC and a shower or bath (or if more appropriate, both a shower and a bath).
- e) Facilitating preparation and cooking of food: A wide range of works are available to enable a disabled person to cater independently.
- f) Heating, lighting and power: The improvement of an existing heating system in the dwelling to meet the disabled occupant's needs. Where there is no heating system or where the existing heating arrangements are unsuitable to meet his needs, a heating system may be provided.
- g) Dependent residents: Works to a dwelling required to enable a disabled occupant better access and movement around the dwelling in order to care for another person who normally resides where whether or not they are related to the disabled person.
- h) Access to garden: Works for facilitating access to and from a garden by a disabled occupant or making access to a garden safe for a disabled occupant.

Further details are available from the council or Home Improvement Agency.

Appendix 4 Test of Resources/ Means Testing

Where required under this policy, a test of resources will be carried out in order to assess the amount, if any, that the applicant must contribute to cost of the works. If the applicant is not in receipt of a qualifying benefit, they may have to provide details of income and capital.

For those in receipt of one or more of certain qualifying benefits or any equivalent or successor benefits at the time of the application, their contribution towards the financial assistance will be nil.

The relevant qualifying benefits set by government at the time of publishing this policy are:

- Universal Credit
- Income Support
- Income based Job Seekers Allowance or Income Based Employment Support Alliance
- Working Tax Credit with gross income less than the current level set by the Department of Work and Pensions
- Housing Benefit
- Guaranteed Pension Credit
- Or Child Tax Credit with a relevant income less than the current level set by the Department of Work and Pensions

In addition to the qualifying benefits set by government, Council Tax Reduction may, under this policy, be treated as a qualifying benefit where it relates to households on a low income. This would exclude other Council Tax Reduction schemes, such as single person discount or severely mentally impaired status, etc.

For those not on one of the qualifying benefits listed above, where means testing is required legally and/or under the policy, a full means test will be carried out under the national test of resources in accordance with the Housing Renewal Grants Regulations 1996 (as amended), or any future legislation that replaces it. This will calculate the applicant's contribution in order to assess the extent to which any assistance may be given up to the maximum eligible expense limit.

The council may in some cases, and where legally permitted, exercise the discretion to consider a grant or loan where applicants are not on qualifying benefits but instead:

- have an income (at the time of application), of less than the current income level recognised by the Department of Work and Pensions,
- and have savings less than the current cut off level determined by the benefits service,
- and are considered to be a priority due to their situation or their urgency of the works required.

The means test or other financial assessment will apply to the person for whom the intervention is being applied for, and any spouse/partner.

Variations to the means test may be considered at the council's discretion; for example, if it would otherwise lead to exceptional hardship.

Appendix 5 Documentation required to demonstrate a legal interest in the property and intention to remain in the property.

Also see sections 21-22A of the [Housing Grants, Construction & Regeneration Act 1996](#) for more detail ([gov.uk webpage, opens in new window](#))

Owner-Occupiers

An owner's certificate which certifies that the applicant has or proposes to acquire an owner's interest in the dwelling, and that the applicant intends that the person requiring financial assistance will live in the dwelling as their only or main residence throughout the relevant grant/loan condition period, or for such shorter period as his/her health and other relevant circumstances permit. The council retains the discretion to demand repayment of the grant or loan if this condition is breached.

Tenants

A tenant's certificate which certifies that the person requiring financial assistance is a tenant, and that they intend that the occupant for whom the assistance is being sought will live in the dwelling as their only or main residence throughout the relevant grant/loan condition period, or for such shorter period as his/her health and other relevant circumstances permit.

The council retains the discretion to demand repayment of the grant or loan if this condition is breached. It will be at the council's discretion whether an application should also be accompanied by an owner's certificate from the landlord.

Occupiers (in relation to houseboats and park homes)

Houseboat and park home dwellers will need to demonstrate that they have a legitimate right to occupy that home and/or site. An occupier's certificate will also be required stating that the applicant intends that the occupant for whom assistance is being sought will live in the qualifying houseboat or park home as their only or main residence throughout the relevant grant/loan condition period or for such shorter period as his/her health and other relevant circumstances permit. The council retains the discretion to demand repayment of the financial assistance if this condition is breached. A consent certificate must also accompany an occupier's application, from each person with an interest in the land or mooring, or in the park home site or boatyard itself.

If none of the above certificates are appropriate to the applicant's situation then signed documentation shall be provided by either the owner or the occupier to confirm the intention for future occupation of the property by the person for whom financial assistance is being sought.

Availability for letting

In a case where a certificate of intended letting accompanies the application:

- It is a condition of any financial assistance under this policy that, throughout the relevant grant/loan condition period the dwelling will be let or available for letting to the applicant as a residence. Being available as a holiday letting will not satisfy compliance with this requirement.
- It is also a condition of the financial assistance that the council, may, by written notice require the owner to provide, within 21 days of that notice, a statement showing how the property is occupied and by whom.

Appendix 6 Glossary

TERM	DEFINITION
Assistance	Any form of financial assistance approved under this policy
Better Care Fund	The Better Care Fund (BCF) (nhs.uk webpage, opens in new window) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing and live independently in their communities for as long as possible. The BCF has been created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life.
Category 1 Hazards	Hazards in the home assessed as ‘serious’ through the Housing Health and Safety Rating System . (gov.uk webpage, opens in new window)
Children	For mandatory Disabled Facilities Grant applications, the relevant person is a child if; <ul style="list-style-type: none"> • under the age of 16 • a person who is 16 or over but not yet 20, and is still in full-time non-advanced education (A level and below) and not getting Income Support, income-based Job Seekers’ Allowance, income-related Employment and Support Allowance or Universal Credit.
Condition	Any condition attached to financial assistance approved under this policy. Details of conditions are available on request.
Council	Any reference to council, other than specific references to Cambridgeshire County Council, means the local housing authority operating in the area in which the person on behalf of whom an application is made resides, or an authorised representative of that housing authority, i.e. Cambridge City Council; East Cambridgeshire District Council; Fenland District Council; Huntingdonshire District Council; or South Cambridgeshire District Council. An authorised representative could include, for example: the Home Improvement Agency commissioned by that authority, an Occupational Therapist, a Trusted Assessor, etc.
Disabled person/disabled occupant	For the purposes of this policy, a person is disabled if: <ul style="list-style-type: none"> • their sight, hearing or speech is substantially impaired. • they have a mental disorder or impairment of any kind; or • they are physically substantially disabled by illness, injury, impairment present since birth, or otherwise. <p>The disability must be substantial and permanent. (See s100 Housing Grants, Construction and Regeneration Act 1996 for full definition)</p>
Discretionary assistance	Grants and/or loans which the council may make available to applicants, subject to having a policy in place, and to having sufficient funding available to offer that assistance. The extent to which discretionary assistance may be available to an applicant may also be subject to how the council concerned interprets and/or implements financial regulations – e.g. use of capital grant funding for revenue purposes.
Disposal/transfer of a property	Any reference to ‘disposal’ of a property means: <ul style="list-style-type: none"> • A conveyance of the freehold

	<ul style="list-style-type: none"> • An assignment of the lease – where the lease was used to qualify for the assistance: e.g. a long lease that was treated as effective ownership • The grant of a lease, other than a mortgage term, for a term of more than 21 years otherwise at a rack rent • In the case of a mobile home or a houseboat, the sale, pledge or assignment of the mobile home or houseboat.
Home Improvement Agency	An agency commissioned by the council to support people to remain independent at home. The role of the local agency is outlined in part 1.4 of this policy.
Household	The person or persons who occupy a dwelling as their only or main residence.
Housing Health and Safety Rating System (HHSRS)	National system for assessing risks in residential properties (gov.uk webpage, opens in new window). Replaced the old housing fitness standard.
Local land charge	Local land charges are defined in the government's Practice Guide 79: Local Land Charges (gov.uk webpage, opens in new window). For the purposes of this policy, a local land charge registered on a property may require financial assistance to be repaid to the council on resale of the property.
Mandatory assistance	Disabled Facilities Grants are 'mandatory' in that local authorities are legally required to provide them to applicants who meet national eligibility requirements.
Maximum amount for Disabled Facilities Grants	The maximum amount the government says that a council can pay as a mandatory Disabled Facilities Grant. At the time of writing this policy the maximum was set at £30,000, but the government has indicated that this is likely to change in future.
Means test/test of resources	As part of an application for some forms of assistance under this policy, a test of resources must be carried out in order to assess the amount, if any, that the applicant must contribute to the cost of the works. If the applicant is not in receipt of a qualifying benefit, they will have to provide details of income and capital. More information is available in Appendix 4 to this policy.
Owner's interest	Where an application for a Disabled Facilities Grant (or other works to the home) has been made by an owner-occupier the applicant must provide proof of ownership. Under the 1996 legislation: An owner's certificate' certifies that the applicant has, or proposes to acquire, an owner's interest (as defined in section 21(2)) in the dwelling, and that he intends that the disabled occupant will live in the dwelling as his only or main residence'. For more information see Appendix 5 to this Policy
Regulatory Reform Order Repair and Renewal policies	Councils have powers to provide financial assistance to individuals to help them improve living conditions. In order to be able to use those powers they need to have a published policy detailing how they will use those powers.
Relevant person	The person for whose benefit the financial assistance is offered and/or work is being carried out.
Trusted Assessors	Staff within the Home Improvement Agency who have been trained to Trusted Assessor Level 4 standard which demonstrates a reasonable level of competence and experience in assessing for basic home adaptations.



East Cambridgeshire
District Council



Cambridgeshire Housing Adaptations, Repairs and Renewals Policy

2025-2030

SUMMARY

FOR RESIDENTS LIVING IN EAST CAMBRIDGESHIRE
AND FENLAND DISTRICT COUNCIL AREAS

Consultation Draft November 2024, to take effect from April 2025

INTRODUCTION

This Housing Adaptations, Repairs and Renewal policy is aimed at helping people in Cambridgeshire to live safely and independently at home.

This version of the policy applies to people living in the areas covered by East Cambridgeshire District Council and Fenland District Council.

Separate documents are available for residents of Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council. Their versions of the policy are largely the same as this one, but with slight differences.

TYPES OF FINANCIAL ASSISTANCE

The policy includes four types of financial assistance in the form of grants or loans, which may be available to those on low incomes:

1. Mandatory **Disabled Facilities Grants (DFGs)** to provide disabled adaptations in people's homes.
2. Discretionary **Top Up Assistance** where the cost of the works agreed through a Disabled Facilities Grant application is above the statutory maximum amount – currently set national at £30,000 (may be subject to change).
3. Discretionary **Relocation Assistance** to help disabled people move to a more appropriate home.
4. Discretionary **Special Purposes Assistance** for repairs or other minor works or interventions in the home.

The tables below give more details on each of these.

The funding available to the council may also be used to fund wider partnership projects which can be funded through capital expenditure, and which help to meet the objectives of the policy.

OBJECTIVES OF THE POLICY

The policy is aimed at people on low incomes. Key objectives of the policy are:

- To support individuals' choices around living healthily, safely and independently at home.
- To help prevent hospital, care home or residential school admission.
- To facilitate a patient being discharged from hospital and enabling them to live safely and independently at home, including making it easier for carers to provide support.
- To prevent the need for higher expenditure elsewhere in the health and/or social care system.
- To improve housing conditions and remove hazards in the home (i.e. Category 1 Hazards under the Health and Safety Rating System).

FURTHER INFORMATION AND HOW TO APPLY

Your council or local home improvement agency can help you to apply for financial assistance.

If the grant or loan is to pay for work to be done in your home, the Home Improvement Agency can also arrange for that work to be carried out on your behalf.

If you need help to coordinate adaptations which would help to meet the objectives of this policy, but are not eligible for a grant or loan, East Cambridgeshire and Fenland District Council Home Improvement Agency may be to help you to have worked carried out as a private customer.

As part of considering any application, there is likely to be an initial discussion with you on whether, if you are offered financial assistance, your home is likely to remain suitable for you in the longer term. As part of this discussion you may, if appropriate, be pointed towards advice and help in thinking about longer term housing options.

The district councils have a statutory duty to provide Disabled Facilities Grants to those who need them. However, the extent to which the other three discretionary forms of assistance can be offered will depend on both the individual's needs and the resources available to the relevant council at the time.

For more information on what the policy covers and whether you might be eligible, please contact:

East Cambridgeshire and Fenland District Council Home Improvement Agency
The Grange, Nutholt Lane
Ely
CB7 4EE

Email: HIA@eastcambs.gov.uk

Telephone: 01353 616950

A full version of the policy will be available on the council websites.

GRANTS AND LOANS: SUMMARY

DISABLED FACILITIES GRANTS (DFGs)	
Section in policy	Part 2.1
Mandatory or discretionary	Mandatory (eligibility is based on current legislation – may be subject to future change)
Description	Home adaptations for disabled people
Grant or loan	Grant, secured on the property through a local land charge
Maximum amount	Maximum amount allowed to be paid, including Home Improvement Agency fees, is set by central government (£30,000 at March 2025)
Means test	Adults: must be in receipt of one or more qualifying benefits or undergo a full financial test of resources Children and eligible young people: not means tested
Tenure	All tenures
Specific restrictions	National eligibility criteria apply
Residency requirements	None
Secured on property	Yes – for grants over £10,000 Minimum charge £500, maximum charge £10,000
Repayable	Yes, if property disposed/transferred within 10 years
Restrictions on future applications	Further applications may be considered

DISABLED FACILITIES GRANTS TOP UP ASSISTANCE	
Section in policy	Part 2.2
Mandatory or discretionary	At the discretion of the council
Description	Where the cost of mandatory Disabled Facilities Grants works is higher than the maximum amount allowed by government (see above). Alternative accommodation and funding options must have been explored. May be available where not carrying out work would mean not being able to remain in the community or would present significant risks. May also be available where work could lead to savings to the public purse.
Grant or loan	Loan, secured on the property through a local land charge
Maximum amount	£30,000 including Home Improvement Agency fees (amount may be subject to change)
Means test and contributions	Adults: means test carried out for DFG will take into account full cost of works. Applicant may be required to make a contribution. Applications on behalf of children and eligible young people (as defined in the full policy: Standard means test will be carried out, but essential outgoings will also be taken into account.
Tenure	All tenures
Specific restrictions	Applicant must be eligible for a Disabled Facilities Grant. May be available where a move to alternative accommodation is not feasible, and funding is not available from elsewhere, and without the work the applicant would be unable to remain living in the community, or person or carer would be at significant risk, or work would generate public

	service savings. Assessment of financial circumstances must indicate they cannot afford to fund the additional costs.
Residency requirements	None
Secured on property	Yes, full amount
Repayable	Yes, full amount repayable on disposal/transfer of property
Restrictions on future applications	Further applications only considered in exceptional circumstances

DISABLED PERSONS RELOCATION ASSISTANCE

Section in policy	Part 2.3
Mandatory or discretionary	At the discretion of the council
Description	To help with reasonable costs of a disabled person moving to a more suitable home
Grant or loan	Grant
Maximum amount	Maximum amount payable is £5,000
Means test	Must already be eligible for a Disabled Facilities Grant, finances will already have been assessed
Tenure	All tenures
Specific restrictions	<ul style="list-style-type: none"> a) Adaptations required, but moving home may be better and cheaper, taking into account cost of works required in current and new home: or b) Existing accommodation is not adaptable and new home more closely meets needs; or c) Moving home is likely to lead to wider public savings or would help to resolve other health and/or wellbeing issues. <p>A suitable alternative property must have been identified.</p> <p>Application needs to be made to the district from which the relevant person is moving.</p> <p>Cost of Disabled Persons Relocation Assistance and any work to adapt the new property must not exceed the cost of adapting the disabled person's existing accommodation.</p>
Residency requirements	None
Secured on property	No
Repayable	No, unless applicant decides not to go ahead with the move
Restrictions on future applications	Individual's circumstances must have changed significantly for a further application to be considered, or other exceptional circumstances apply. Only one application per person will be considered within any five-year period

SPECIAL PURPOSES ASSISTANCE

Section in policy	Part 2.4
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Mandatory or discretionary	At the discretion of the council
Description	Home repairs, minor works or other interventions in the home to meet policy objectives
Grant or loan	Grant
Maximum amount	£15,000 including Home Improvement Agency fees; except for work for an owner-occupier which would result in removal of Category 1 Hazards under the Housing Health and Safety Rating System, where the maximum will be £25,000 including fees. (amounts may be subject to change)
Means test and contributions	Must be in receipt of a qualifying benefit or be means tested, other than in exceptional circumstances. Means test will also apply to any non-resident owners or co-owners. The applicant may be required to make a contribution. The financial assessment will not apply to adaptations for children, which would normally be funded as a mandatory Disabled Facilities Grant
Tenure	Owner-occupiers
Specific restrictions	Not normally available for disabled adaptation work already being funded through Disabled Facilities Grant or Top Up Assistance. Not available for disability equipment repairs and maintenance which cannot be treated as capital expenditure.
Residency requirements	Must be living in the property as their only or principal home. For works other than disabled adaptations, applicant must have lived there for 2 years prior to date of application other than in exceptional circumstances.
Secured on property	Yes – for amounts over £10,000, secured on the property as a local land charge
Repayable	Any amount over £10,000 awarded to an owner-occupier will be repayable on transfer or disposal of the property
Restrictions on future applications	3 years from completion of work, except in extenuating circumstances. If further work is funded within the 3 years and the total cost exceeds £10,000, the amount above £10,000 will be repayable on disposal/transfer of the property.

Title: Budget Monitoring Report

Committee: Operational Services Committee

Date: 24th March 2025

Author: Director, Finance

Report No: Z149

Contact Officer: Ian Smith

Director, Finance

Tel: (01353) 616470

E-mail: ian.smith@eastcambbs.gov.uk

Room 104, The Grange, Ely

1.0 Issue

1.1 This report provides Members with details of the financial position for services under the Operational Services Committee.

2.0 Recommendation(s)

2.1 Members are requested to note that the Committee is currently projecting a yearend overspend of £335,000 on revenue, when compared to its approved budget of £7,134,292.

2.2 Members are further requested to note that the Committee has a projected capital programme outturn of £2,912,425. This is an underspend of £1,743,774 when compared to its revised budget.

3.0 Background / Options

3.1 Under Financial Regulations each policy committee is required to consider projections of financial performance against both its revenue and capital budget on a quarterly basis.

3.2 This is the third quarterly report for the 2024/25 financial year and details actual expenditure incurred and income received as of 31st December 2024 and the projection as to the year-end position at that time.

Revenue

3.3 The revenue budget for each service that falls under the stewardship of this Committee has been reviewed with appendix 1 detailing the current variance and forecast outturn for each service line.

3.4 The significant variances of actual spend compared to profiled budgeted spend at the end of December, where no variance is forecast for yearend, are detailed in the table on the next page:

Service	Variance £	Explanation
Community Infrastructure Levy (CIL)	(£1,589,147)	CIL transactions are treated as a revenue income or expense during the year, but any balance on the account at yearend is transferred to reserve.
Community Projects & Grants	£148,165	Expenditure that will be funded from Section 106 contributions has been paid incurred; the Section 106 funding will be transferred in at the end of the financial year.
Community Safety	(£23,299)	The Police & Crime Commissioner (Serious Violence / Putting Communities First Funding) grant has been received in advance but will be spent before yearend.
Environmental Health	(£74,105)	External grants that had been rolled forward into 2024/25 remain unspent. These will be rolled forward into 2025/26 if not spent by the end of the financial year.
Homelessness	(£299,765)	Unspent 2023/24 Ukrainian support grants have been rolled forward, plus 2024/25 Homelessness grant received in advance, have resulted in the current underspend on this cost centre.
Recycling	£11,838	Staff structure changes mid-way through the year, have resulted in an overspend on this budget.
Travellers	£22,277	This relates to one off expenditure to repair and maintain the travellers' site to keep it up to a good standard. Expenditure is therefore ahead of profile, but it is still expected that the budget will come in on target at yearend.

3.5 The net revenue expenditure for Committee at yearend is forecast to be £7,469,292. This is a forecast £335,000 overspend when compared to the approved budget. This is the combination of the forecast variations on service lines, as detailed in the table below.

Service	Forecast Outturn Variance £	Explanation
Building Control	£80,000	During the first three quarters of the year there was a significant drop in application being submitted. [This is not an isolated instance for East Cambs, but a national industry-wide decline. In East Cambs we are still maintaining our market share in the district.] This forecast represents the current view, after the latest Government announcement about house building, we remain hopeful planning relaxation will happen which may result in the position improving in quarter four.
Licensing-Env Services	(£45,000)	Licensing fees are set at a level to recover total costs including corporate overheads. Income received to date has covered nearly 80% of the budget and shows as a surplus / underspend on the service overall.
Planning	£300,000	Planning income remains below budget at the end of the third quarter. Due to the uncertainty within the housing market (and changes to planning legislation which are due imminently) and the fact that the Council has a strong 5-year housing land supply, coupled with the Local Plan period coming to its end, has resulted in a lower number of speculative development applications.

Capital

- 3.6 The revised capital budget for Operational Services stands at £4,656,199 including net slippage of £381,234 brought forward from 2023/24 including mandatory Disabled Facilities Grants of £388,864.
- 3.7 The forecast outturn position for Committee is £2,912,425, a net underspend of £1,743,774. There are underspends on two projects; one relates to the purchase of Waste bins, £1,000,000 was built into the budget as a contingency for buying new refuse bins when the Government's Strategic Waste Review progressed, replacing the black sacks currently used in the district. With the implementation date of the Review, April 2026, these will not now be purchased until the 2025/26 financial year. The second underspend is on the Bereavement Centre, also £1,000,000, where work on the ground will not now start until 2025/26, so less will be spent in the current year than was forecast when the budget was built.

3.8 There is an overspend on vehicles for the parks and gardens team (£256,226), as new vehicles have been purchased for the new contracts that ECTC has been awarded. These vehicles will be funded from Section 106 contributions.

4.0 Arguments / Conclusions

4.1 The current forecast is that the Committee's net revenue position will be an overspend of £335,000 at the end of the financial year.

5.0 Additional Implications Assessment

5.1 In the table below, please put Yes or No in each box:

Financial Implications Yes	Legal Implications No	Human Resources (HR) Implications No
Equality Impact Assessment (EIA) No	Carbon Impact Assessment (CIA) No	Data Protection Impact Assessment (DPIA) No

5.2 Financial Implications

The Committee overspend was incorporated into the overall third quarter Council Finance Report, which was presented to Finance and Assets Committee on the 30th January 2025.

6.0 Appendices

6.1 Appendix 1 – Revenue budget monitoring report – 31st December 2024.

6.2 Appendix 2 – Capital budget monitoring report – 31st December 2024.

7.0 Background Documents

Council Budget approved by Full Council on the 20th February 2024.

OPERATIONAL SERVICES COMMITTEE BUDGET MONITORING REPORT - 31st December 2024

Revenue	Total Budget 2024-25	Profiled Budget to 31 December 2024	Actual to 31 December 2024	Variance	Forecast Outturn	Variance between Total Budget & Projected Outturn	Variance between Total Budget & Projected Outturn Sept 2024
	£	£	£	£	£	£	
Building Regulations	43,806	12,680	88,522	75,842	123,806	80,000	70,000
CIL	--	9,690	(1,579,457)	(1,589,147)	--		
Community Projects & Grants	200,040	128,710	276,875	148,165	200,040		
Community Safety	66,776	82,218	58,919	(23,299)	66,776		
Cons.Area & Listed Buildings	74,073	55,555	55,338	(217)	74,073		
Customer Services	703,762	531,576	528,055	(3,521)	703,762		
Dog Warden Scheme	46,469	34,919	37,602	2,683	46,469		
Emergency Planning	30,661	12,360	13,144	784	30,661		
Environmental	162,973	122,230	117,098	(5,132)	162,973		
Environmental Health	563,292	415,561	341,456	(74,105)	563,292		
Homelessness	237,091	46,992	(252,773)	(299,765)	237,091		
Leisure Centre	(447,030)	7,028	(1,219)	(8,247)	(447,030)		
Licencing-Env Services	34,487	25,190	(96,190)	(121,380)	(10,513)	(45,000)	(45,000)
Marketing & Grants	43,469	25,153	25,109	(44)	43,469		
Parish Forums	1,530	--	--	--	1,530		
Nuisances	114,748	86,061	83,053	(3,008)	114,748		
Pest Control	11,959	8,969	6,363	(2,606)	11,959		
Planning	373,328	393,343	451,821	58,478	673,328	300,000	300,000
Public Relations	124,199	93,149	88,137	(5,012)	124,199		
Recycling	1,929,496	1,317,388	1,329,226	11,838	1,929,496		
Refuse Collection	1,756,517	1,378,824	1,378,463	(361)	1,756,517		
Street Cleansing	1,016,706	762,530	756,123	(6,407)	1,016,706		
Street Naming & Numbering	23,663	12,997	17,796	4,799	23,663		
Travellers Sites	22,277	191	36,990	36,799	22,277		
Revenue Total	7,134,292	5,563,314	3,760,451	(1,802,863)	7,469,292	335,000	325,000

CAPITAL BUDGET MONITORING 2024/25

Capital	Published Budget 2024-25 £	Slippage from 2023-24 £	Approved Additions £	Revised Budget 2024-25 £	Actual at 31st December 2024 £	Forecast Outturn £	Variance between Revised Budget & Forecast £
Conservation Area Schemes - 2nd round		27,506		27,506		27,506	0
Refuse & Cleansing Vehicles	862,666	(35,136)		827,530		827,530	0
Waste - Wheelied Bins	1,040,000			1,040,000	39,371	40,000	(1,000,000)
Mandatory Disabled Facilities Grants	697,299	388,864		1,086,163	428,023	1,086,163	0
Empty Properties, Discretionary DFGs, Minor Works, Home Repair Asst.	75,000			75,000	33,825	75,000	0
Vehicle Etc. Replacements	100,000			100,000	356,226	356,226	256,226
Bereavement Centre	1,500,000			1,500,000	308,855	500,000	(1,000,000)
Leisure Centre				0	(18,038)	0	0
Total	4,274,965	381,234	0	4,656,199	1,148,262	2,912,425	(1,743,774)

SOURCES OF FINANCING	Published Budget 2024-25 £	Slippage from 2023-24 £	Approved Additions £	Revised Budget 2024-25 £	Variations £	Forecast Outturn £
Grants / Contributions (DFG)	602,678	388,864		991,542		991,542
Capital Receipts	209,621	27,506		237,127		237,127
Borrowing	1,862,666	(35,136)		1,827,530	(2,000,000)	(172,470)
Section 106 / CIL	1,600,000	0		1,600,000	256,226	1,856,226
Capital Funding Total	4,274,965	381,234	0	4,656,199	(1,743,774)	2,912,425

TITLE: Waste Performance Monitoring Report Q3

Board: Operational Services Committee

Date: 24 March 2025

Author: Catherine Sutherland, Senior Waste Management Officer

Report number: Z150

1.0 Issue

1.1. To provide Members with the Quarter 3 performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS).

2.0 Recommendations

1.2. Members are requested to note the performance of service delivery for quarter 3 (October - December) 2024/25.

3.0 Background/Options

3.1. Waste collection, recycling and street cleansing are all services provided by East Cambs Street Scene Ltd. The trading company was set up on April 1st, 2018.

3.2. The Council continues to operate these services through ECSS and is committed to provide high levels of performance and service delivery, delivering best value for money under the Memorandum of Agreement and through the Service Delivery Plan.

2.1. Key Performance Indicators of the service provided by ECSS ensure performance levels are managed and monitored.

4.0 Arguments/Conclusions

4.1. The tables below highlight the performance for quarter 3 against the KPIs highlighted within ECSS' business plan:

Health and safety – staff welfare

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
ECSS Accident Incident (AIR) score	4%	NO DATA	2.28	1.69%	1.13	
No. reported monthly near misses	10 or more	NO DATA	3	1	0	
Percentage of productive days	94% (sickness absence 6%)	90%	94.9%	94.9	TBC	

Waste Collection

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Refuse – Average no. of missed bins per 100,000 bins collected	15	45	43	45	41	
Recycling – Average no. of missed bins per 100,000 bins collected	30	90	66	56	71	
Green – Average no. of missed bins per 100,000 bins collected	30	90	78	71	86	
No. of monthly service complaints	3	3	5.3μ	1.6μ	4.3μ	
No. of monthly service compliments	No target	NO DATA	3.66μ	2.3μ	0.3μ	

Street Cleansing

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Average monthly clean streets graded A on random inspection	95%	85%	100%	100%	100%	
No. streets graded C or below for litter on random inspection	1%	1%	0%	0%	0%	
No. reported fly tips per month	No target	NO DATA	152	154	129	
No. reported incidents of graffiti per month	No target	NO DATA	24	8	8	
Removal of offensive graffiti within 1 working day	98%	98%	N/A	40%	N/A	
Removal of fly tipped waste within 2 working days	98%	98%	78%	74%	75%	
No. overflowing litter bins reported per 100 bins emptied	3	3	0.93	0.41	0.26	

No. overflowing dog bins reported per 100 bins emptied	1	NO DATA	1.62	0.32	0.76	
No. of monthly service complaints	3	3	0.3μ	0	0.3μ	
No. of monthly service compliments	No target	NO DATA	2.33μ	1.7μ	0.7μ	

Communication, Education and Promotion

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Increase in social media presence	Increase by 5%	5%	0.5%	3%	0&	
School or Community groups engaged with	10 PA	NO DATA	2	0	0	
Number of local events attended	10 PA	NO DATA	2	3	0	
Recycling rate	60% (annual)	NO DATA	61.8%	58.1%	TBC	
Overall waste tonnage reduction	1% (annual)	NO DATA	TBC	TBC	TBC	

Appendix 1 is a visual summary of the service performance and is referred to by slide number in the following section.

4.2. Health and safety – staff welfare

Slide 1: There were two reported incidents and accidents: an operative suffered a minor injury to their finger whilst making a collection, and there was a vehicle accident.

Slide 2: The productive day rate will be reported to Board at a later date, as there has been an issue with the analysis of the data.

4.3. Waste and recycling collections

Slide 3: Missed collections have slightly increased overall. Colder weather meant more green lidded bins being rejected due to frozen contents, which then led to an increase in resident reports. Also, more robust management of the operation led to a kick back from crews. This has now settled.

4.4. Street Cleansing KPIs

Slide 4: The graph on the left shows the quality of the cleansing work. All roads that were inspected after being cleansed reached the target standard.

The graph on the right shows the number of random streets inspected (irrespective of cleansing activity) that has a level of litter graded 'C' or below. ECSS targets areas for inspection in more rural areas, as these are generally not scheduled for regular cleansing.

The aim is to use inspections to proactively deploy resources rather than wait for a complaint from the public to be received.

Slide 5 shows the number of reported instances of graffiti. Of the eight reported cases of graffiti, none were offensive.

Slide 6 shows that the number of reported fly tips decreased from the same period last year, and that ECSS cleared 75% of them within the response time. The service continues to be challenged by clearing larger fly tips.

Slide 7 shows that the KPI of no more than 3 reported overflowing litter bins and 1 dog bin was overachieved. ECSS continue to introduce new mapping and monitoring software for on street bins to enable more efficient and dynamic emptying schedules in the future contract.

4.5. Recycling rate and waste tonnage reduction

The recycling performance figure was 58% for Q2. The rolling average for the year to date is 60% which achieves the target of 60%. Waste tonnage varies significantly throughout the quarter and so is reported as an annual figure.

4.6. Communications, Education and Promotion

No outreach work was completed this quarter. The officer responsible has left. A new member of staff will be in place for January. Focus will be on supporting the design and implementation of the communications program to deliver the new service.

The number of Facebook followers for the East Cambs Recycles page remained at the same level as Q2.

This area of work will also be returned to the Council in quarter 4 with the creation of a client-side team and no longer a KPI for ECSS.

5.0 Additional Implications Assessment

5.1

Financial Implications No	Legal Implications No	Human Resources (HR) Implications No
Equality Impact Assessment (EIA) No	Carbon Impact Assessment (CIA) No	Data Protection Impact Assessment (DPIA) No

6.0 Appendices

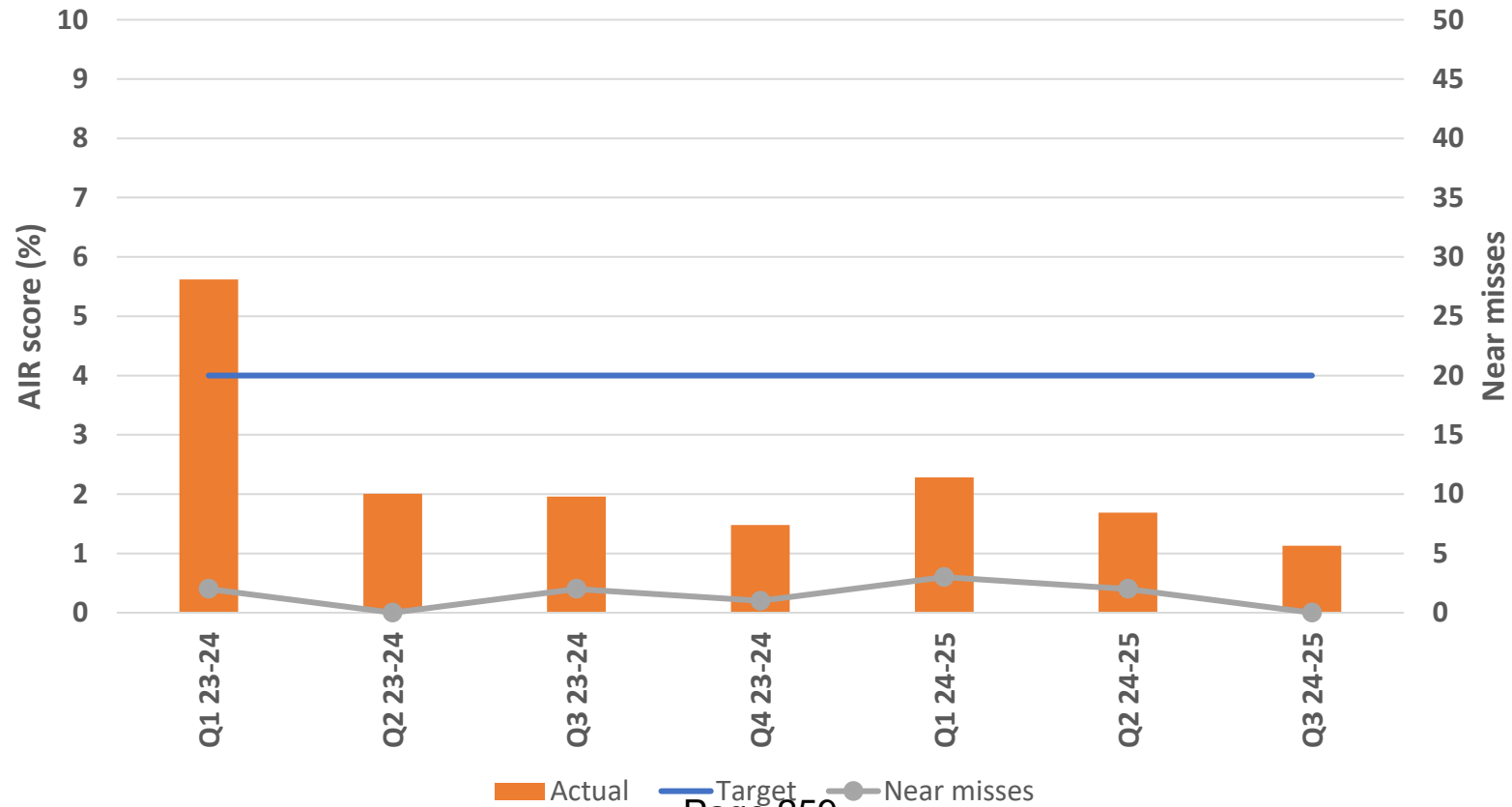
Waste Performance Monitoring Report Q3 Appendix 1

7.0 Background documents

None

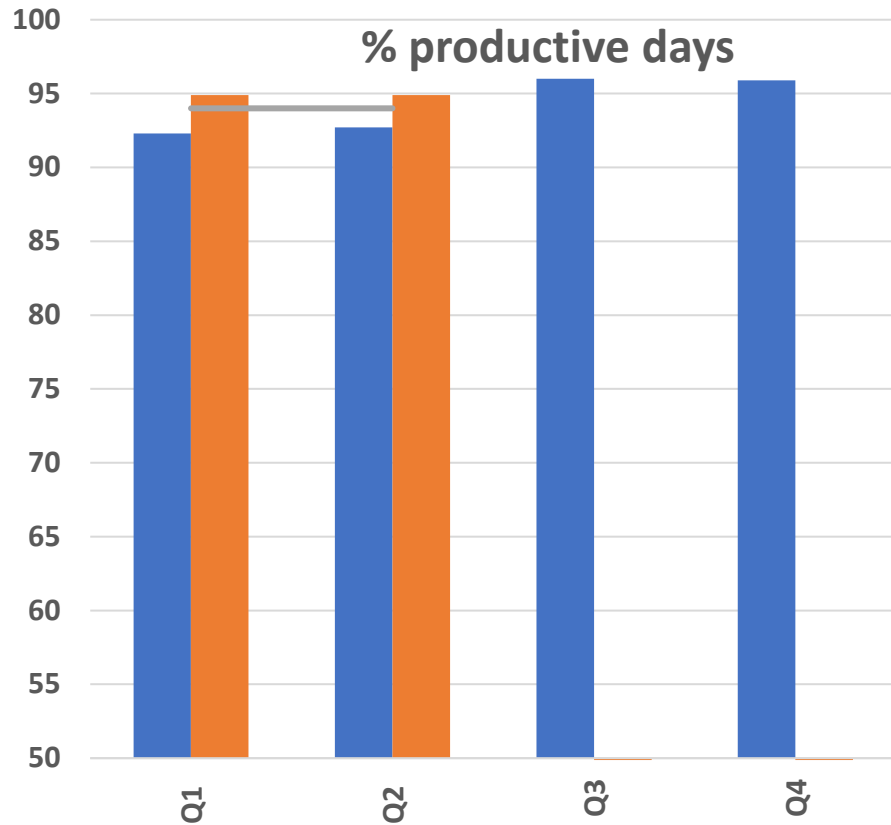
Health and Safety – staff welfare

Accident Incident Score, near misses

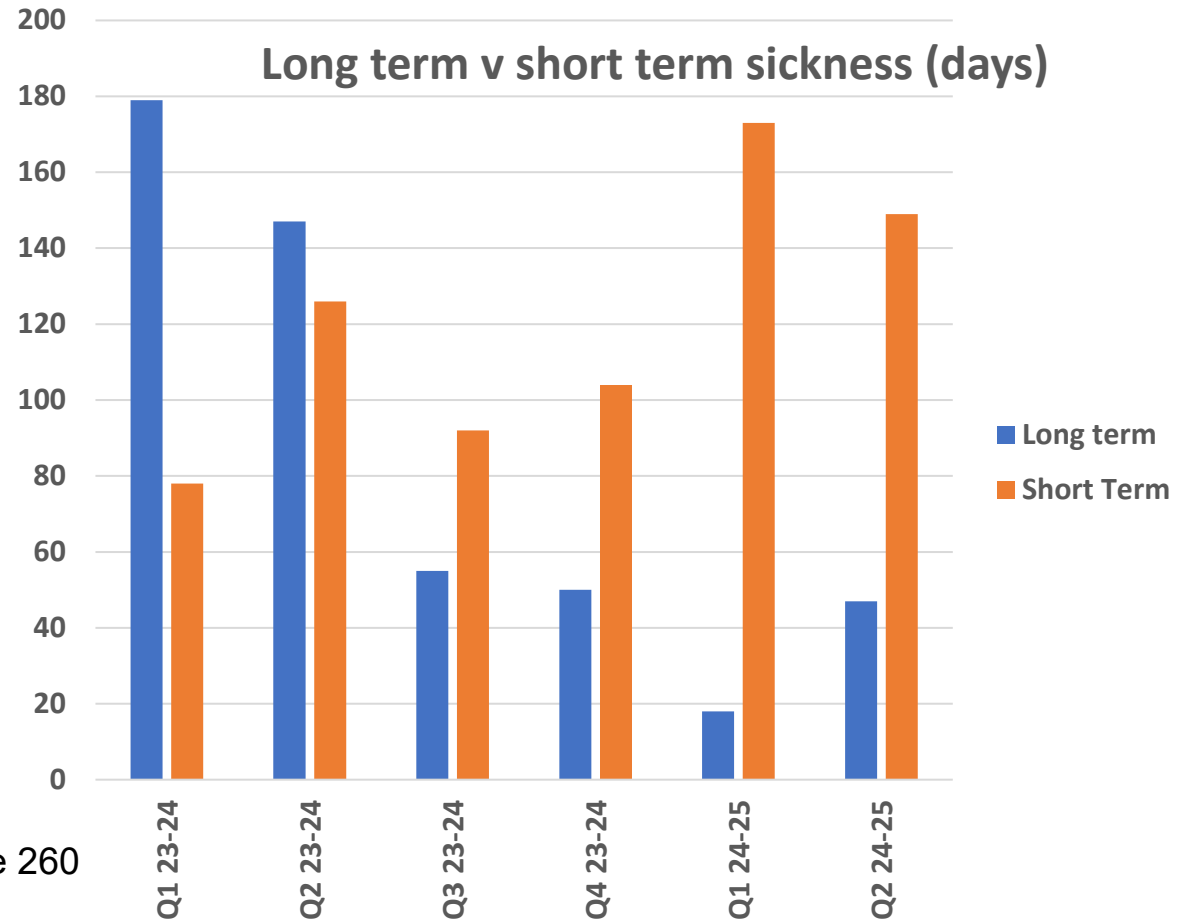


Health and safety – staff welfare

Staff sickness

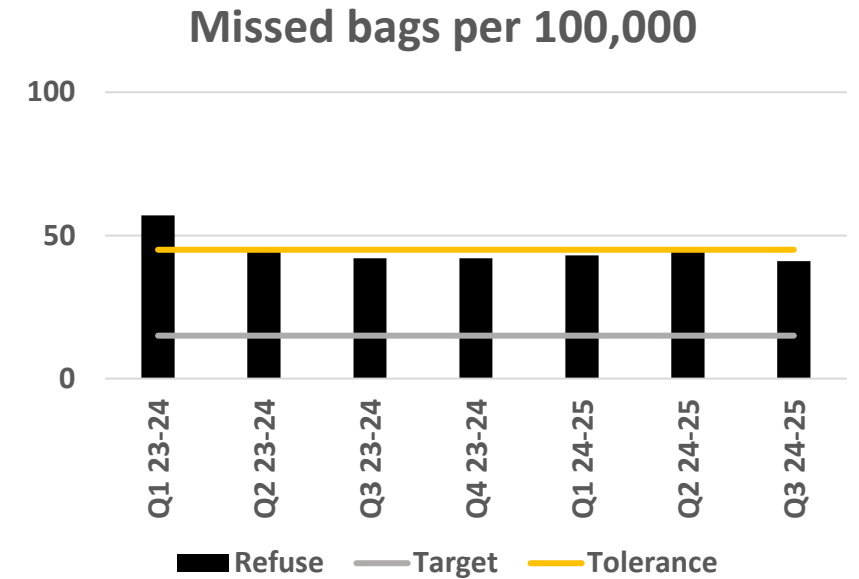
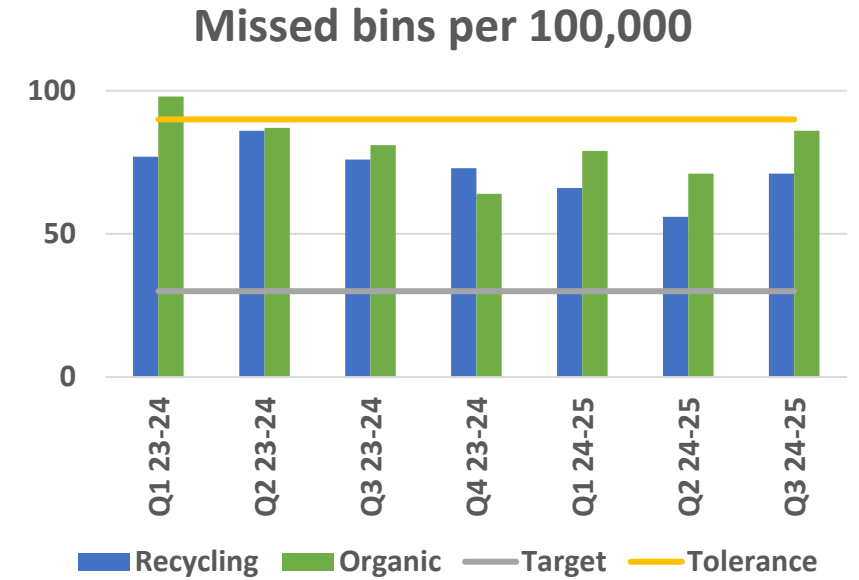


■ 23/24
 ■ 24/25
 — Target



■ Long term
 ■ Short Term

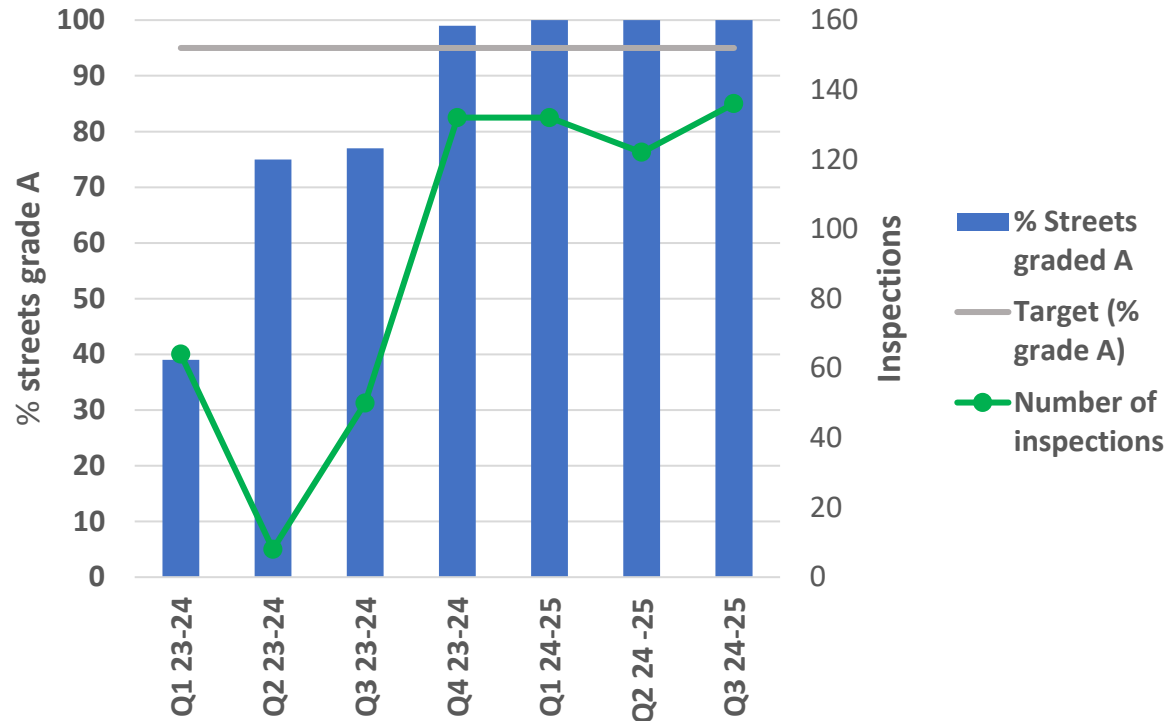
Cleaner, Greener East Cambridgeshire
 Keep the environment of East Cambridgeshire, clean and presentable



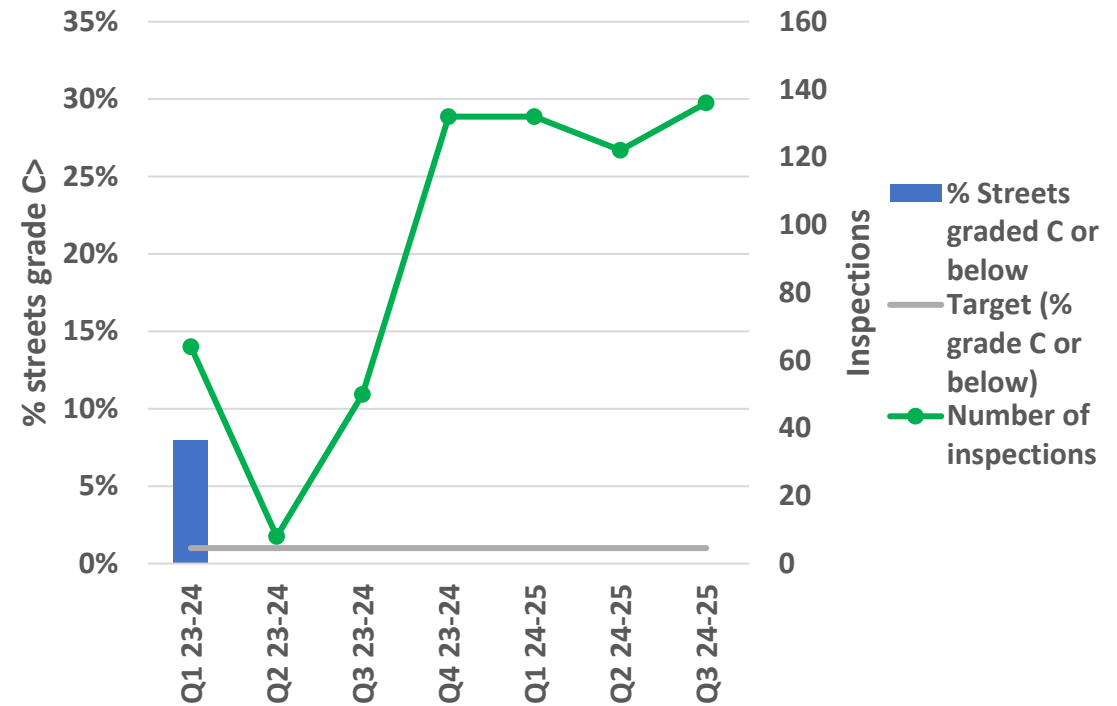
Cleaner, Greener East Cambridgeshire

Keep the environment of East Cambridgeshire, clean and presentable

Average monthly clean streets graded A on random inspection



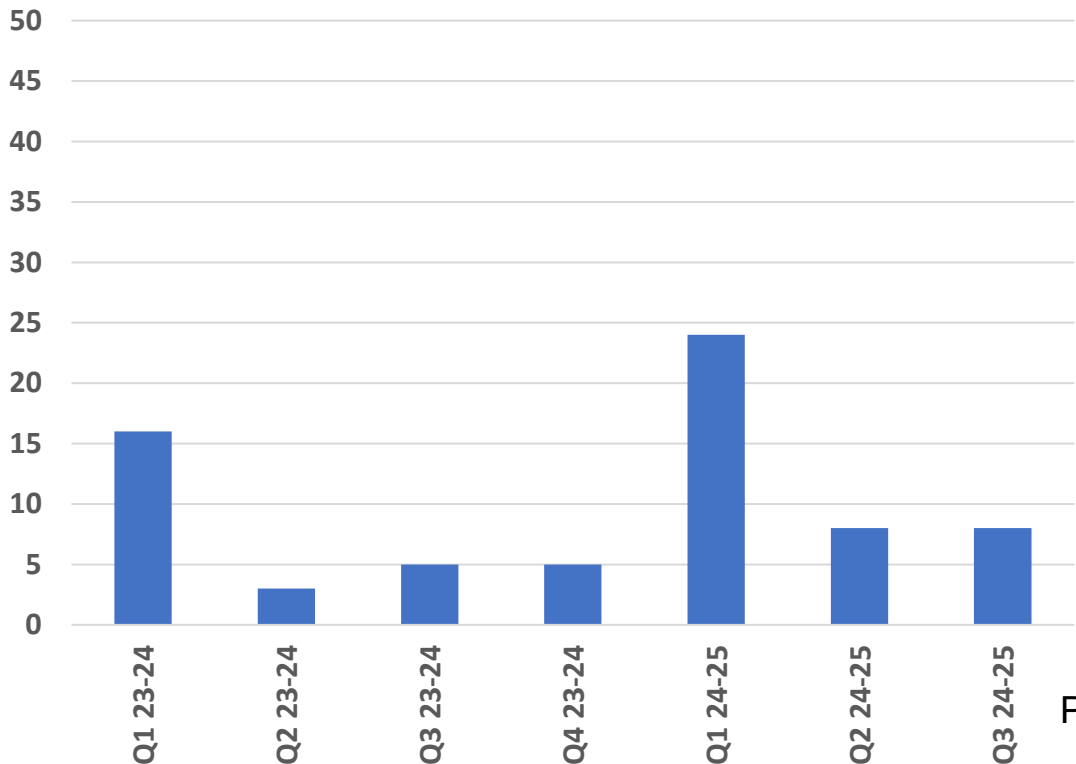
No. of streets graded C or below for litter on random inspection



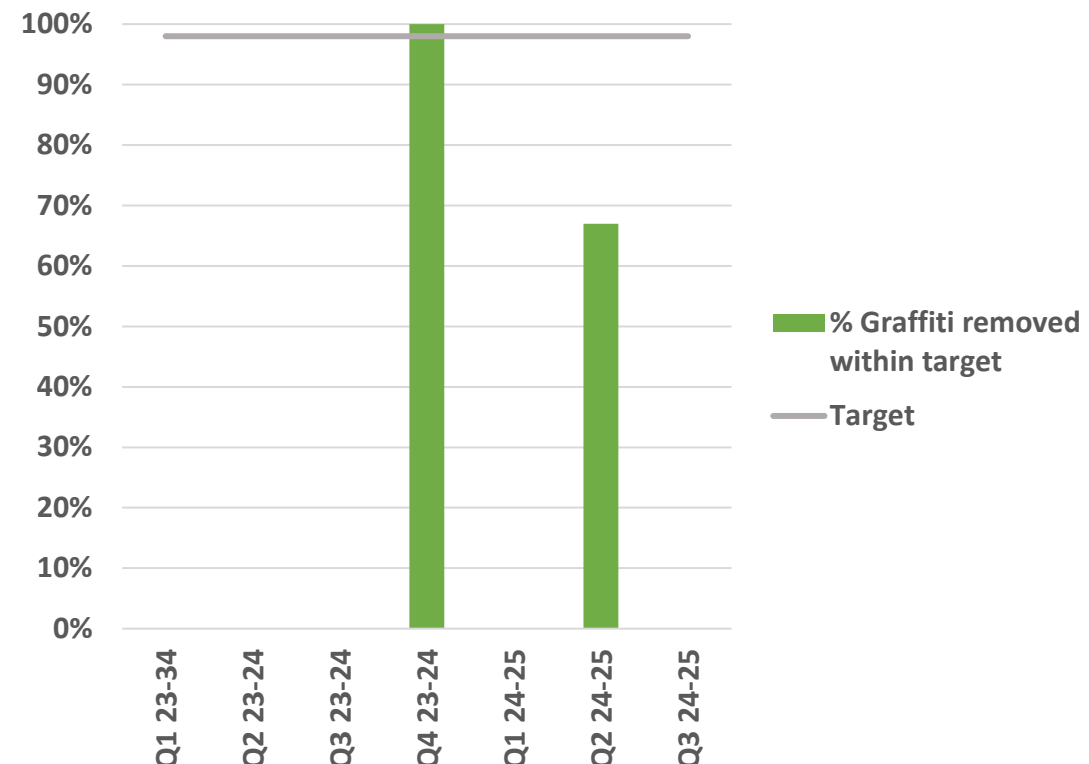
Cleaner, Greener East Cambridgeshire

Maintain a clean and presentable environment by removing graffiti and fly tipped waste from the district

No. reported incidents of all graffiti per month



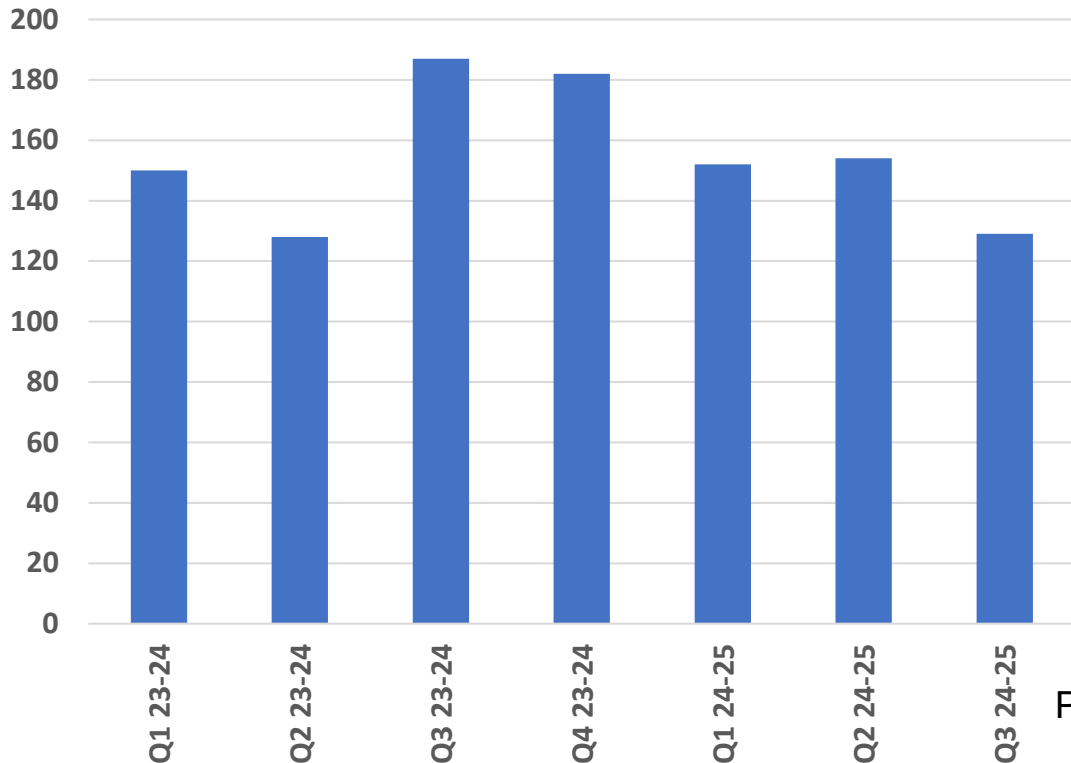
Successful removal of offensive graffiti within 1 working day



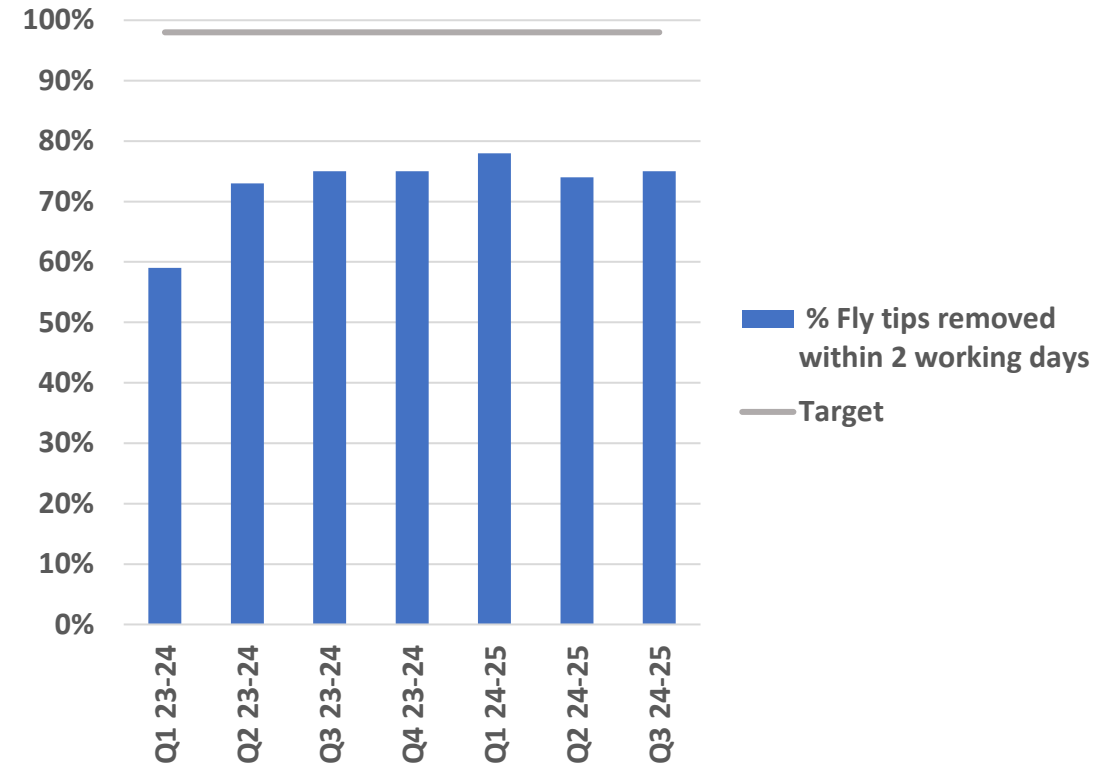
Cleaner, Greener East Cambridgeshire

Maintain a clean and presentable environment by removing graffiti and fly tipped waste from the district

No. reported incidents of fly tips per month



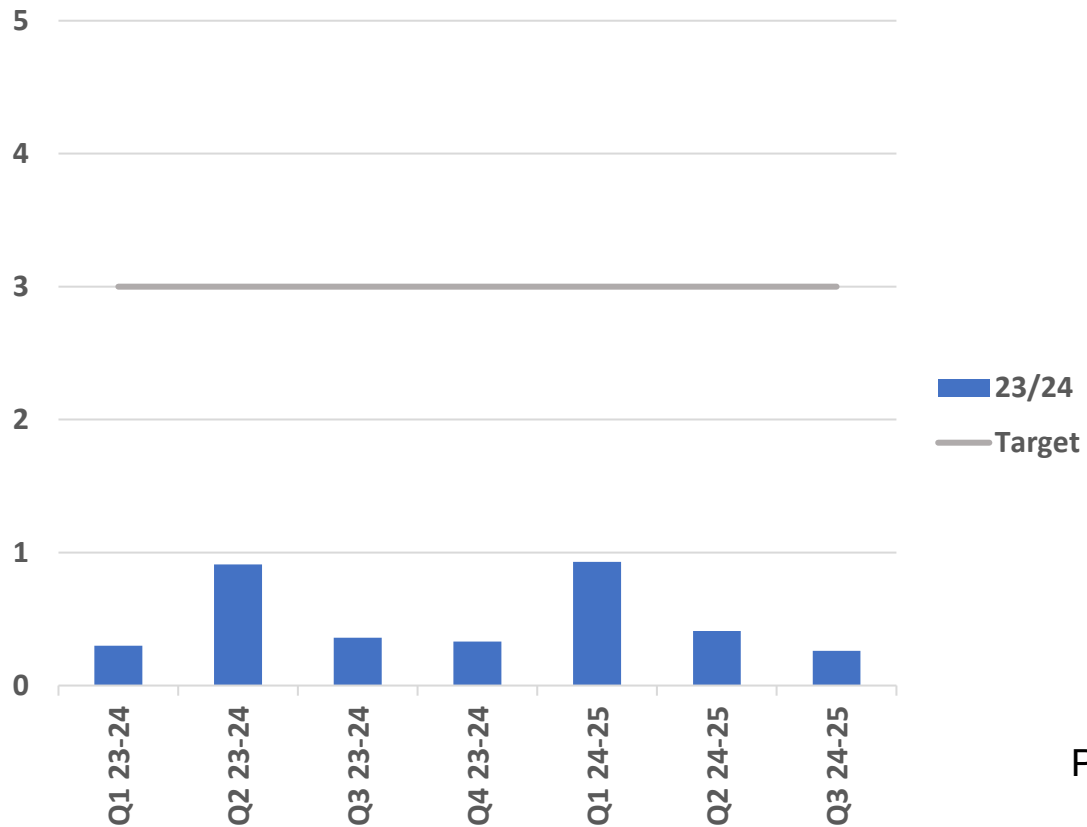
Successful removal of fly tips within 2 working days



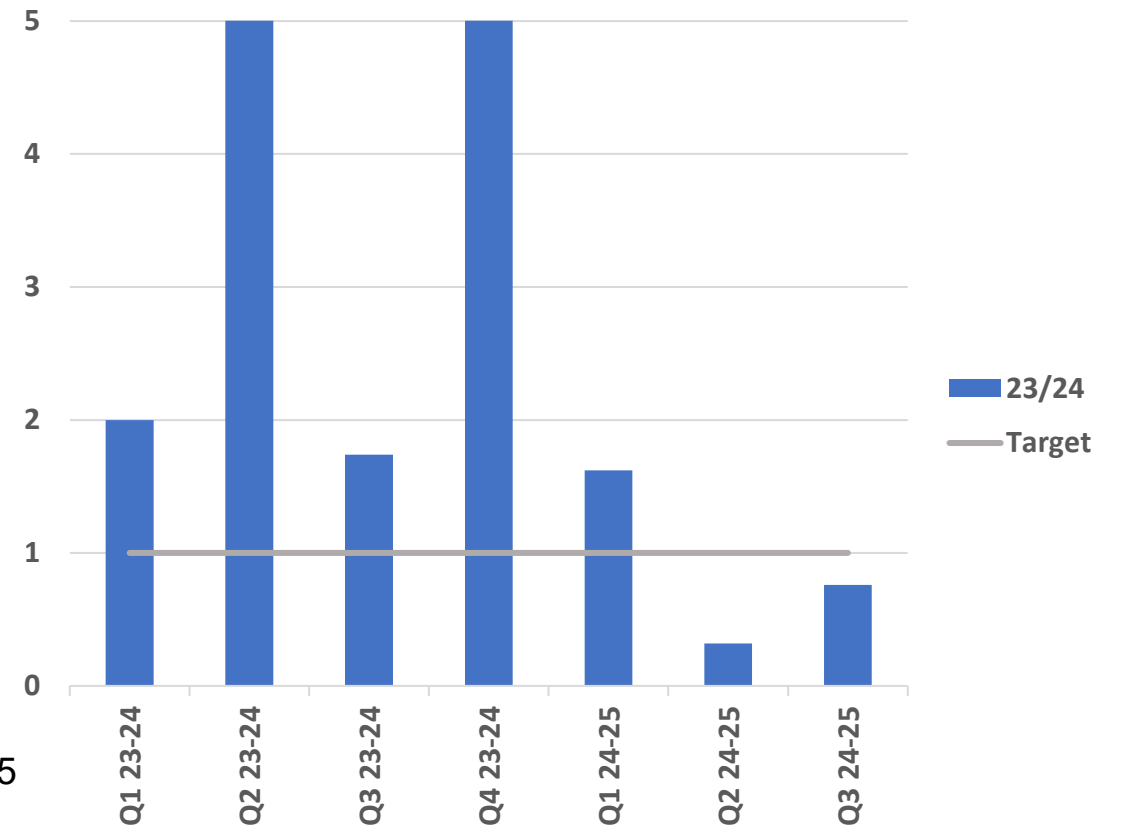
Cleaner, Greener East Cambridgeshire

Overflowing street bins (per 100 bins)

Litter bins

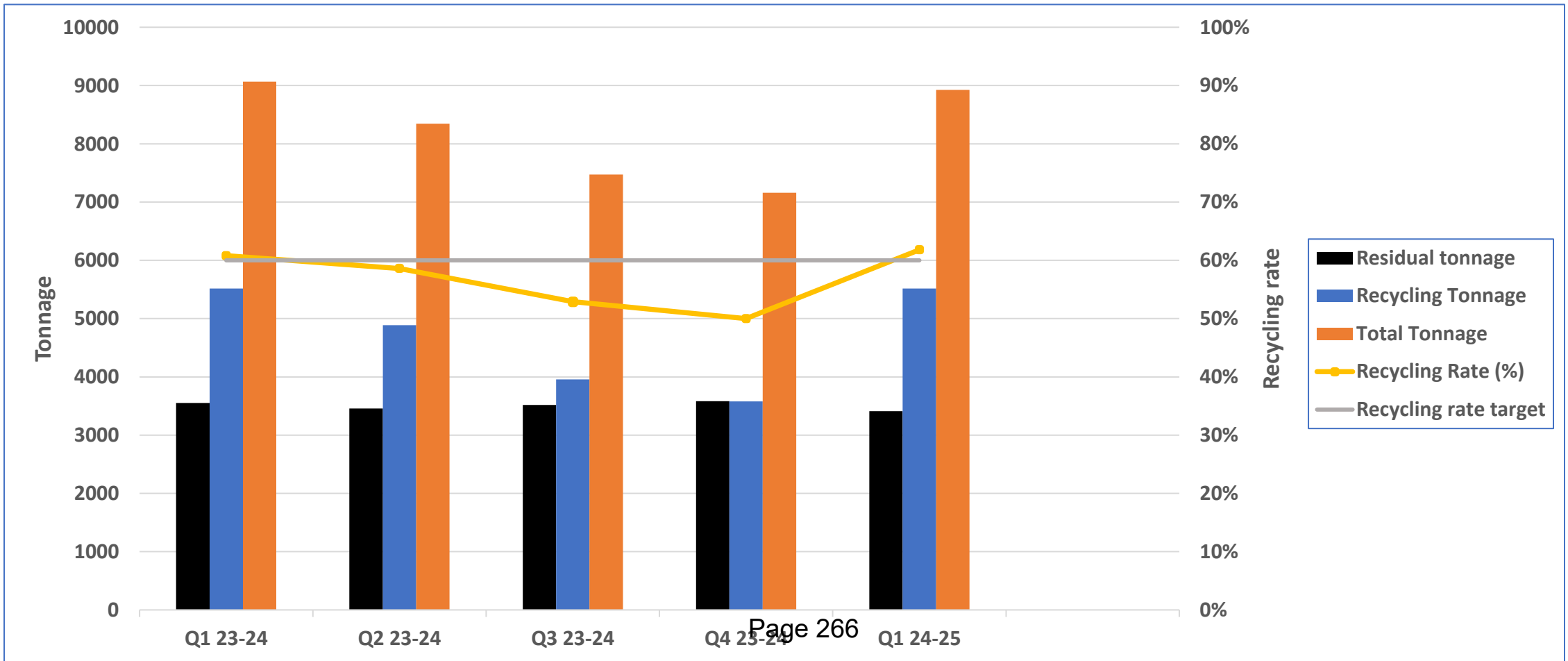


Dog bins



Cleaner, Greener East Cambridgeshire

Reduce waste sent to landfill wherever possible, maximising the district's recycling rate:



TITLE: CITIZENS ADVICE WEST SUFFOLK SLA PERFORMANCE MONITORING UPDATE

Committee: Operational Services

Date: 24 March 2024

Authors: Communities and Partnerships Manager and Project Coordinator (Health and Wellbeing)

Report number: Z151

Contact officer:

Lewis Bage, Communities and Partnerships Manager

lewis.bage@eastcambs.gov.uk. 01353 616340. Room 001, The Grange, Ely

1.0 Issue

1.1 To note the Citizens Advice West Suffolk (CAWS) performance update for the period between 1 April and 30 September 2024.

2.0 Recommendations

2.1. Members are requested to note this report.

3.0 Background/Options

3.1. On 31 January 2024, Operational Services Committee agreed to award a grant of £69,498.08 to CAWS for a Service Level Agreement from 1 April 2024 until 31 March 2027, which is to be paid over the course of the SLA term.

3.2. The SLA requires that CAWS provides free, confidential, impartial, and independent advice to enable local residents to deal with a wide range of issues, including benefits, housing, money advice, employment, consumer, relationships, taxation and more.

The targets within the SLA were based on CAWS' past performance. Prior to the commencement of the current SLA, CAWS were asked to confirm their ability to meet those targets within the budget specified, and they confirmed that they could achieve the targets.

4.0 Arguments/Conclusions

4.1. Details of performance between 1 April-30 September 2024 can be found at Appendix 1. The document contains a table which includes expected and actual performance to date, CAWS's reasons for any negative variance and what is being done by CAWS in response to any variation.

5.0 Additional Implications Assessment

5.1

Financial Implications	Legal Implications	Human Resources (HR) Implications
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No	No	No
Equality Impact Assessment (EIA)	Carbon Impact Assessment (CIA)	Data Protection Impact Assessment (DPIA)
No	No	No

5.2. This report does not have any new or additional implications relating to the listed areas.

(a) Financial implications

5.3. Financial implications, CIA and EIA were included in 31 January 2024’s committee report.

6.0 Appendices

Appendix 1 – CAWS Performance Update

7.0 Background documents

8.0 Service Level Agreement between ECDC and CAWS 2024-27

Appendix 1 – CAWS performance update

Assist residents with a range of issues

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
<p>Assist at least 360 unique clients with a range of issues including the following subjects:</p> <ul style="list-style-type: none"> • Consumer • Money advice • Welfare Benefits • Employment • Housing • Family and personal matters • Taxes • Immigration and nationality • Health • Education, including 	<p>180 unique clients assisted</p>	<p>208 clients assisted with 928 issues in the ECDC area.</p> <p>Number of clients from April to September 2024 in each client ward:</p> <p>Woodditton: 54 Burwell: 30 Fordham and Isleham: 39 Bottisham: 12 Soham South: 21 Littleport: 12 Soham North: 17 Ely West: 6 Ely East: 4 Stretham: 7 Little Downham: 1 Ely North: 0</p>	<p>N/A</p>	<p>N/A</p>

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
<p>financial literacy education</p> <p>Provide debt advice that leads to reduction in potential homelessness and reduction in council tax/rent arrears</p> <p>Number of unique clients per ward to be provided.</p> <p>Top six client issues.</p> <p>Provide a breakdown of clients including: age, ethnicity, disability, location, gender, and contact method</p>		<p>Sutton: 5</p> <p>Many clients require repeated help in a year therefore the large variance is not expected to continue for the year</p> <p>The top six client issues in each ECDC area from April to September 2024:</p> <p>Benefits and tax credits: 301 issues, 84 clients Debt: 117 issues, 24 clients Benefits and universal credit: 83 issues, 27 clients Financial service and capability: 79 issues, 18 clients Housing: 75 issues, 35 clients</p>		

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
		Employment: 24 clients. Breakdown of clients provided to ECDC.		

Provide a number of engagement methods

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
Provide a number of different channels for clients to access the service: Telephone Email Letter Video call Face to Face appointment Drop in sessions The funded service shall be available:	To be provided	Agree	N/A	N/A

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
<p>by letter, fax and e-mail (emails answered between 09:30-15:30 Monday to Friday)</p> <p>to personal callers by appointment at: Foley House, Newmarket or other Citizens Advice West Suffolk office locations</p> <p>Hours of opening:</p> <p>Telephone (0808 278 7868): Monday 09:30 – 15:30 Tuesday 09:30 – 15:30 Wednesday 09:30 – 15:30 Thursday 09:30 – 15:30 Friday 09:30 – 15:30</p> <p>Appointment: Monday 09:30 – 14.30 Tuesday 09:30 – 14:30</p>				

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
<p>Wednesday 09:30 – 14.30 Thursday 09:30 – 14:30 Friday 09:30 – 14.30</p> <p>Drop-in: Minimum of 8 hours per week across the CAWS service including Friday 10.00 – 12.00 in Newmarket Include details of response/waiting times standards</p> <p>These services shall be clearly advertised.</p>				
Breakdown of different channels of how clients contacted the service.	Breakdown of channels to be provided to ECDC	<p>Breakdown of Different Channels used: -</p> <p>Email = 35% (449)</p> <p>Adviceline phone = 27% (341)</p> <p>Telephone = 26% (334)</p> <p>In person = 5%</p>	N/A	N/A

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
		Letter = 3% Other = 4% (50)		
Details of the development of face-to-face outreach work outside of main office, including attending 3 community events in East Cambridgeshire per year	1.5 events	3 Community Events attended: - <ul style="list-style-type: none"> • 20.4.24 Community Appointment Day (East Cambs Health and Wellbeing event) • 15.5.24 ECDC Parish and Community – Greener Together • 15.9.24 Ely Health and Well fair 	N/A	N/A
Promote services available via website, social media, newsletter and other means of communication.	Details to be provided to ECDC	Website updated regularly. The advice section contains contact information. The service is promoted on social media platforms.	N/A	N/A

Reporting and accounts

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
Details of AGM to be provided to the Council's contact officer	Details to be provided to ECDC	ECDC invited to AGM.	N/A	N/A
Annual report and accounts provided to the Council	Details to be provided to ECDC	Sent to ECDC.	N/A	N/A
Quarterly newsletter issued to update local organisations and elected members of the council	2	Newsletters issued in April and June 2024.	N/A	N/A

Staffing and recruitment and retention of volunteers to support the service

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
CAWS to provide ECDC with details of number of paid staff, type of paid staff, hours worked	Details to be provided to ECDC	We have 24 paid staff team members, 15.5FTE equivalent	N/A	N/A

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
Number of volunteers (minimum of 55 volunteers supporting the service for at least 450 volunteer hours per week), type of volunteer staff, hours worked	55 volunteers 450 hours per week	We have 72 volunteers plus 10 Trustees = 82 in total. 406 hours per week	Citizens Advice national have developed a new system for calculating the value of volunteering and volunteering hours. They use average numbers of hours for each volunteer role. Some of CAWS' volunteers help three days a week and others 0.5 day a week so it is impossible to be 100% accurate in the calculation with the number of volunteers we have with us.	N/A
Provide development and training opportunities for front line staff and volunteers – 1 per member of staff per annum	Details to be provided to ECDC	Full initial and ongoing training is provided for all team members as required for their role. Safeguarding and cyber security training is required for all.	N/A	N/A
Recruit a minimum of 15 new volunteers	7	8	N/A	N/A

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
Provide a minimum in kind volunteer contribution of £680,000 for the benefit of East Cambs residents	£340,000	£363,309.	N/A	N/A
CAWS to provide ECDC with the number of training courses provided for volunteers	Details to be provided to ECDC	7	N/A	N/A

Client satisfaction

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
Feedback from CAWS client feedback survey on: Ease of access to service: 73% Help to find a way forward: 74%	Details to be provided to ECDC	Feedback from CAWS client feedback survey on: Ease of access to service: 63% Help to find a way forward: 76%	CAWS have analysed client feedback and there is no obvious pattern to the responses. The feedback is anonymous, but CAWS believe the lower	N/A

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
Extent to which problem is now resolved: 74% How likely to recommend the service: 87%		Extent to which problem is now resolved: 65% How likely to recommend the service: 78%	scores may be due to people being asked to give feedback after the initial contact before advice has been provided.	
Number of formal complaints against the service	Details to be provided to ECDC	No complaints received from East Cambs residents.	N/A	N/A

To have an impact on the development of local and national social policies by development of research and campaigning work.

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
Provide details of press articles produced and circulated (2x per year)	1	Over £8.5m boost: The impact of Citizens Advice in Suffolk East Anglian Daily Times (eadt.co.uk)	This campaign was focused on Suffolk. It was to show the joint working of the Suffolk Local Citizens Advice.	CAWS' Office Manager to focus on building some ECDC connections in social media and the press.

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
		Suffolk Citizens Advice branches meet at Ravenwood Hall Hotel, near Bury St Edmunds, to celebrate 85 years of organisation (suffolknews.co.uk)		
Provide details of research and campaigning work influencing local and national policies – take part in at least 1 local campaign (per annum) resulting in better outcomes for East Cambs residents	Details to be provided to ECDC	Following the general election, CAWS contacted the 3 new MP's that represent the constituency areas that they work in. CAWS work with MPs for several reasons: 1. To lobby parliament 2. Issues are used as evidence at ministerial meetings 3. To provide MPs with intelligence about the local area and what things are causing hardship for people 4. To get ministerial help and support to	N/A	N/A

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
		resolve a client's issues.		

Add value to grant made by ECDC by providing additional services for clients that supports the aims of the advice service and to use the funding as a basis to attract funds from other sources

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
Match ECDC funding pound for pound using ECDC core grant to lever in additional match funding from other sources.	£11,583.02 (Half of the annual grant amount)	Agree. CAWS' funders include: Suffolk County Council – annual grant West Suffolk Council - West Suffolk Council has confirmed a three-year grant funding. Mid Suffolk DC and South Cambridgeshire DC – annual grant. Newmarket Town Council have also provided grant funding of £5,000 for this year.	N/A	N/A

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
		Supported Advice Service – CAWS have very recently secured a new multi-funding year grant to support clients who are living with mental health issues and struggling with various advice-related matters. This will enable the continuation and development of advice work with dedicated specialist advisers.		

Provide debt advice that leads to reduction in potential homelessness and reduction in council tax/rent arrears

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
CAWS to provide ECDC with details of the total no. of clients	New measure	4 clients in rent arrears 1 client with mortgage arrears.	N/A	N/A

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
supported for rent and mortgage arrears				

State of Communities Report

Annual performance target 24/25 information required	Expected actual at six-month stage	Actual at six months	CAWS' reason for negative variance (and efforts made to achieve target)	CAWS' response setting out what they are doing in response to any negative variation
Provide the Council with one state of communities report which includes information on: emerging trends and risks, added value services	To be provided	Received	N/A	N/A

TITLE: VOLUNTARY AND COMMUNITY ACTION EAST CAMBRIDGESHIRE SLA PERFORMANCE MONITORING UPDATE

Committee: Operational Services

Date: 24 March 2025

Authors: Communities and Partnerships Manager and Project Coordinator (Health and Wellbeing)

Report number: Z152

Contact officer:

Lewis Bage, Communities and Partnerships Manager

lewis.bage@eastcambs.gov.uk. 01353 616340. Room 001, The Grange, Ely

1.0 Issue

- 1.1. To note the Voluntary and Community Action East Cambridgeshire (VCAEC) performance update for the period between 1 April and 30 September 2024.

2.0 Recommendations

- 2.1. Members are requested to note this report.

3.0 Background/Options

- 3.1. On 31 January 2024, Operational Services Committee agreed to award a grant of £39,530 to VCAEC for a Service Level Agreement (SLA) from 1 April 2024 until 31 March 2026, which is to be paid over the course of the SLA term.
- 3.2. The SLA requires VCAEC to provide a 'one stop shop' which delivers quality services, through volunteers, to local people; and advice and information to voluntary and community groups and volunteers, and to act as an umbrella organisation providing generic infrastructure support to voluntary and community sector organisations within East Cambridgeshire.
- 3.3. The targets within the SLA were set following a tender exercise carried out in 2023 which asked providers to confirm their ability to meet those targets within the budget specified. These targets were based on VCAEC's output from previous years.
- 3.4. Prior to the commencement of the current SLA, VCAEC confirmed that they could achieve the targets.

4.0 Arguments/Conclusions

- 4.1. Details of VCAEC's performance between 1 April-31 September 2024 can be found at Appendix 1. The document contains a table which includes expected and actual performance to date, VCAEC's reasons for any negative variance and what is being done by VCAEC in response to any variation.

5.0 Additional Implications Assessment

5.1

Financial Implications No	Legal Implications No	Human Resources (HR) Implications No
Equality Impact Assessment (EIA) No	Carbon Impact Assessment (CIA) No	Data Protection Impact Assessment (DPIA) No

5.2. This report does not have any new or additional implications relating to the listed areas.

(a) Financial implications

5.3. Financial implications, CIA and EIA were included in January 2024's committee report.

6.0 Appendices

Appendix 1 – VCAEC performance update

7.0 Background documents

Service Level Agreement between ECDC and VCAEC 2024-26

Appendix 1 – VCAEC performance update

Provide support to the community and voluntary sector

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
<p>Deliver training courses or networking/themed events to member organisations</p> <p>Provide details of the event, attendees, and evaluation feedback</p>	4	2	<p>3</p> <ol style="list-style-type: none"> 1. Safeguarding Adults and Children - 9 attendees 2. Emergency First Aid -10 attendees 3. Cyber Crime VITAL Lunch – 4 attendees <p>Feedback forms sent to ECDC for the Safeguarding Training and the First Aid training.</p>	<p>Only 1 feedback form for the VITAL lunch has been received despite sending 2 emails requesting this information.</p> <p>Verbal feedback at the time of session was positive with one agency asking the speaker to attend their groups to give a presentation too.</p>	<p>In future, feedback forms will be handed out at the end of the events.</p>
Respond to general community and	62	31	56	N/A	N/A

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
voluntary sector enquiries Provide details regarding the nature of the enquiry and the support provided					
Provide advice and support to voluntary and community groups on a range of subjects including: <ul style="list-style-type: none"> • Funding • Recruitment of volunteers • Setting up a group • Constitutions • Performance management 	20	10	3	Working with the Splash Pad. Successful in obtaining funding. Awaiting information on 3 bids requested VCAEC are working in partnership with Support Cambs with regards to their volunteering website which VCAEC promote. Speaking to all the voluntary groups who	VCAEC met with ECDC and have confirmed that two face 2 face information and advice sessions have been set up, one in Soham and the other in Littleport, which will be held in March.

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
<p>Provide details about what support was provided</p> <p>Provide details of external funding brought into East Cambridgeshire as a result of assistance with funding bids</p>				<p>have stalls at the events they have attended.</p>	
<p>To have an impact on the development of local and national volunteer and community group policies by development of research and campaigning work.</p> <p>Undertake activities to inform or influence policy impacting the sector via responding to consultations, attending events etc.</p>	6 activities	3 activities	<p>Attended 10 events</p> <ol style="list-style-type: none"> 1. Soham Carnival 2. Burwell Carnival 3. Aquafest 4. Armed Fores Day 5. Health & Well day 6. Youth Fusion – Haddenham 7. You Fusion – Burwell 8. Greener Together 	N/A	N/A

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
			<p>9. Coop 10. Chamber event</p> <p>There have been no consultations we have asked to contribute to.</p> <p>We input information on the current situation in our sector at all meetings attended and take relevant information back to members.</p> <p>Other attendees learn from our experiences/interactions and can act accordingly.</p> <p>VCAEC sit on the following meetings to represent the sector:</p>		

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
			<ol style="list-style-type: none"> 1. East Cambs Integrated Neighbourhood 2. Aligning Support to the VCS 3. Voluntary Sector Network 4. Delivery Group meeting 5. CPLRF Community Resilience Working Group 6. NAILCAP 7. CEO Network 8. South ICP Board 9. East Cambs Health and Wellbeing 10. Health Alliance 11. State of the Region and 		

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
			<p>Shared Vision Working Group</p> <p>VCAEC have been working on the Volunteering Together - East Cambs campaign which has 9 organisations involved. VCAEC have represented the collaborative at all events attended.</p> <p>VCAEC have recently worked with 5 secondary schools regarding volunteering for young people. They are exploring creating materials and giving advice to young people, schools and organisations.</p>		

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
Conduct research into unmet or emerging social needs in the area and provide ECDC with a summary of current and developing issues for the sector its members, and the area which includes information on emerging trends and risks, unmet or emerging social needs in the area and the promotion of action to meet them.	Provide 1 report per annum to ECDC		This will be available in the second half of each year.	N/A	N/A
Promote services available via website, social media, newsletter, attendance at local events and other means of communication	20 promotional activities	10	10 1. Soham Carnival 2. Burwell Carnival 3. Aquafest 4. Armed Forces Day 5. Health & Well day	N/A	N/A

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
			<ul style="list-style-type: none"> 6. Youth Fusion – Haddenham 7. You Fusion – Burwell 8. Greener Together 9. Coop 10. Chamber event <p>Google searches 1,370 (April-September)</p> <p>A minimum of 3 tweets/ Facebook posts each month</p> <p>6 newsletters</p> <p>Volunteer Cambs website</p> <p>New VCAEC website</p>		

Increasing volunteering opportunities

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
No of promotional activities undertaken to recruit new volunteers	10	5	10 1. Soham Carnival 2. Burwell Carnival 3. Aquafest 4. Armed Fores Day 5. Health & Well day 6. Youth Fusion – 7. Haddenham 8. You Fusion – Burwell 9. Greener Together 10. Coop 11. Chamber event	N/A	N/A

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
			<p>Volunteer Camba website: 94 members of the public have registered</p> <p>Promotion on VCAEC website</p> <p>Google searches 1,370 (April-September)</p> <p>A minimum of 3 tweets/ Facebook posts each month</p>		
No of volunteers interviewed or signposted to a placements/ organisation	70	35	39	N/A	N/A
Provide details of the number of volunteers assisted to	30	15	<p>5 3 face to face 1 telephone</p>	<p>Lack of volunteers</p> <p>VCAEC have been working with Support</p>	VCAEC are promoting their services on Facebook, in Labour-

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
obtain a placement			1 online	Cambs with regards to their volunteering offer. 94 members of the public have registered. VCAEC are awaiting an update on this figure.	Techs window, on our website, X and LinkedIn.

Volunteering projects

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
Social Car Scheme					
Number of volunteer driver hours	4,800 (400 hrs x 12 months)	2,400	April to September is 2,134 hours	N/A	N/A
Number of unique customers			Total trips 1,936 medical 1,124 Shopping 59		

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
Give details of number of journeys and the purpose <ul style="list-style-type: none"> • Medical • Shopping • Social • Other 			Social 183 Other 327 –		
Volunteer Gardening Scheme				N/A	N/A
Volunteer hours worked	2,880	1,440	April to September 1,277	N/A	N/A
Number of unique customers	New measure	New measure	85	N/A	N/A
Other VCAEC services					
Number of volunteer hours worked including office	1,300	650	626	Some volunteer hours at VCAEC have been funded for a part time member of staff for 3 years for 12 hours	N/A

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
administration, finance and trustees				a week (work formally undertaken by a volunteer). This provides a greater level of consistent support as managing staff is more reliable than working with a volunteer	
<p>Provide a minimum in kind volunteer contribution for the benefit of East Cambs residents</p> <p>Give breakdown across volunteer areas and details of how this is calculated</p>	£126,169	£63,084.50	<p>Car = £29,982.70 Gardening = £17,941.85 Office = £6,013.40 Total = £53,937.95</p> <p>This is the number of hours volunteered X £14.05 which is the Sanctuary volunteer value.</p>	<p>The volunteer drivers make up a lot of the hours and the drivers are not carrying out as many hours as they used to. 2 drivers `retired' and 2 drivers are seriously ill.</p> <p>VCAEC now have a paid admin in the office which means their hours are no longer counted each week in the stats.</p>	<p>VCAEC advertise on social media and have had 2 people interested since our recent campaign just after Christmas.</p> <p>VCAEC are now advertising in the window of Labour-Tech.</p>

Member satisfaction

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
All member organisations to be surveyed annually	Provide ECDC with results of annual member satisfaction survey	N/A	Survey to be undertaken in January 2025	N/A	N/A
Number of complaints against the service	Provide the Council with details of any formal complaints	N/A	No complaints received	N/A	N/A
Number of VCAEC member organisations	Provide ECDC with number of VCAEC member organisations	N/A	120 (1 new member joined in September 2024)	N/A	N/A

Reporting and accounts

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
AGM	Invite sent to ECDC	N/A	Invite sent to ECDC	N/A	N/A
Report and accounts	Provide annual report and accounts to ECDC	N/A	Provided to ECDC	N/A	N/A

Methods of engagement

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
<p>The core service shall be available:</p> <p>By letter, email and to personal callers on a drop-in basis at:</p> <p>VCAEC Rear Offices, Centre E 24 Barton Road Ely Cambs, CB7 4DE</p> <p>Hours of opening: Monday-Thursday 09:30am to 12:30pm <i>By face-to-face appointments for general help:</i></p>	N/A	N/A	The core service was available as required by the SLA	N/A	N/A

Area of focus	Annual performance target	Expected actual at six-month stage	Actual at six months	VCAEC's reason for negative variance (and efforts made to achieve target)	VCAEC's response setting out what they are doing in response to any negative variation
<p>Monday-Friday 09:00am to 14:00</p> <p><i>For all enquiries relating to volunteering: Monday-Thursday 09:30am to 12:30pm</i></p> <p><i>For transport enquiries: Monday-Thursday 09:30am to 12:30pm (Must be a minimum of 12 hours per week)</i></p>					

BRECKLAND COUNCIL
EAST CAMBRIDGESHIRE DISTRICT COUNCIL
EAST SUFFOLK DISTRICT COUNCIL
FENLAND DISTRICT COUNCIL
WEST SUFFOLK DISTRICT COUNCIL

At a Meeting of the

ANGLIA REVENUES & BENEFITS JOINT COMMITTEE

**Held on Tuesday, 3 December 2024 at 10.00 am in the
The Innovation Centre, Croxton Road, Thetford. IP24 1JD**

PRESENT

Cllr Diane Hind (Chairman) (West Suffolk DC)	Cllr Jan French (Fenland DC)
Cllr Philip Cowen (Vice- Chairman) (BDC)	Cllr Keith Horgan (East Cambs DC)
Cllr Paul Ashton (East Suffolk DC)	

In Attendance

Lorraine King	- Head of ARP
Theresa Mann	- Principal Billing, Benefits and Business Rates Manager (ARP)
Katey Mills	- Principal Fraud, Enforcement and Recovery Manager (ARP)
Catherine Monument	- Principal Partnership Support Manager
Sam Anthony	- Head of HR & OD (Fenland)
Alison Chubbock	- Section 151 Officer & Assistant Director Finance
Ian Smith	- Director, Finance (East Cambs)
Marie McKissock	- Deputy Finance Officer (East Suffolk)
Tanya Sturman	- Service Manager Customer and Digital
Julie Britton	- Democratic Services Officer

34/24 MINUTES

The Minutes of the meeting held on 3 September 2024 were agreed as a correct record.

35/24 APOLOGIES

Apologies for absence were received from Rachal Mann (West Suffolk DC) and Lorraine Rogers (East Suffolk DC).

Substitutes in attendance were Tanya Sturman and Marie McKissock.

36/24 URGENT BUSINESS

None.

37/24 DECLARATIONS OF INTEREST

None declared.

Action By

38/24 PERFORMANCE REPORT (STANDING ITEM)

Theresa Mann, the Principal Benefits and Council Tax Billing Manager and Katey Mills, the Principal Fraud & Enforcement Manager presented the report that detailed all partner authority's performance for quarter 2 this year.

Details of the combined performance, as outlined on page 10 of the agenda pack, was provided followed by an update in respect of all areas.

Both Business Rates and Council Tax collection were above target in quarter 2 and was significantly above where collection rates were at this same point last year.

The number of electronic forms received in quarter 2 had increased by 21,000 since last year – with over 61k electronic forms being received.

Over £3.25m of fraud and error had been identified in quarter 2.

Enforcement

Quarter 2 had seen an increase of overall debt collection – 14.26% up from 9.81% at the end of quarter 1. Collection rates were up 21% compared to 2023/2024 and an increase of 20% of fees collected compared with the same period last year.

The Team continued to actively use Tel Solutions to increase customer engagement at the compliance stage of the enforcement process. The use of other communication methods had also had a positive impact on the number of letters being sent in the post. The Team also continued to explore other options for online customer engagement by way of online forms and the potential use of an online portal.

Fraud

To the end of quarter 2, the Team had identified fraud an error to the value of over £3.25 million. Several prosecutions had been concluded with custodial sentences seen in two cases. 11 cases were in the court system. The Team had 46 live criminal investigations ongoing for ARP partners.

Success continued in respect of the Team's single person discount work. Tel solutions was being implemented in respect of this work stream. A high-level fraud service continued to be provided to ARP's external partners and two housing associations.

Further Recovery

This small Team continued to perform well with their quarter 2 collection totalling just shy of £1.5 million. At the end of November, the Team surpassed the £1.8 million collected in 2023/2024 with the total now at £1.985 million.

Council Tax

At the end of quarter 2 Council Tax collection for all local authorities was on target apart from East Cambridgeshire District Council. Council Tax collection was closely monitored throughout the year.

Council Tax billing work levels remained high, and focus continued to improve performance.

Work on automation continued, with refund automation and change of

Action By

address automation results improving.

Use of the new and improved Contact Us form had continued to increase, which had improved efficiency and auto indexing. To support this, the council tax mailbox had been closed at the end of September.

The paperless billing campaign was launched and automated messaging was utilised to increase e-billing sign up and for council tax reminders and reviews.

Benefits

At the end of Quarter two, the targets for processing times in terms of Local Council Tax Support had not met due to an increase in claims received for UC migration; however, some improvement was now being seen due to changes in work allocation and resources.

Days to process Housing Benefit claims did not meet targets by the end of the second quarter, however as a result of changes to workload an improvement in performance was now being seen for all local authorities moving into Quarter three.

Automation successfully continued, with 97% of Universal Credit notifications from the DWP being successfully automated.

Universal Credit continued to be rolled out, and the migration of ESA claimants had been brought forward to 2025.

Work continued with the Communities Teams, referring customers who might need financial/welfare advice.

A planned campaign to contact customers who might be eligible to reclaim CTR was taking place using ARP's automated messaging supplier.

The use of our Contact Us form continued to be expanded, and in June 2024, the benefits email inbox had been closed, directing customers to use the form instead.

Business Rates

Collection rates across all councils were above the targets at the end of quarter 2. The work position was improving, and a focus continued on clearing historic credits and recovering old arrears.

Staffing changes included a new resilience Officer who would be starting soon and a new NDR manager had just been appointed to start in January 2025.

Lorraine King, the Head of ARP, then provided Members with an update on ARP Systems and Digital and the Better Customer Experience Programme.

ARP Systems and Digital

Work progresses on E-Billing with around 12% of Council Tax bills and 6% Business Rates bills being sent electronically. The bills were sent by email via PDF attachments which had lessened the contact from customers compared to the previous method where they were required to log into a portal.

Action By

In October it was planned to contact customers and businesses where an email address was held for them to encourage sign up. Social media campaigns across the partnership were also being undertaken and had been booked as well as telephone campaigns for all Customer Service Teams.

Work progresses on Capita forms predominantly Council Tax Change of Address form which had been extended to tenant moves this month for East Cambridgeshire DC. This would be rolled out to other authorities during October and automation rates was had increased to over 60%. Other forms being worked on included Arrangement Manager and Council Tax Refunds.

The Data Retention Policy had been agreed. All ARP staff had confirmed that they had reviewed their own personal files to ensure customer information was retained in the correct secure areas.

The Contact Us form had been worked on to facilitate the move away from receiving customer emails to receiving information on Contact Us. The main Benefit email and Housing Benefit Overpayment email address had been switched off.

Better Customer Experience Programme

The use of the Contact Us form by customers had risen sharply as the channel shifted away from incoming emails to the form. The email mailbox had been switched off for Benefits and Housing Benefit Overpayments.

Work progressed on the Council Tax and Non-Domestic Rates mailbox in tray, with outgoing correspondence being updated. Over 11,584 online forms had been received in September with 80% automatically indexed.

The new Contact Us form linked into the online forms, encouraging their use and maximising the opportunity to automate.

The use of Telsolutions, an automated telephone, text and email messaging service continued to be expanded, with the majority of enforcement notifications now being sent by email or text and automated emails and text messages being used to encourage paperless billing take up next month.

The Telephony Project was nearing completion although some enhancements to improve the reporting functionality and transfer of calls were still awaited.

Members were informed that social media campaigns were booked to take place across the partnership as well as telephone campaigns for all Customer Service Teams.

Councillor Horgan referred to the Council Tax collection rates for East Cambridgeshire DC and asked the Head of ARP if she could put any light on the matter as to why it was so behind target as it suggested in the narrative that this figure could be incorrect.

The Head of ARP explained that the Team was trying to get to the bottom of this as there were several factors that could have an impact on its collections rates including some monies received last year rather than this year, higher refunds and lower write-offs. She assured Councillor Horgan that the percentage collected was quite similar for each partner.

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Ian Smith, the Director of Finance (East Cambs), highlighted the fact that there had been much more house building in the district the previous year compared to this year, so fewer properties built, and this could be one of the areas that had affected the target.

Councillor French was concerned about the length of time that new homes took to be council tax banded and asked when they were banded was it backdated.

The Head of ARP said it was backdated and would be applied from when the resident moved into the property, and the Team had a good idea of what the band would be.

The Principal Billing, Benefits and Council Tax Billing Manager explained that the Valuation Agency was chased, and although there was a delay, the residents were able to make payments in advance.

The Chairman, Councillor Hind, asked if the purchaser of the property was told what the Council Tax band would be and how did ARP know when the person had moved in.

The Principal Fraud & Enforcement Manager explained that ARP received notification from Building Control and on occasion, an Officer might visit the occupier of the property.

Councillor French was concerned that not everyone used Building Control, if the property was not a new build.

Members were assured that planning applications were also monitored as well as using other various means, the Team was very proactive.

Tanya Sturman, Service Manager, Customer & Digital (West Suffolk District Council) pointed out that there was also the street naming and numbering process as well as when the occupiers ordered a bin.

Councillor Ashton felt that the process seemed to be getting longer.

The Head of ARP advised that at the end of Quarter 2, ARP was further ahead with Council Tax this year compared to last year. Regarding Benefits processing times an increase in work items such as migration to Universal Credit had been seen and the stopping of housing benefit but as Quarter 3 approached, the Team was very close to target and was now out of that dip. These improvements were very much due to further automation, constantly reviewing the allocation of work, ARP Focus Days, working smarter and changes to phone rotas etc.

The Chairman had noted that ARP had been selected to be a pilot for DWP and HMRC and asked if this was in terms of access to debt recovery.

The Principal Fraud & Enforcement Manager confirmed that this was for debt recovery. HMRC data was very useful but unfortunately in the second round of the pilot scheme HMRC had reduced the amount of data available.

Members were informed that ARP was not sure why HMRC were very protective of their data, as the first pilot had been very positive unlike the

Action By

second pilot, but it was hoped that HMRC would revert back to their original agreement.

The Chairman had also noted mostly clerical errors in terms of business rates and write-offs recently and wondered if system improvements and further training would rectify these errors, and if there was confidence and some satisfaction that with these new systems in place there would be less of these incidences.

The Principal Benefits and Council Tax Billing Manager assured Members that robust procedures had now been put in place to make sure that any large debts had not been missed through the recovery process and to ensure that appropriate action was taken.

The Performance Report was otherwise noted.

39/24 WELFARE REFORM UPDATE (STANDING ITEM)

The Principal Benefits & Council Tax Billing Manager (ARP) presented the quarterly Welfare Reform report.

The migration to Universal Credit (UC) continued, with tax credit claimants now being issued migration notices. The aim of DWP was that all those claiming legacy benefits would be issued migration notices from February 2025 onwards so that they would all be moved to UC by the end of December 2025.

Changes to eligibility for Winter Fuel Payments had led to a Pension credit take up campaign, which ARP was supporting. Also, in the Autumn Budget, it was announced that the State Pension would be increased by 4.1% from April 2025 in line with the triple lock.

It had also been announced in the budget that Local Housing Allowance rates had been frozen until 2026.

The Vice-Chairman, Councillor Cowen, asked if this migration to UC would create additional work. Members were informed that this was being closely monitored.

The Head of ARP pointed out that DWP had announced that 'New Burdens' funding would be made available for this work.

Councillor Horgan Keith had noted from the Minutes of the previous meeting that the volume of UC had increased by 30% and asked if the size of the Team dealing with this work was suitably staffed and was there any plans to increase staffing levels.

The Principal Benefits & Council Tax Billing Manager (ARP) informed Members that there had been some remodeling in the Team. An in-depth piece of work had been undertaken and had been concluded that all was in the right place at the moment in the Billing and Benefits Team. This piece of work was going to be expanded across the whole of the partnership to take a holistic review and forecast of resource requirements going forward.

The Head of ARP reminded Members that at the end of Quarter 2 there had been a significant increase in automation which was really helping and, in

	<u>Action By</u>
<p>terms of benefit position as we move into Quarter 3, new claims were completely up to date. There was no backlog now and ARP was in a better position than last year with outstanding work. It takes a while for this to come through into the year-to-date figures.</p>	
<p>In relation to the 97% of Universal Credit records being automated, Councillor Horgan said that all must remember that at the end of this there was a human being, and he was interested in how long the remaining 3% of customers were waiting for their claim to be updated.</p>	
<p>The Head of ARP explained that some cases took considerably longer than others, but she would be happy to provide further information regarding processing times of the more complex 3% cases that were processed manually. Automating the more straight forward cases freed up more resource to work on these more complex cases.</p>	LK
<p>Councillor Ashton queried the processing days in Quarter 2 as, in his opinion, it looked worse than Quarter 1</p>	
<p>The Head of ARP said that the figures were year to date and that at the previous informal briefing, monthly figures had been shared for comparison, she would be happy to provide the figures in future reports.</p>	LK
<p>The Welfare Reform report was otherwise noted.</p>	
<p>40/24 <u>ARP FORECAST FINANCIAL PERFORMANCE 2024-25 (STANDING ITEM)</u></p>	
<p>Alison Chubbock, the Assistant Director of Finance & S151 Officer (BDC) presented the report.</p>	
<p>The forecast at this stage of the year showed an above budget spend of £48k (0.4%) for the whole of the ARP and this was shown further in Appendix A of the report along with details of the variances.</p>	
<p>Enforcement income collected was lower than budgeted earlier in the year, however since then, an increase on collection was sought and would continue to be monitored closely. Whilst enforcement income was lower than budget, the debt recovered by the Enforcement Team was 20% higher in quarter 2 when compared to the same point last financial year and debt collection was up by 21%, resulting in above budget collection of income for partners which had been detailed in the performance report and did not show in this budget report.</p>	
<p>The national pay award had been agreed for local government during October. This financial forecast did not yet include the impact of this pay award; however, indications were that the cost of the agreed pay award was similar to the budgeted values used in this report.</p>	
<p>The budget for 2024-25 included a further efficiency target of £100k. To date £88k had been achieved for this year and the full target had been achieved for future financial years.</p>	
<p>The recommendation for Members to consider was read aloud and was duly proposed and seconded.</p>	

Following a unanimous vote, it was:

RESOLVED that:

1. the report and appendix be noted, and
2. the final full year variance at 31 March 2025 be shared between the partner authorities in the approved shares.

41/24 ARP JOINT COMMITTEE SERVICE PLAN AND RISK REGISTER REPORT

The Head of ARP presented the Service Delivery Plan.

In accordance with the ARP agreement a revised Service Delivery Plan for the new financial year should be agreed by the Joint Committee by the end of December of the previous year and delivery of the Plan reviewed every 6 months.

A Service Delivery Plan for 2024/25 had been agreed in December 2023 and this report provided an update below which detailed progress against the Plan and an update to the risk register.

A new Service Delivery Plan for 2025/26 had been drafted to come into effect April 2025.

In December 2023 Members reviewed the strategic direction of the ARP, deciding to maintain objectives whilst implementing a four-year Business Plan, subsequently effective from April 2024. The annual Service Plan complemented the Business Plan that ran until 2028.

Progress on the current Service Plan was detailed in Appendix A and the accompanying Service Plan update at Appendix C.

A new proposed Service Plan had been attached as Appendix B. The new style Plan linked directly into the approved priorities of the new 2024-28 4-year Business Plan. Further details had been included in the accompanying Service Plan Update at Appendix C.

Appendix C had a new layout and format and would have to be approved every year.

The Chairman felt that this was an excellent report and demonstrated just how good ARP was and felt that the whole report showed positive initiatives.

In response to a question as to when the New Burdens funding would be announced, Members were informed that it should be announced this month, in December.

Councill French was concerned about the number of empty homes including those owned by social providers and explained what had happened to one resident who had been given tenancy to such a property in the Fenland district. This particular resident had been unable to move in for months but had to pay Council Tax and felt that more support should be given to housing association tenants as some properties were in an appalling state.

The Chairman felt that if it was a Housing Association property it should be

Action By

the housing provider that had such questions to answer.

Councillor Cowen asked if ARP had lists of such empty properties. There were substantial voids in Breckland and having a list would help everyone to bring empty properties back into use. It would be useful to have that information disseminated to Members and closely monitored with the Housing Teams.

The Chairman agreed although many authorities would have their own way of keeping track of empty properties.

The Head of ARP stated that ARP did receive such data from the larger housing authorities but not so much from the smaller ones.

Councillor Ashton asked if the housing association provided information about people who had moved into an empty property and if such information was entered onto the system as he did not want to receive 2 tier information.

Councillor Horgan echoed comments made earlier by the Chairman. The whole of ARP was to be applauded that had been reflected in the recent National Institute of Revenues Rating & Valuation (IRRV) Awards. He then referred Members to Audit and GDPR section on page 58 of the agenda pack (section 7) and asked about the potential data breaches and asked what was meant by low risk. He also queried the Income and Expenditure at section 12 (page 63 of the agenda pack) in terms of the income falling short of budgetary requirements and felt that additional revenue would close this budget short fall.

The Head of ARP explained that it could be in terms of incorrect contact details, wrong address or it could be the fault of the postman delivering to the wrong house. It was pointed out that out of 1.2m letters only 36 contained the incorrect data.

In response to the latter query, the Head of ARP pointed out that the report stated £88k of efficiencies, so there was only £12k to be found and she was confident that this would be achieved by the end of the year.

Councillor Horgan was a little confused with the terminology between income and efficiencies.

Ian Smith, the Director of Finance (East Cambs DC), explained in more detail.

The Assistant Director of Finance & S151 Officer (BDC) suggested that perhaps the wording should be efficiency/income in future.

AC/LK

Following a unanimous vote, it was:

RESOLVED that:

1. the progress in respect of the December 2023 Service Delivery Plan at Appendix A be noted; and
2. the revised December 2024 Service Delivery Plan and risk register at Appendix B be approved.

42/24 ARP BUDGET 2025/26

Action By

The Assistant Director of Finance & S151 Officer (BDC) presented the budget report.

Attention was drawn to section 1.5 of the report where it was highlighted that when compared to the previous numbers, this proposed budget had increased significantly by £885k (7.6%) and the major drivers behind this increase could be seen in the table with an additional efficiency/income added of £100k.

The increases and changes to the National Insurance (NI) thresholds announced in the recent budget in October had added significant cost to the ARP salary budgets.

Local authorities were expected to be compensated for these increases but the detail on this had not been released as yet. In theory the NI grant would exactly match the increased NI costs to each authority and the ARP element could be passed across; however, the calculation methodology for this grant was not known and there was a risk that the grant would not fully fund authorities for the increased costs.

It was therefore being recommended that the Joint Committee delegate responsibility to the Operational Improvement Board (OIB) for determining the NI grant amount to be paid from the partner authorities into ARP once the detail on the NI grant funding had been announced by Government (this should be included within the Draft Local Government Finance Settlement announcement in December). The result of this would be a lower overall partnership budget once the grant income had been included. For indicative purposes, Appendix B provided an example of what the ARP budget could be if the NI changes were fully funded to all partners.

Councillor Ashton had noted that the budget included an efficiency target of £100k in 2025-26 rising to £200k in future years and asked if it would be better to spend a little money to reach the vision faster.

The Assistant Director of Finance & S151 Officer (BDC) said that the discussions with OIB around the level of savings that could be achieved through automation and income generation had been interesting.

Councillor Ashton felt that a proposal should be brought back to a future meeting how this might be done.

The Chairman felt that Officers would be better placed to discuss this matter moving forward.

AC

The Assistant Director of Finance & S151 Officer (BDC) stated that any costs involved would form part of the business case, and if it could not be funded by ARP itself, it would have to be split between partners.

Councillor Cowen agreed that this should be dealt with the Head of ARP and the Team of Officers to come up with some thoughts to establish what that balance might be and look to see if any further radical changes to the organisation could be made. Great work was already being done in terms of transformation and automation and this could be the platform going forward.

Action By

The Chairman mentioned the local government reorganisation and the devolution white paper which could have a huge impact.

Councillor Ashton explained that the transformation he was thinking of was if there was more capacity there would be more ideas of what could be improved, and what could be achieved. Any local government reorganisation still required Council Tax bills to be paid etc.

The Head of ARP said that the Team was always scanning the marketplace to see what was out there and always jumped on any opportunity when they appeared. There were certain areas that she was keen to develop further and would be more than happy to take that away to consider.

LK

The Chairman said that she looked forward to seeing such information in 2025.

Following a unanimous vote, it was:

RESOLVED that:

1. the ARP budget at Appendix A for 2025-26 be approved; and
2. the ARP Joint Committee delegate to the Operational Improvement Board (OIB) to determine the National Insurance grant values from the partner authorities to be included in the ARP budgets and the budgets be amended accordingly.

43/24 ARP SUNDRY DEBT PROVISION REPORT

Katey Mills, the Principal Fraud, Enforcement and Recovery Manager (ARP) presented the report.

Approval was being sought to provide a consistent sundry debt collection service and increase resource based on retention of 15% of the sundry debts collected on behalf of ARP partners.

ARP Enforcement (ARPE) currently collected sundry debts on behalf of East Suffolk and East Cambs, it also collected Housing Benefit overpayments, for all partners, but in small volumes. The collection of sundry debt did not attract enforcement fees and there were no powers under the Taking Control of Goods Act. Unfortunately, there was not a resource dedicated to collection of sundries and collection of these debts alongside other debt types within the current resource, and currently only low volumes could be accommodated.

Therefore, the proposal to Members was:

- To implement a new targeted approach to collection of sundries
- Roll out new initiatives – increased use of Tel Solutions, behavioural insights/propensity to pay and open banking
- Provide a consistent service to all partners with a dedicated resource including a focus on Housing Benefit overpayments
- Implementation of a debt recovery policy to set out how sundry debt collection would be dealt with.

The Options available to Members were:

Action By

- To maintain the current service provision and not include additional collection of sundry debt
- Expand the provision to all partners but do not increase resource. Implement a limit on volume and value of sundry cases accepted and continue to treat sundry debts as lower-level priority, accepting that the number of cases currently accepted for East Cambs and East Suffolk may reduce.
- Expand the service provision to all partners, increase compliance resource with a funding arrangement to retain a % of debt collected. This may also serve as an attractive proposition for new potential LA partners.

It was recommended that provision of this service be expanded to all and that the compliance resource was increased to provide a dedicated focus on these additional work streams.

Using East Suffolk as a base line, it was recommended that 15% retention of sundry debt collected be agreed and included a table outlining what this might potentially look like.

This same retention model would be captured with any new future partners and be included in agreements. Current external partners would also be approached to discuss the collection of Housing Benefit overpayments with a similar retention agreement.

The resource requirement would be regularly reviewed and would form part of the wider ARP resource review. There was already a part-time Officer in post who had indicated that they would be willing to take on additional hours. Fenland DC had already confirmed that they would not be passing sundry debts to ARPE initially, but the recommended approach would allow them to access the same service in the future.

Further outlined within the report were the risks, financial/legal and sustainability implications.

The Chairman was very happy in the knowledge that ARP was there when needed but expected that the 15% retention was just an estimate.

The Principal Fraud, Enforcement and Recovery Manager explained how the costs would work.

Councillor French asked if it was cost effective for Fenland DC to do this work itself.

Sam Anthony, the Head of HR & OD (Fenland DC) stated that she was looking at this before it was passed to ARP.

In response to a concern about the higher number of cases and housing benefits overpayments for East Suffolk DC, the Principal Fraud, Enforcement and Recovery Manager explained that East Suffolk was ARP's larger area, and consequently had larger housing benefit overpayments due to it starting UC sooner, but she would look into this.

Following a unanimous vote, it was

RESOLVED that:

SA

KM

Action By

1. the Joint Committee approve that a consistent sundry debt collection service be offered to all ARP partners; and
2. the Joint Committee approve an increase in resource funded by retention of 15% of the sundry debts collected on behalf of ARP partners.

44/24 FORTHCOMING ISSUES (STANDING ITEM)

None.

45/24 NEXT MEETING

The date of the next meeting on Tuesday, 18 March 2025 at 10am was noted. This would be a virtual meeting via Teams.

The following future meeting dates were agreed and noted:

- Tuesday, 17 June 2025 (face to face)
- Tuesday, 09 September (via Teams)
- Tuesday, 09 December (face to face)
- Tuesday, 17 March 2026 (via Teams)

Before moving onto the next item, on behalf of all Members, the Chairman congratulated the ARP Team for winning the IRRV Awards earlier in October.

46/24 EXCLUSION OF PRESS AND PUBLIC

RESOLVED that under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act.”

47/24 PARTNERSHIP WORKING THROUGH A SECTION 113 AGREEMENT

The Principal Fraud and Enforcement Manager (ARP) provided Members with a detailed overview of the report.

The agreement would be overseen by legal and required formal approval from each ARP partner and would also include GDPR and system access information.

Most of the work would be undertaken remotely allowing ARP to replicate the efficient and effective processes it already had in place.

If Members were mindful to approve the recommendations, this would be a minimum 2-year agreement, and it was planned to begin provision of both fraud and enforcement services from 01/04/2025.

Councillor Ashton felt that this was good news and a great opportunity for the Partnership.

The Chairman asked if there was an analysis of all the demographics and wondered whether the monies spent on this could be more than first thought.

All to
Note

Action By

Members were informed that the caseload had been considered and ARP had a good understanding of what to expect. It had been predicted what was needed and one fulltime equivalent had been costed into the figures. The first few months would be the busiest due to staff training.

Following a vote which was unanimous, the two recommendations as listed in the report were approved.

It was noted that that S113 Agreement would be sent to each partner authority for signing.

48/24 ADDITIONAL ARP ENFORCEMENT AGENCY PARTNER

The Principal Fraud and Enforcement Manager (ARP) provided Members with a detailed overview of the report.

Councillor Horgan felt that this was a good opportunity for ARP.

Following a unanimous vote, the recommendation as listed in the report was approved.

The meeting closed at 11.35 am

CHAIRMAN

Operational Services Committee Annual Agenda Plan

LEAD OFFICER: Isabel Edgar, Director Operations
Democratic Services Officer: Patrick Adams

Mon 23 June 2025	4:30pm
<i>Representation on Outside Bodies and Annual Reports</i>	DSO
<i>Review of Caravan Site Licensing and HMO licensing fees</i>	Environmental Health
<i>Q4 2024/25 Waste Services Performance and Project Highlight report</i>	Catherine Sutherland, Waste Development and Support Officer
<i>Budget Outturn Report</i>	Senior Accountant
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	
ECSS Board Minutes (if any) [EXEMPT]	
Mon 29 September 2025	4:30pm
<i>Q1 – Waste Service Performance and Project Highlight report</i>	Catherine Sutherland, Waste Development and Support Officer
<i>Strategic Waste Service Review – Member Working Party Recommendations</i>	Director Operations
<i>Waste Service Standards</i>	Catherine Sutherland, Waste Development and Support Officer
<i>Budget Monitoring Report</i>	Accountancy
ECSS Business Plan	Emma Grima, Director Commercial
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	
ECSS Board Minutes (if any) [EXEMPT]	
Mon 17 November 2025	4:30pm
<i>Service Delivery Plans – 6 Month Performance Monitoring</i>	Service leads
<i>Health and Wellbeing Strategy Plan update</i>	Environmental Health
<i>Budget Monitoring Report</i>	Accountancy
<i>Cambridgeshire and Peterborough Waste Strategy Review</i>	Environment Services
<i>Environmental Crime Action Plan 6 month update</i>	Karen See, Senior Environmental Health Officer
<i>Air Quality Strategy</i>	Environmental Health
<i>Q2 – Waste Performance Monitoring and Street Smart Highlights Report</i>	Catherine Sutherland, Development Management
ECSS Business Plan	Emma Grima, Director Commercial
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	
ECSS Board Minutes (if any) [EXEMPT]	

Notes:

1. Agenda items which are likely to be “urgent” and therefore not subject to call-in are marked *
2. Agenda items in italics are provisional items / possible items for future meetings.

Operational Services Committee Annual Agenda Plan

LEAD OFFICER: Isabel Edgar, Director Operations
Democratic Services Officer: Patrick Adams

Mon 26 January 2026	4:30pm
<i>Community Safety Partnership Update</i>	CSP Representative
<i>Waste Performance Monitoring Report Q3 and Street Smart Highlights Report</i>	Catherine Sutherland, Development Manager
ECSS Business Plan	Emma Grima, Director Commercial
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	
ECSS Board Minutes (if any) [EXEMPT]	
Mon 23 March 2026	4:30pm
<i>End of Year Reports 2025/26 Service Delivery Plans 2026/27</i>	Service Leads
ECSS Business Plan	Emma Grima, Director Commercial
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	
ECSS Board Minutes (if any) [EXEMPT]	

Notes:

1. Agenda items which are likely to be “urgent” and therefore not subject to call-in are marked *
2. Agenda items in italics are provisional items / possible items for future meetings.