East Cambridgeshire District Council

Meeting: Operational Services Committee

Time: 4:30pm

Date: Monday 17th November 2025

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

Enquiries regarding this agenda: Patrick Adams

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Email: patrick.adams@eastcambs.gov.uk

Committee membership

Quorum: 5 members

Conservative members
Cllr Christine Ambrose Smith
Cllr David Brown
Cllr Martin Goodearl
Cllr Julia Huffer (Chair)
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 Lee Denney
Cllr Mary Wade
Cllr Alison Whelan

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]**

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).

12. East Cambs Street Scene Management Accounts for Quarter 2 to 30 September 2025

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 (www.eastcambs.gov.uk/node/2638). 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 (www.eastcambs.gov.uk/about-council/meetings-agendas-and-minutes/public-participation-meetings/public-question-time).

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).”

East Cambridgeshire District Council

Minutes of a Meeting of the Operational Services Committee

Held at The Grange, Nutholt Lane, Ely, CB7 4EE at 4:30 pm on Monday 29th September 2025

Present
Cllr Christine Ambrose Smith
Cllr David Brown
Cllr Christine Colbert
Cllr Kathrin Holtzmann
Cllr Julia Huffer (Chair)
Cllr Mark Inskip
Cllr David Miller (Substitute)
Cllr Alan Sharp
Cllr John Trapp
Cllr Ross Trent
Cllr Lucius Vellacott (Vice Chair)
Cllr Christine Whelan

Officers
Patrick Adams – Senior Democratic Services Officer
Nigel Ankers – ECSS Finance Manager
Jude Antony – Director Finance
Nick Baker – Waste and Environmental Services Manager
Isabel Edgar – Director Operations
Emma Graves – Neighbourhood and Community Safety Officer
Emma Grima – ECSS Director Commercial
Catherine Sutherland – Senior Waste Management Officer

18. Public Question Time

No public questions were submitted.

19. Apologies and Substitutions

Apologies for absence were received from Cllr Martin Goodearl. Cllr David Miller attended as a substitute for Cllr Goodearl.

20. Declarations of Interest

There were no declarations of interest.

21. Minutes

It was resolved:

> That the minutes of the meeting of the Committee held on 23rd June 2025 be confirmed as a correct record and signed by the Chair.

22. Chair's Announcements

The Chair made no announcements.

23. Community Safety Partnership 6 monthly update

Emma Graves, Neighbourhood and Community Safety Officer, presented this report, AA55 previously circulated, which updated the Committee on the work of the East Cambridgeshire Community Safety Partnership (ECCSP). She explained that unfortunately neither the Chair nor the Vice Chair was able to attend the meeting. However, she invited members of the Committee to ask questions about the report, which she would refer to the Board to answer.

Members of the Committee asked the following questions:
Cllr Mark Inskip asked whether an Independent Advisory Group, similar to the organisation set up in South Cambridgeshire to consider changes that could affect the community, could be set up in East Cambridgeshire.
Cllr John Trapp noted that East Cambridgeshire was reported as being bottom of the league table in terms of violence and asked whether this meant the District was the worst or the best in terms of violent crime.
Cllr Christine Colbert asked whether year 8 students were experiencing domestic violence from their parents or their siblings.
Cllr Christine Whelan asked whether road safety incidents referred to in the report included motorised scooters, which were illegal outside the trial area in Cambridge, and if so, how many incidents were recorded.

The Chair asked members of the Committee to ensure that the Police were informed of any road safety concerns, particularly those involving young drivers and motorcyclists.

It was resolved to:

> **A)** Note the report at Appendix 1 and 2 from the Chair of the ECCSP.

24. Quarter 1 2024/25 Performance Report for the Waste and Street Cleansing Services

The Senior Waste Management Officer, Catherine Sutherland, presented a report, AA56 previously circulated, which provided the Committee with the Quarter 1 performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS).

Cllr Mark Inskip asked why the amount of recycled waste appeared to be declining. The Senior Waste Management Officer explained that this was a national trend and so the Council would be introducing a new waste collection service next year to try and reverse this effect. It was noted that it had been a dry summer, which reduced the amount of garden waste.

In reply to Cllr Christine Colbert, the Senior Waste Management Officer confirmed that the Council was responsible for the removal of dead animals from the roads and recorded the number that were collected. The Director Operations clarified that this was not reported as a Key Performance Indicator as part of the Memorandum of Agreement with ECSS. The Chair also confirmed that the public should report these to the Council for removal.

It was resolved to:

A) Note the performance of service delivery for Quarter 1 (April-June) 2025/26.

25. Street Cleansing Review

The Senior Waste Management Officer, Catherine Sutherland, presented a report, AA57 previously circulated, which updated the Committee on the outcome of the Street Cleansing service review. She explained that performance continued to improve and the quarterly performance reports during the last year were all noted without major concern by the Operational Services Committee.

Cllr David Brown expressed concern regarding loose straw from trucks, which was creating a mess on the district's roads and blocking gutters. The Chair explained that lorries were not required by law to cover their loads when transporting straw and she suggested that the Council should contact its MP and the Department for Environment, Food and Rural Affairs about this. Cllr Mark Inskip stated that there was a straw burning power station in his ward, which received daily deliveries and that loose straw was an issue that needed to be addressed.

Cllr Christine Whelan asked if letters on the street had been successful in moving cars to allow roads to be cleaned. The Senior Waste Management Officer agreed to find out.

Cllr John Trapp asked if future reports could be consistent and name the service users as residents and not also as customers. It was noted that the scale on the left in graph

3 on page 43 of the agenda referred to the percentage of times that the response target had been achieved.

Cllr Mark Inskip welcomed the improvement in service and stated that the team should always have sufficient resources to cover absences.

The Chair proposed and the Vice Chair seconded the recommendations in the report. A vote was taken and the Committee unanimously

Resolved to:

A) Note that the existing street cleansing specification, with the inclusion of the updates as set out in sections 4.4 and 4.5 was fit for purpose and no further changes were required.

B) To instruct the Director Operations to include this specification within the broader ECSS service contract currently being renewed in 2026 to support the roll out of the new bin collection service.

26. New Waste Collection Service – Project Update

Nick Baker, the Waste and Environmental Services Manager, presented a report, AA58 previously circulated, which updated the Committee on the progress being made towards implementing the necessary changes to the Council's waste and recycling collection service, as previously approved by Full Council. He explained that work was going well, and the Council was on target to deliver the new bins and caddies commencing on 23rd March 2026.

Cllr Christine Whelan asked if there would be a second letter sent out to residents nearer to the delivery date. The Waste and Environmental Services Manager explained that the communication campaign would continue and would increase in intensity after Christmas, but it would be very expensive to send out a letter to all residents a second time. He further explained that there would be a full information pack delivered with the new bins. In response to a further question, he also explained that there were restrictions on what information could be included with Council Tax bills, but this method of communication would be considered.

In response to a question from Cllr Mark Inskip, the Waste and Environmental Services Manager confirmed that some residents had received more than one letter as they had more than one bin and whilst the mail merge had been corrected in some cases, in other cases duplicate letters were sent out. He suggested that with 45,000 letters being dispatched, some anomalies were inevitable. However, this would be rectified before any further mailshots went out which were based on bin collection rounds.

In response to Cllr Christine Colbert, the Waste and Environmental Services Manager explained that a campaign about to be launched would include a reminder to residents not to put batteries in their black bins as they can cause fires.

In reply to Cllr David Miller, the Waste and Environmental Services Manager stated that food waste could be wrapped in a bag in the new service, which would meet the legal requirement for the Council to collect separated food and recycle flexible plastics. He also confirmed that households will be able to request larger bins if they meet certain criteria.

In reply to Cllr David Brown, the Waste and Environmental Services Manager announced that members of the waste team would be attending the next Parish Council Forum to encourage them to include details of the forthcoming new waste service in their village magazines. It was noted that some local publications were unconnected to parish councils and officers would work to promote the new service in these as well.

In response to Cllr Christine Ambrose Smith, the Waste and Environmental Services Manager explained that as long as new homes were registered for Council Tax, they would receive a bin collection from occupation. It was suggested that the onus was on new residents moving into the area to contact the Council to find out the waste collection arrangements.

In reply to Cllr Lucius Vellacott, the Waste and Environmental Services Manager explained that households who were already on an alternative service using sacks due to space and or access issues, would not be provided with new bins. Otherwise, requests from residents who claimed they had limited space would be dealt with on a case-by-case basis. In flatted properties, arrangements were being made with landlords to ensure the best mix of bins for the new service.

Cllr John Trapp welcomed the fact that the proposed new collection rounds had been reviewed by operational staff, learning lessons from when the rota was changed about three years ago. He also congratulated staff on ordering new equipment early, in the knowledge that there would be considerable demand from other councils.

The Committee thanked officers for their work on this project.

It was resolved:

To note the progress made of this project to date and that the project remained on budget and on track.

27. ECSS Financial Statements 2024/25 and Annual Governance Statement 2024/25

Nigel Ankers, the ECSS Finance Manager, presented a report, AA59 previously circulated, which invited the Committee to receive the East Cambs Street Scene Financial Statements and Annual Governance Statement for 2024/25. The ECSS Director Commercial stated that the Annual Governance Statement had been agreed by the Board on 16 September.

It was noted that the Chief Executive was retiring and so a new Director would have to be appointed. The ECSS Director Commercial explained that the new Chief

Executive would become the Managing Director of the ECSS, but they were two separate roles.

In reply to Cllr Mark Inskip, the ECSS Director Commercial explained that the aim of the ECSS was to cover its costs and not to make a net profit. In response to Cllr David Miller, the ECSS Director Commercial stated that if ECSS were in a position to pay dividends, the Committee would be expected to recommend to Full Council on how any dividends made by the company could be reinvested.

It was resolved to:

A) Note the East Cambs Street Scene Financial Statements 2024/25 as set out in Appendix 1.

B) Note the East Cambs Street Scene Annual Governance Statement 2024/25 as set out in Appendix 2.

28. Budget Monitoring Report

The Director Finance presented a report, AA60 previously circulated, which provided the Committee with details of the financial position for services under the Operational Services Committee.

In reply to Cllr Christine Whelan, the Director Finance agreed to find out how much grant money had been lost due to the fact that the post supported by the Police and Crime Commissioner had not been filled.

In response to Cllr John Trapp, the Director Finance explained that the Council had not yet invoiced Fenland District Council for the Disabled Facility Grant related work this authority carried out on their behalf after being awarded the contract.

It was unanimously resolved to:

A) Note that the Committee was currently projecting a year-end underspend of £30,000 on its revenue budget of £6,842,567.

B) Note that the Committee had a projected capital programme outturn of £12,789,751. This was also in line with the revised budget.

29. Anglia Revenues Benefit Joint Committee Minutes

The Committee received the minutes from the Anglia Revenues Benefit Joint Committee meetings on 18th March 2025 and 17th June 2025.

It was resolved:

To note the Minutes of the Anglia Revenues & Benefits Joint Committee meetings on 18th March 2025 and 17th June 2025.

30. Forward Agenda Plan

The Committee considered its Forward Agenda Plan. Cllr Mark Inskip suggested that the Committee should receive an update on the new waste service at its meeting in January. The Chair stated that the Committee would consider this at their next meeting in November.

It was resolved to:

Note the Forward Agenda Plan

31. Exclusion of the Press and Public

Cllr David Brown proposed and Cllr Christine Ambrose Smith 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).

32. East Cambs Street Scene Management Accounts for the 3 months to June 2025 - EXEMPT

The Committee considered a report, AA61 previously circulated, which considered the ECSS Management Accounts for the 3 months to June 2025.

It was resolved that:

The ECSS Management Accounts for the 3 months to June 2025 be noted.

The meeting concluded at 5:35 pm

Chair ……………………………………….

Date……………………………………………

TITLE: **Quarter 2 2025/26 performance report for the waste and street cleansing services**

Committee: Operational Services Committee

Date: 17 November 2025

Author: Senior Waste Management Officer

Report number: AA87

Contact officer: Catherine Sutherland - Senior Waste Management Officer
Catherine.sutherland@eastcambs.gov.uk 01353 616262. Room 208, The Grange, Ely

1.0 Issue

1.1. To provide the Committee with the Quarter 2 performance report on the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS).

2.0 Recommendations

2.1 Members are requested to note the performance of service delivery for Quarter 2 (July–September) 2025/26.

3.0 Background

3.1. Waste collection, recycling, and street cleansing are all services delivered by East Cambs Street Scene Ltd (ECSS), a trading company established on April 1st, 2018.

3.2. The Council continues to operate these services through ECSS and remains committed to maintaining high performance standards and service quality, ensuring best value for money in accordance with the Memorandum of Agreement (MoA) and the Service Delivery Plan.

3.3. Key Performance Indicators (KPIs) are used to effectively manage and monitor the service performance provided by ECSS.

4.0 Conclusions

4.1. The tables below summarise Quarter 1 performance against the KPIs outlined in the MoA:

Health and safety – staff welfare

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
ECSS Accident Incident (AIR) score	4%	No data	3.59%	2.56%		
No. reported monthly near misses	10 or more	No data	3	4		

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Percentage of productive days	94% (sickness absence 6%)	90%	95.3%	94.9%		

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	40	30		
Recycling – Average no. of missed bins per 100,000 bins collected	30	90	51	37		
Green – Average no. of missed bins per 100,000 bins collected	30	90	61	48		
No. of service complaints	3	3	6	4		
No. of service compliments	No target	No tolerance	0	1		

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%		
No. streets graded C or below for litter on random inspection	1%	1%	0%	0%		
No. reported fly tips	No target	No tolerance	150	164		
No. reported incidents of graffiti	No target	No tolerance	7	1		
Removal of offensive graffiti within 1 working day	98%	98%	No data	No data		

Removal of fly tipped waste within 2 working days	98%	98%	86%	76%		
No. overflowing litter bins reported per 100 bins emptied	3	3	1.04	0.98		
No. overflowing dog bins reported per 100 bins emptied	1	No tolerance	1.4	1.73		
No. of service complaints	3	3	3	0		
No. of service compliments	No target	No tolerance	0	10		

Communication, Education and Promotion

Description of Key Performance Indicator	KPI	Q1	Q2	Q3	Q4
School or Community groups engaged with	10 PA	0	1		
Number of local events attended	10 PA	0	6		
Recycling rate	60% (annual)	56.3%	No data		
Overall waste tonnage reduction	1% (annual)	+5%	No data		

Appendix 1 provides a visual summary of service performance, with slide numbers referenced in the following section.

4.2. Health and safety – staff welfare

Slide 1: Staff sickness increased slightly with two employees on long term leave. Short term sickness remained consistent with previous quarters.

4.3. Waste and recycling collections

Slide 3: Missed collections dropped by over 100 this quarter, with reductions across all waste types. With the integrated digital waste system now fully in place, only verified reports reach the Council's Customer Service system. As a result, this quarter recorded the lowest number of missed collections to date. The improved accuracy of the data provides ECSS with a clearer understanding of missed collection patterns, enabling better identification of trends and opportunities for further performance improvement.

4.4. Street Cleansing

Cleansing performance has remained largely consistent with previous quarters, however, there has been a slight increase in reports of overflowing dog bins. ECSS have reported that these bins had been used to deposit rubbish. The waste team will monitor this to see if this trend continues and any action needed.

4.5. Recycling rate and waste tonnage reduction

Slide 8: Between April and June, the Council recycled 56% of collected waste — slightly below the same period last year. The amount of organic waste collected from green-lidded bins also declined by over 7%. This reduction may be linked to the much drier spring growing season in 2025 compared to 2024.

4.6. Communications, Education and Promotion

During this quarter, all district residents received a letter outlining next year's changes to the collection service, along with an invitation to reach out and discuss their individual needs. To help manage these requests and kickstart outreach efforts, one of two temporary officers joined the team (the second starts in October).

The team also actively participated in six community events, including Aquafest and Burwell Carnival, and provided support for the Council's Youth Fusion events.

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

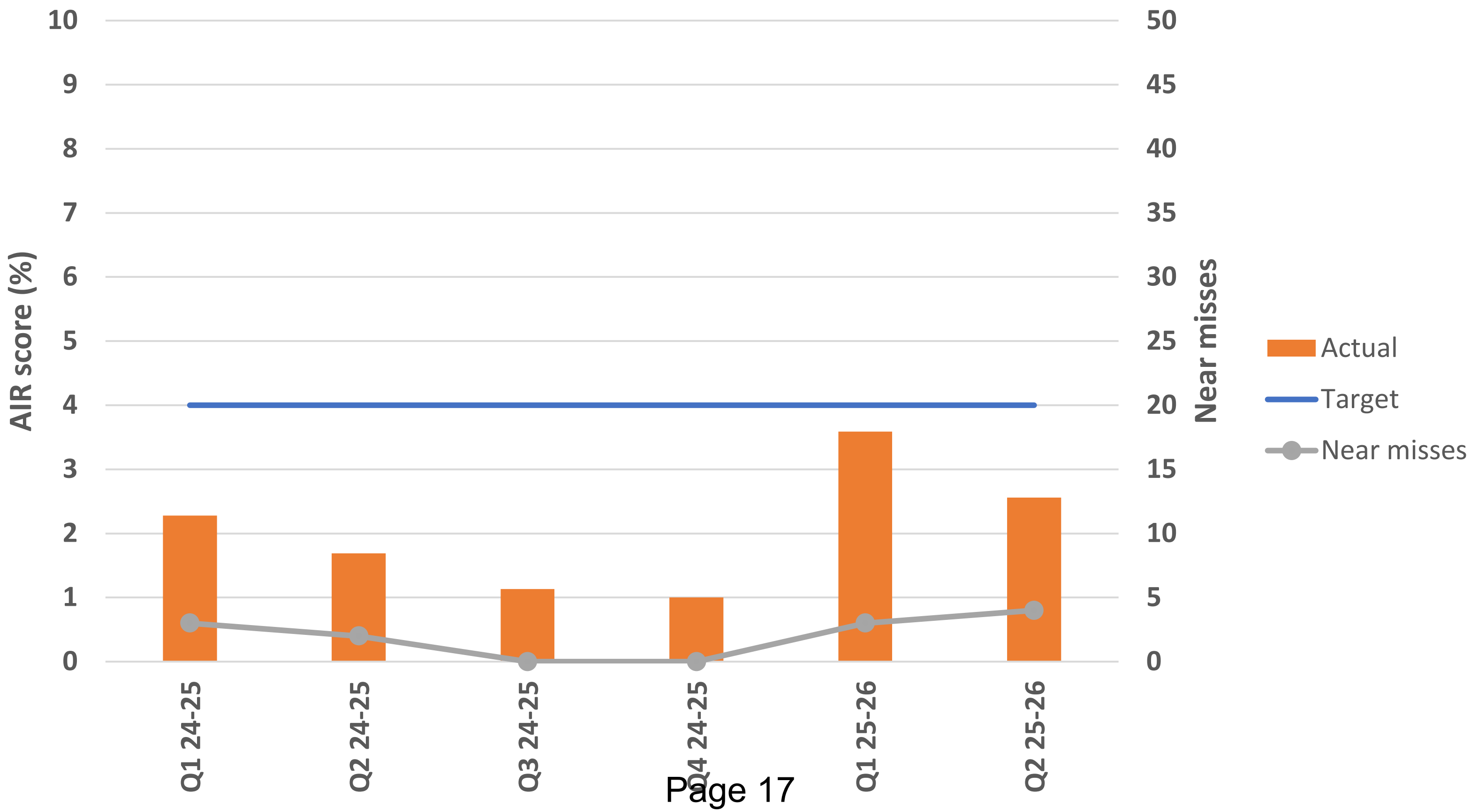
Appendix 1 - Slide deck - Performance Dashboard.

7.0 Background documents

None

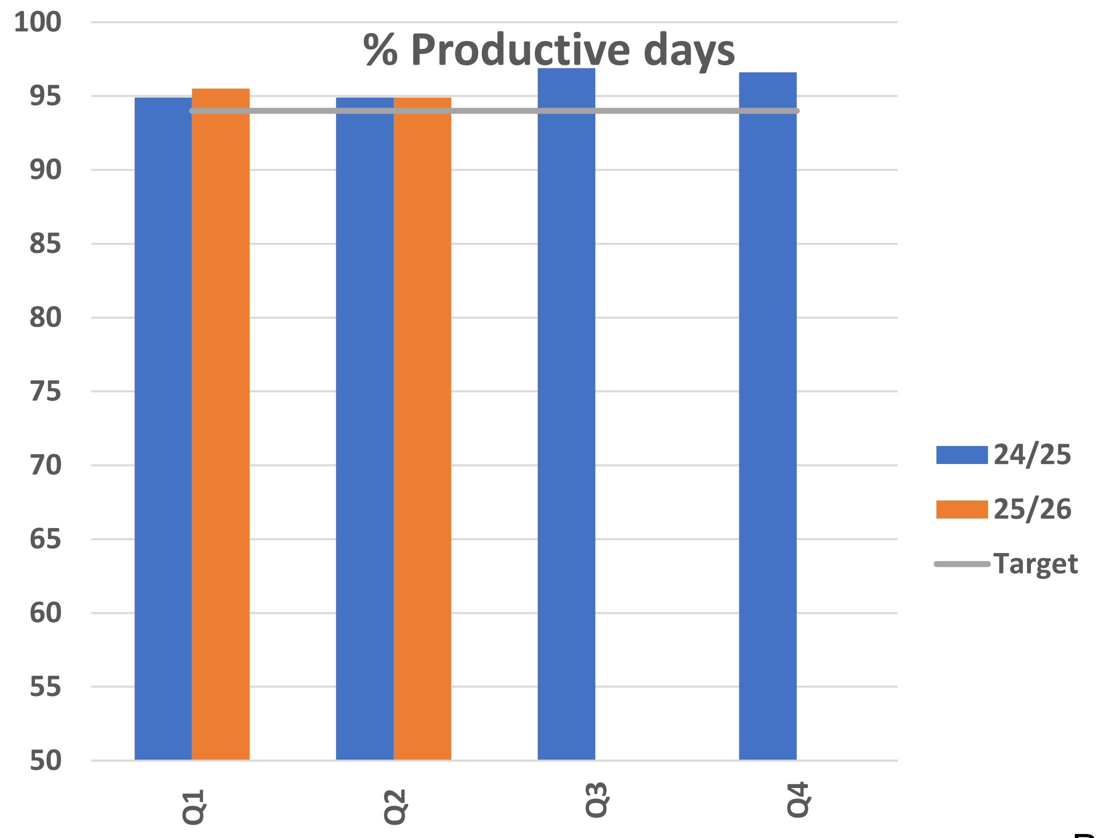
Health and Safety – staff welfare

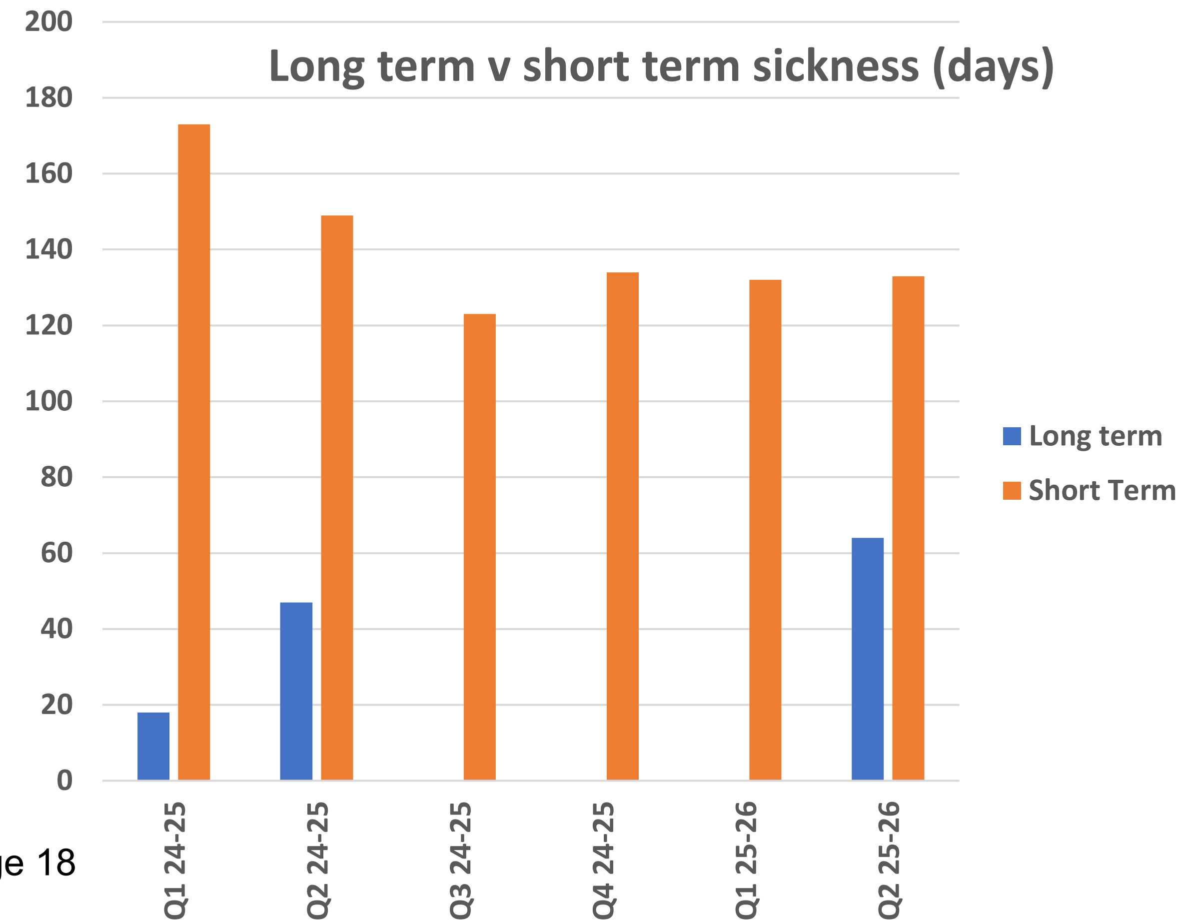
Accident Incident Score, near misses



Health and safety – staff welfare

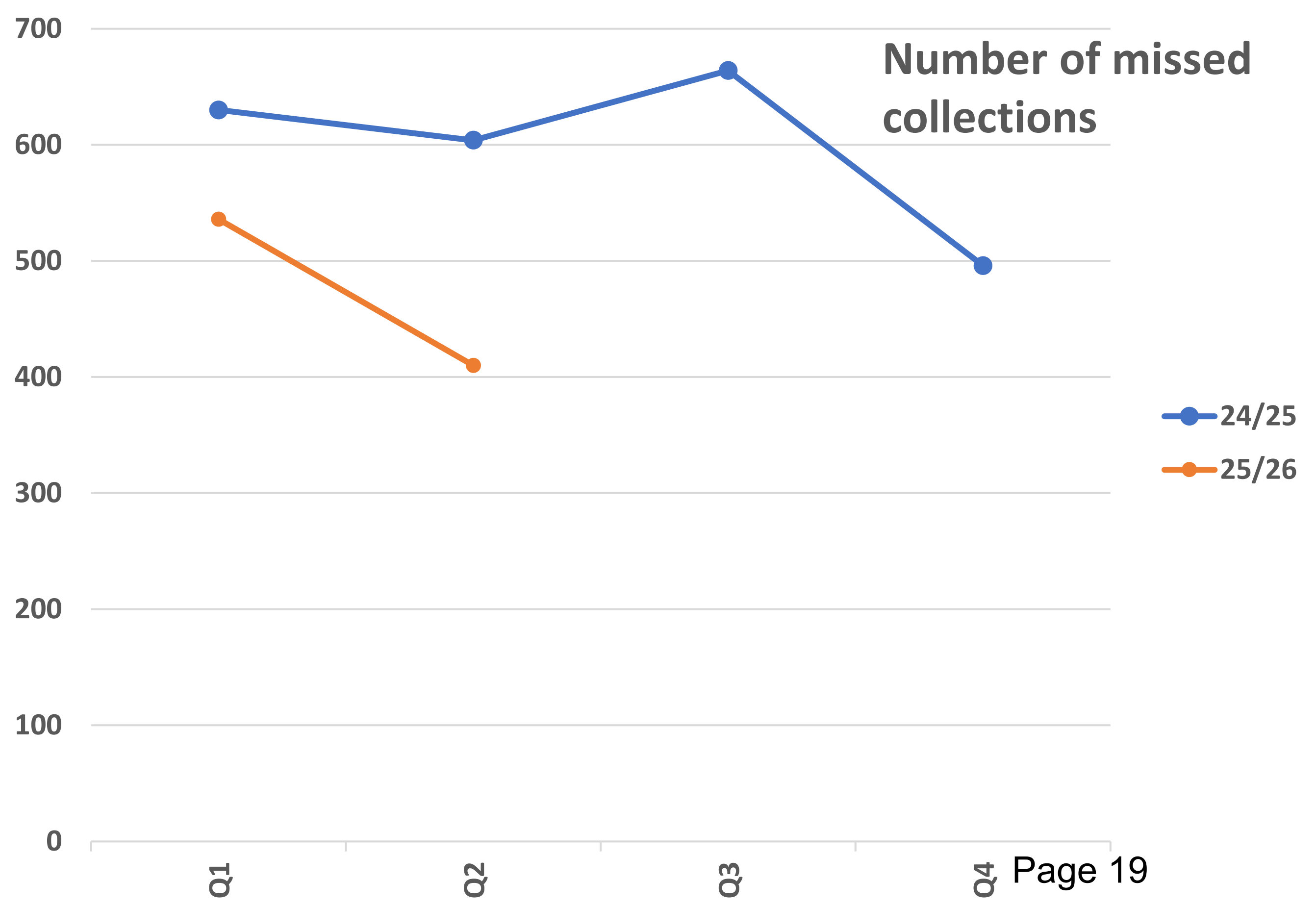
Staff sickness

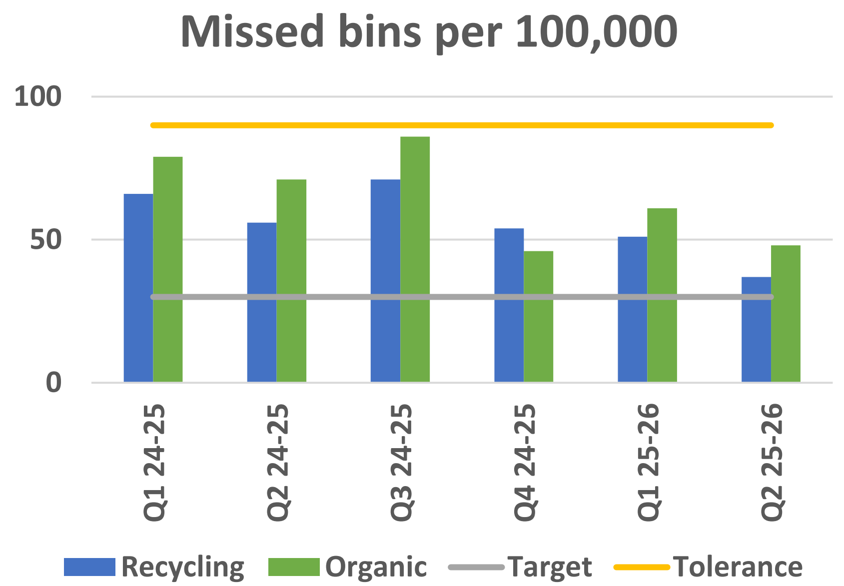


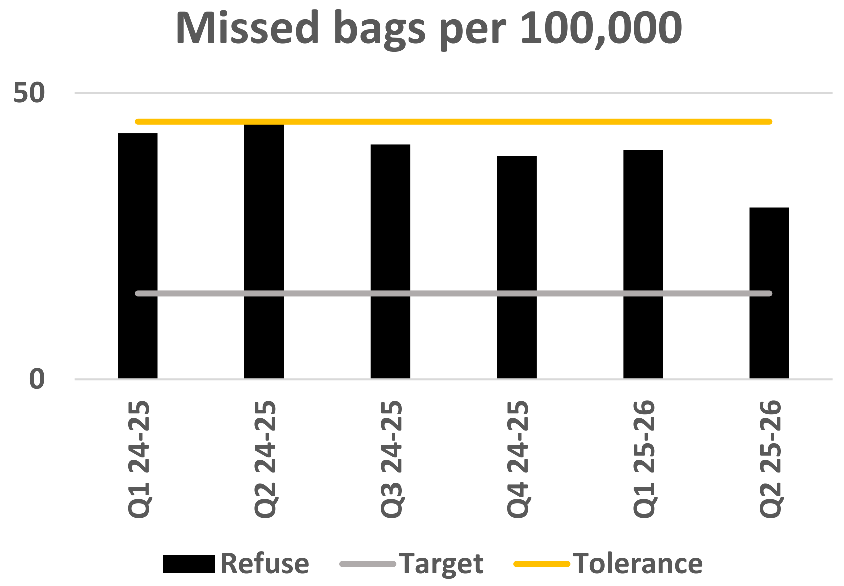


Cleaner, Greener East Cambridgeshire

Keep the environment of East Cambridgeshire, clean and presentable







Cleaner, Greener East Cambridgeshire

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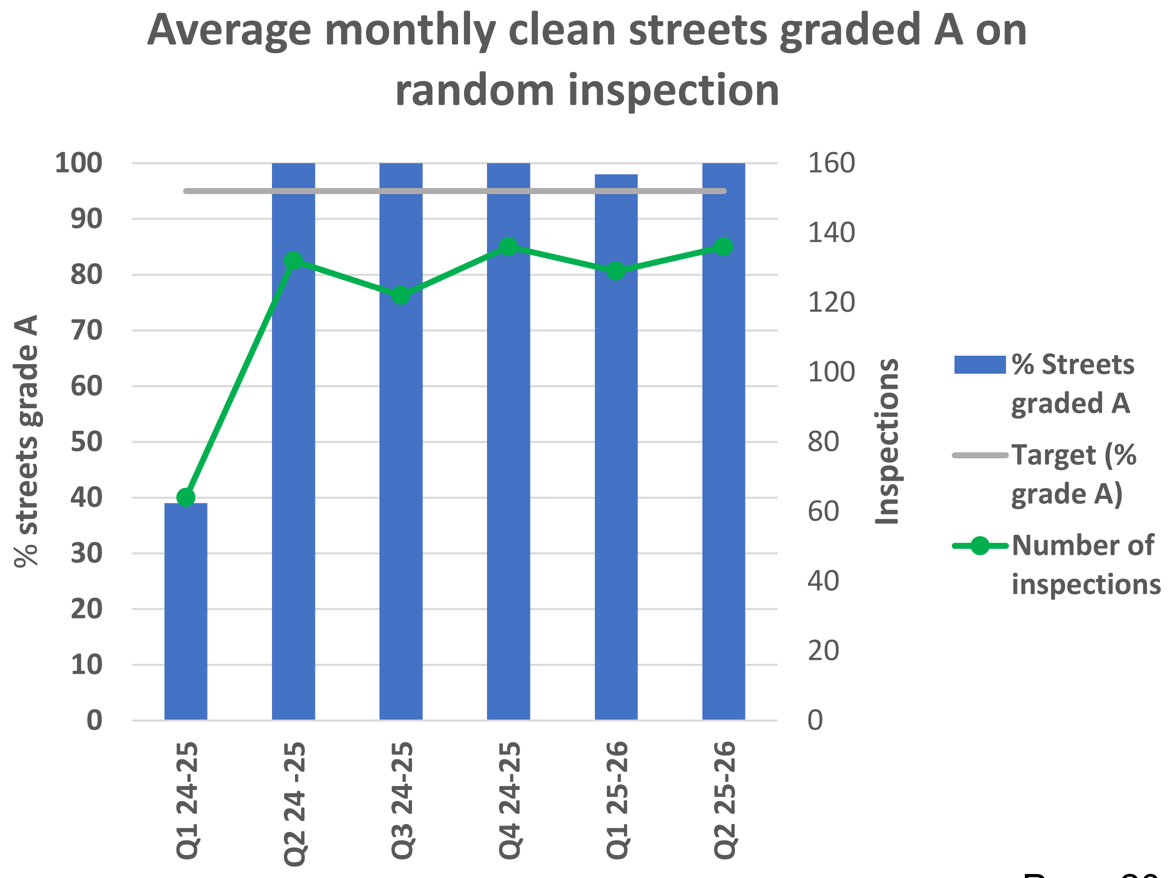
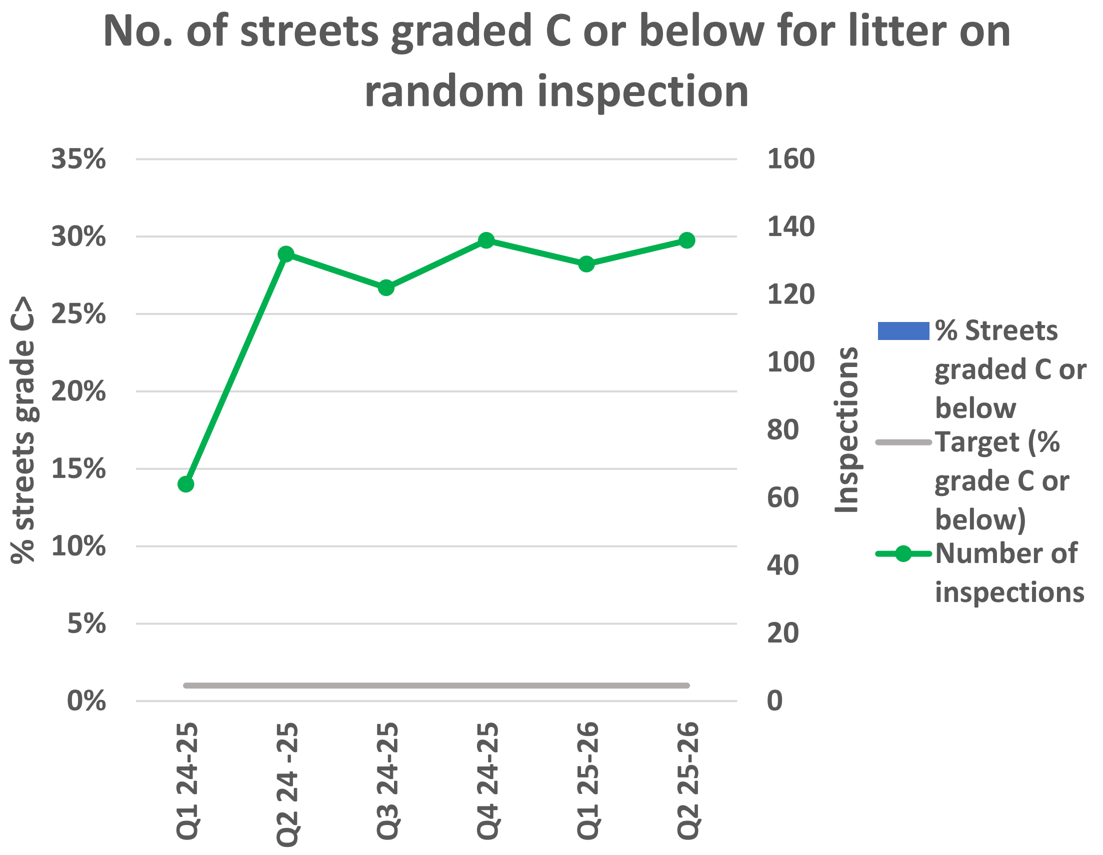
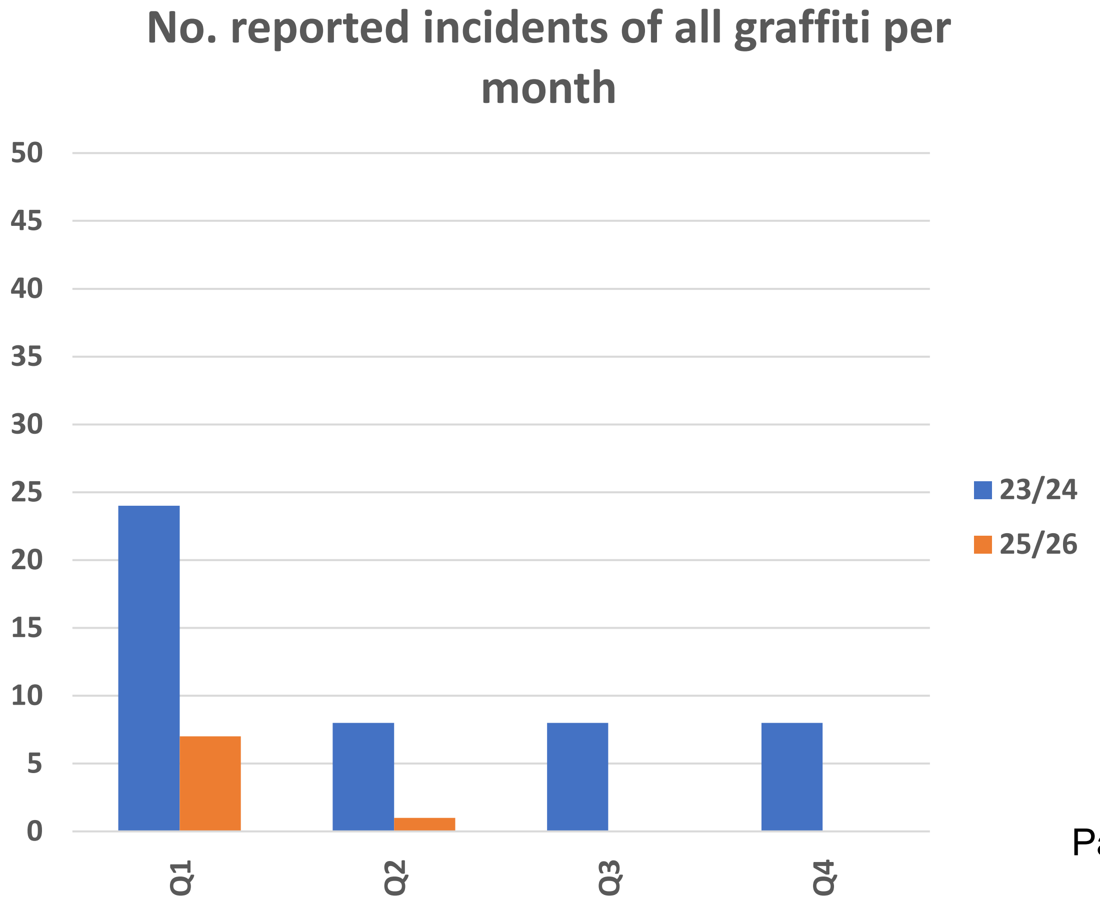
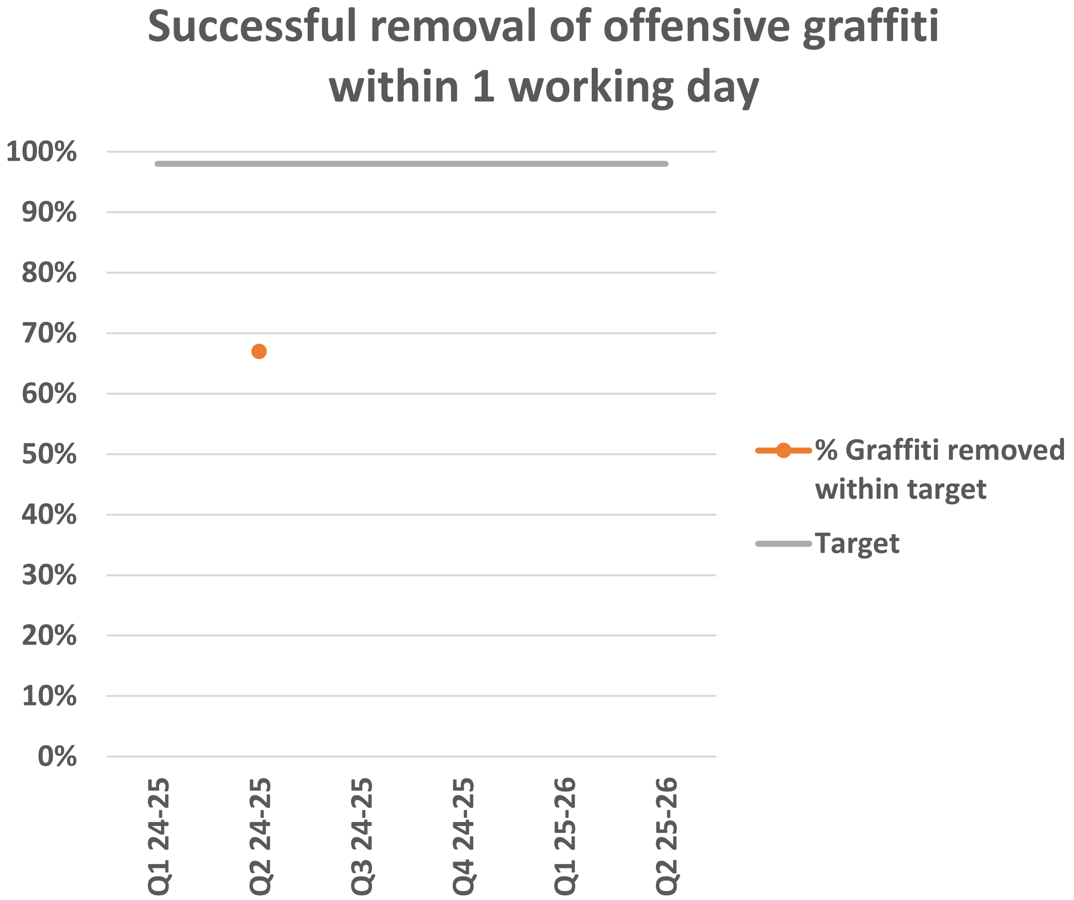




Cleaner, Greener East Cambridgeshire

Maintain a clean and presentable environment by removing graffiti and fly tipped waste from the district





Cleaner, Greener East Cambridgeshire

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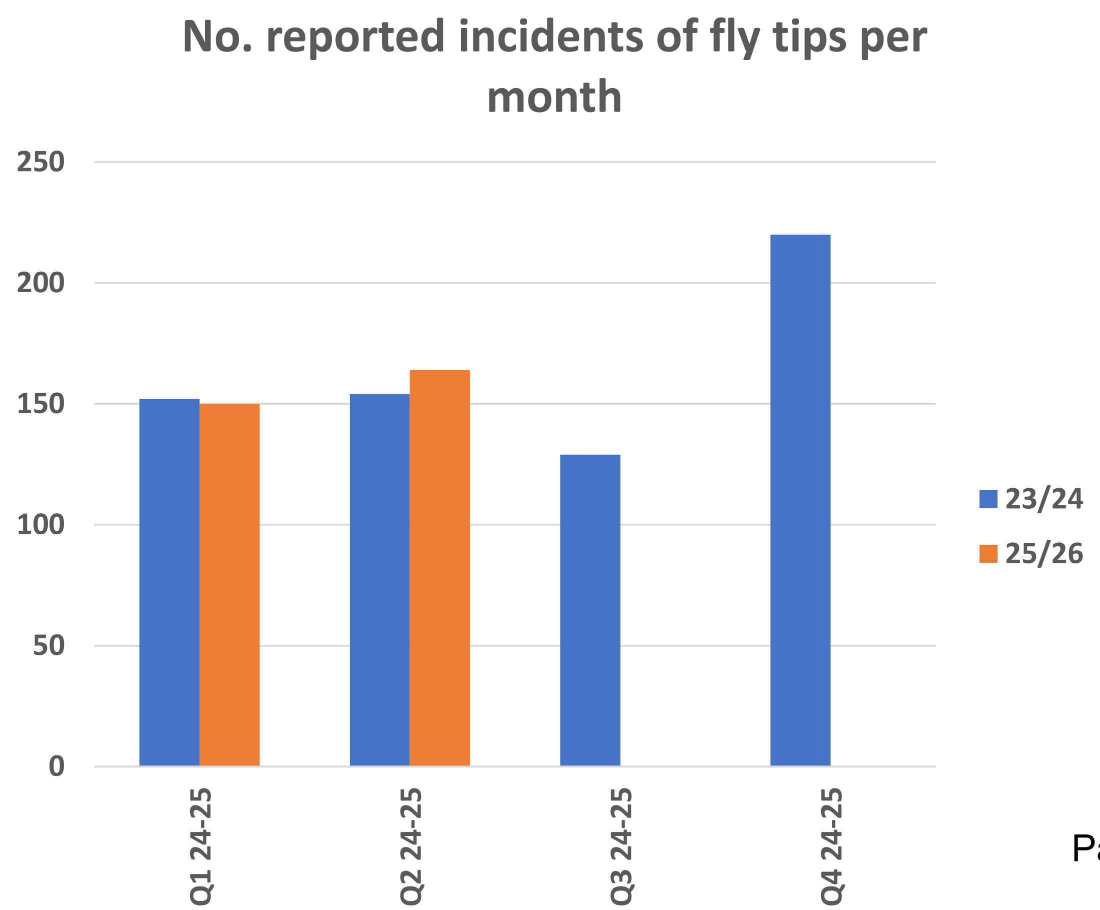
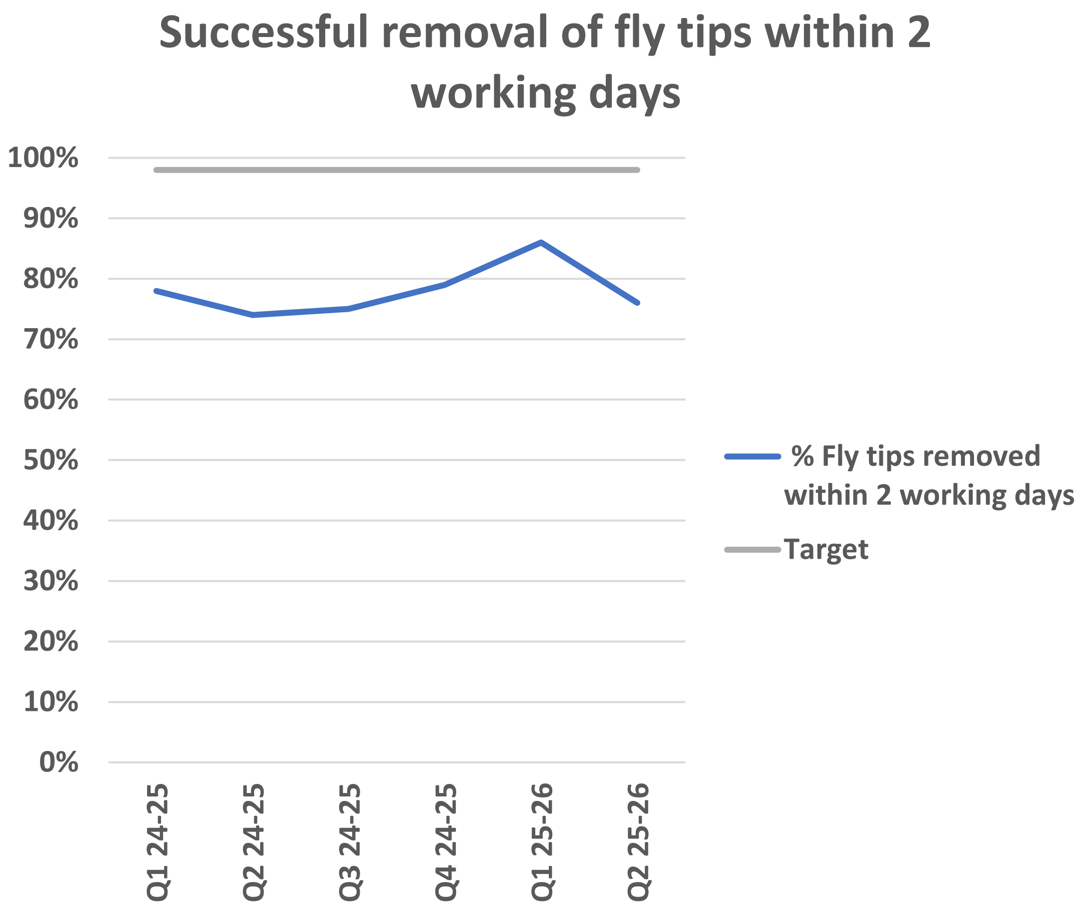
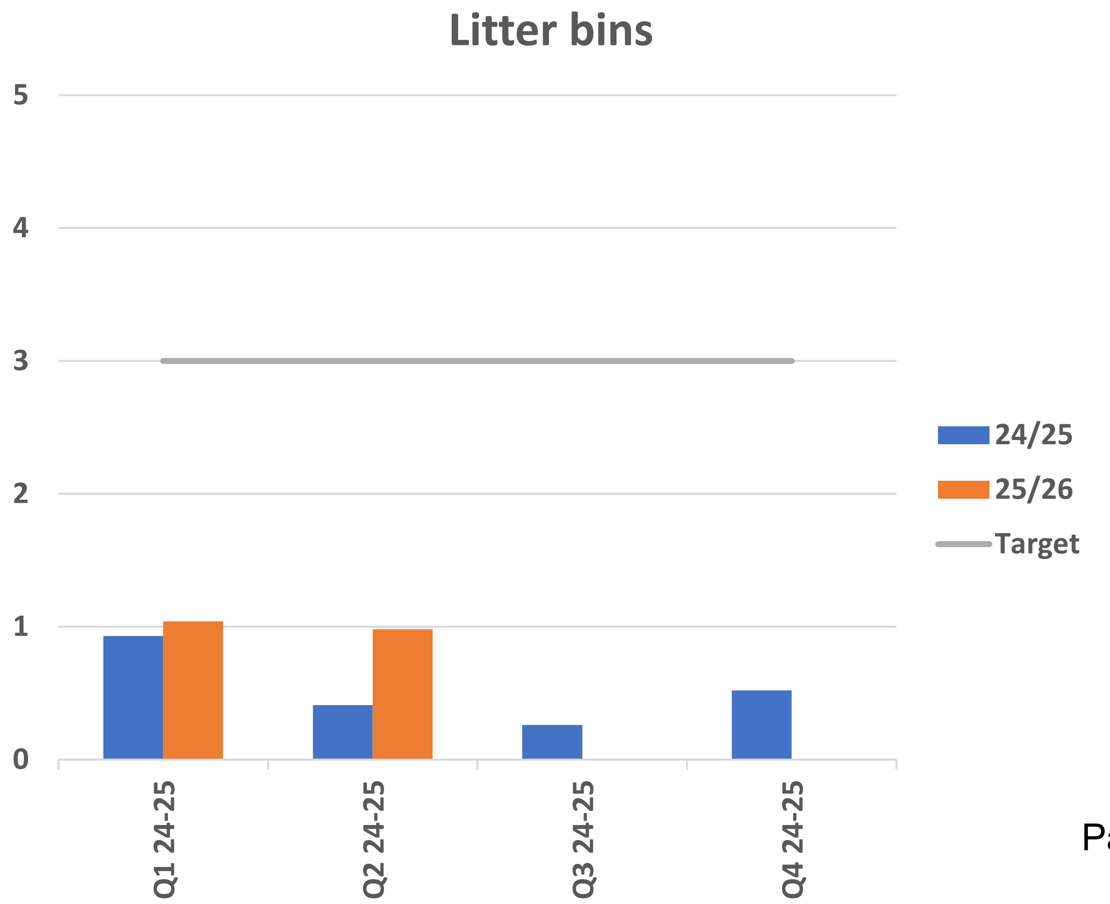
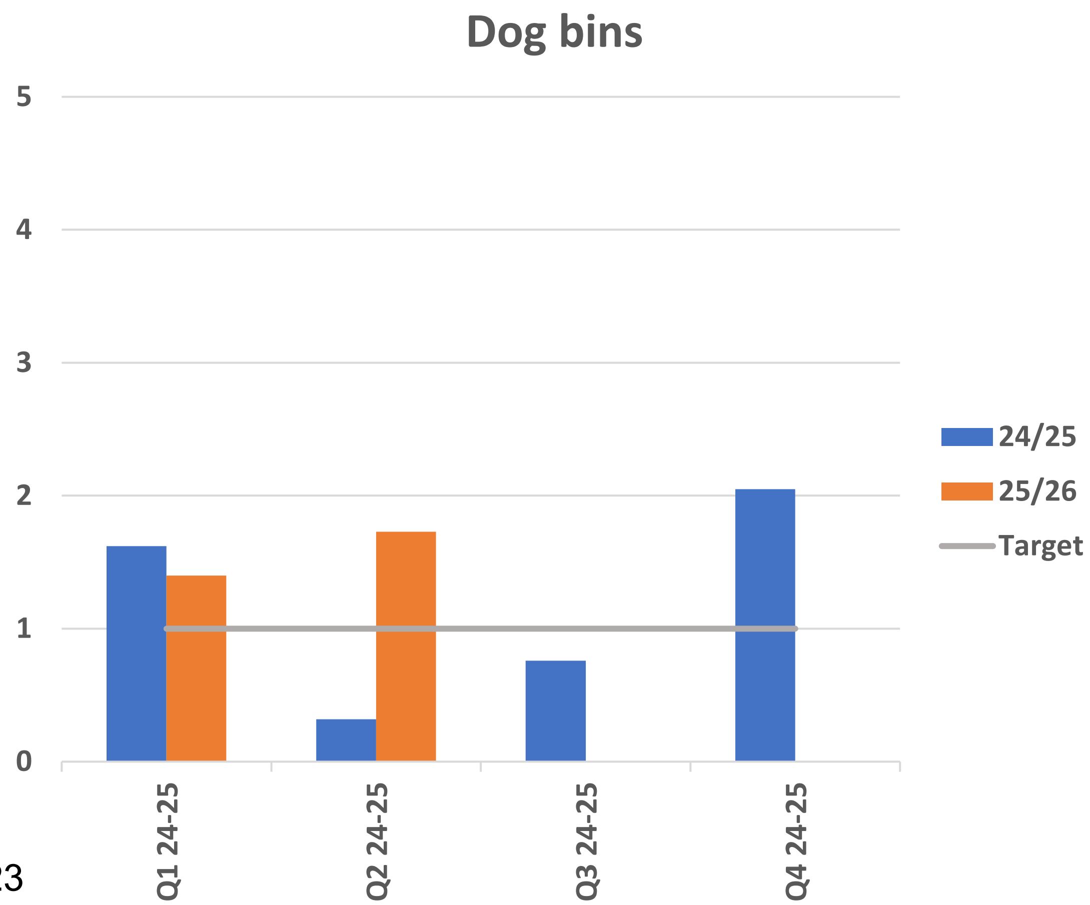




Cleaner, Greener East Cambridgeshire

Overflowing street bins (per 100 bins)

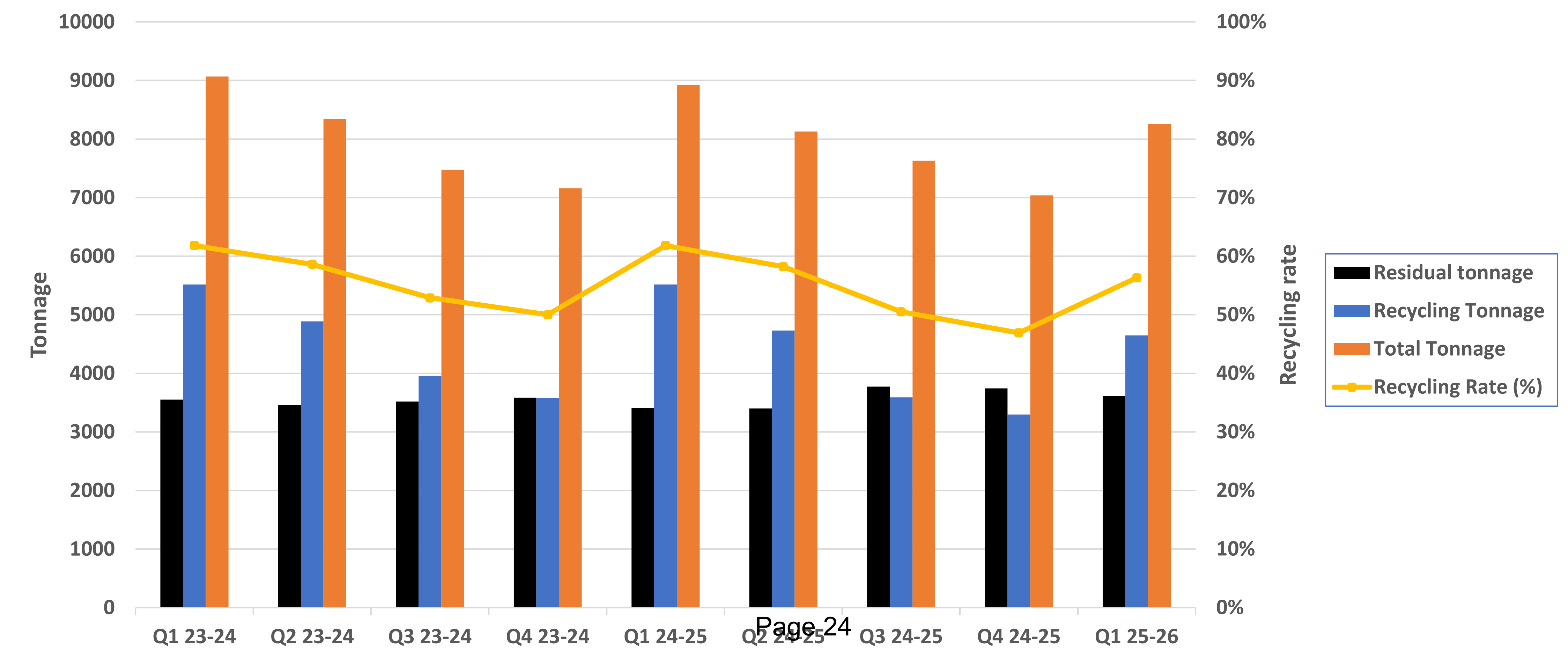




East Cambs District Council
Street Scene Ltd.

Cleaner, Greener East Cambridgeshire

Reduce waste sent to landfill wherever possible, maximising the district's recycling rate:



TITLE: **Public Space Protection Order (PSPO) – Vehicle Related Anti-Social Behaviour**

Committee: Operational Services

Date: 17 November 2025

Author: Communities and Partnerships Manager and Neighbourhood and Community Safety Team Leader

Report number: AA88

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 consider a draft Public Space Protection Order (PSPO) to address Vehicle Related Anti-Social Behaviour and agree to public consultation on the proposed PSPO.

2.0 Recommendations

2.1. Members are requested to:

i. Approve the draft Public Space Protection Order (PSPO) to address Vehicle Related Anti-Social Behaviour at appendix 1.

ii. Approve the proposals for public consultation on the draft PSPO as set out in paragraphs 4.13 and 4.14

3.0 Background/Options

3.1 For a number of years the Council and local police teams have received numerous reports of vehicle-related anti-social behaviour, either on the public highway or involving gatherings at business parks and similar places.

3.2 Examples of anti-social behaviours reported have included drag-style street racing posing a risk of injury to spectators and crashes, stunt driving such as doughnuts and hand-break turns, excessive engine revving causing engines to back-fire, and excessive noise from stereos.

3.3 A variety of interventions aimed at reducing vehicle related ASB incidents have been implemented and/or considered. A full list of these interventions is located at Appendix 2. However, these have not resolved the problem.

3.4 The issue has been discussed by the East Cambs Problem Solving Group (PSG), a multiagency operational subgroup of the East Cambridgeshire Community Safety Partnership Board (CSP), which works towards targeting high demand service users who impact service delivery for partners and explores robust action (criminal or otherwise) to prevent unnecessary demands on public services from high demand users that harm the community by their unlawful or unnecessary use of public services.

3.6 The PSG agreed that the best course of action to tackle the above issues is to implement a district wide PSPO to address vehicle related anti-social behaviour. The CSP agreed that a PSPO request should be submitted to ECDC for consideration as a tool to tackle vehicle related anti-social behaviour.

3.7 A PSPO Request Form has been submitted by the police to the council, which includes details of specific incidents.

3.8 Reasons for the PSG proposing a PSPO are that, as set out in Appendix 2, all other options have either been considered and dismissed, and/or implemented without success, and the issues are having a high demand on services, and reports of such activity are now all year round. As well as causing a nuisance to communities, the activities are also causing a serious public safety issue. South Cambridgeshire District Council is also working towards tackling this issue which could displace issues occurring there to East Cambridgeshire, thus worsening the existing problem. A PSPO is an enforceable deterrent that has robust consequences if breaches occur.

4.0 Arguments/Conclusions

4.1 There is currently limited legislation available to Local Authorities to enforce vehicle related anti-social behaviour and the alternative enforcement options available to the Police are limited and rely on dedicated policing resources and therefore can generally only be resourced intermittently.

4.2 The Anti-social Behaviour, Crime and Policing Act 2014 provides for simpler, more effective powers to tackle anti-social behaviour that provide better protection for victims and communities. One of the powers introduced is the Public Space Protection Order (PSPO).

4.3 A PSPO allows local authorities to tackle anti-social behaviour happening in public places such as car parks, parks, streets, recreation grounds and play areas. It can be used to tackle behaviour that most reasonable people would think is not appropriate in a public place.

4.4 A breach of a PSPO is an offence which is punishable by a fine in the form of a fixed penalty notice or prosecution through the Magistrates' Court.

4.5 This Council is familiar with making PSPOs, having recently renewed one in relation to dog fouling.

4.6 Before making a PSPO the Council must be satisfied that the activity has a detrimental effect on the quality of life of those in the locality (or it is likely that activities will take place and have such an effect); is (or is likely to be) persistent or continuing in nature; is (or is likely to be) unreasonable and justifies the restrictions being imposed. The review of the PSPO statutory tests can be found at appendix 3.

4.7 Based on discussions with the police and the evidence detailed above, it is proposed that the Council adopts a district wide PSPO to address vehicle related anti-social behaviour, to prevent this activity from occurring and where it does, to give the police and the Council the powers to tackle it.

4.8 Without a PSPO creating specific offences, there are limited circumstances where a fixed penalty notice may be offered, or the council or police being able to prosecute in appropriate cases.

4.9 Based on the engagement with the police and the evidence detailed above, it is proposed that the behaviours that will fall within the proposed PSPO include street racing, stunts and car meets as well as vehicle related noise and anti-social behaviour. A full list of proposed prohibitions can be found in the draft PSPO at Appendix 1.

4.10 Where individuals or groups are found to undertaking any activity that is prohibited by the PSPO the police can issue these individuals with a fine of £100.

4.11 <u>Consultation requirements</u>

4.12 From a statutory perspective, the Council is required to consult with the Chief Officer of Police, the Police & Crime Commissioner, and other community representatives as appropriate. The next stage is to carry out a public consultation involving an online survey made available through the Council website, with targeted communications to key contacts including the Chief Officer of Police, the Police & Crime Commissioner, Parish Councils, local Councillors, the MP, and other key stakeholders.

4.13 The Consultation will run for 6 weeks between 12 January 2026 and 23 February 2026 (dates subject to change) and will ask questions relating to the whether consultees support the council in this approach and whether there are any other prohibitions they would like considered for inclusion in the PSPO for Vehicle Related Anti-Social Behaviour. In relation to privately owned public car parks, whilst landowner consent is not needed, it is proposed that the landowners of car parks where vehicle related anti-social behaviour is more prominent (such as Elean Business Park, Ely Leisure Village, Sainsbury's in Ely, and Soham Railway Station), plus others (where reasonably practicable), are consulted to establish whether they agree with the PSPO and its necessity, as well as asking whether there are any other prohibitions they would like considered for inclusion in the PSPO.

4.14 Following consultation, a report will be brought to this committee, summarising the main points raised during the public consultation and presenting a recommendation as to whether or not the PSPO should proceed.

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**

(a) Financial implications

There are no financial implications at this stage, however it is estimated that set up costs, including signage, will cost around £2,000. If the PSPO is to be implemented a bid will be submitted to access grant funding from the Office of Police and Crime Commissioner (OPCC) to cover these costs.

5.2. Any income received by the Council through the payment of FPNs will be used to offset any costs incurred, including set up costs.

(b) Legal Implications

5.3. If approved, the Council will be required to make the PSPO using its powers under Section 59 and 72 of the Anti-social Behaviour, Crime & Policing Act 2014 (the 'Act') and under all other enabling powers. Legal officers will be required to take individuals who do not pay their FPNs to court.

5.4. An Equality Impact Assessment and Data Protection Impact Assessment will be required if the PSPO is to be implemented.

6.0 Appendices

Appendix 1: Draft Public Space Protection Order (PSPO) Vehicle Related Anti-Social Behaviour
Appendix 2: PSPO Vehicle Related Anti-Social Behaviour Supporting Evidence
Appendix 3: PSPO Statutory Tests Review

7.0 Background documents

Public Space Protection Order (PSPO) Request Form

Appendix 1

East Cambridgeshire District Council

Anti-social Behaviour, Crime & Policing Act 2014

Public Spaces Protection Order Vehicle Related Anti-Social Behaviour

East Cambridgeshire District Council exercises its powers under Section 59 and 72 of the Anti-social Behaviour, Crime & Policing Act 2014 (the 'Act') and under all other enabling powers, hereby makes the following Order known as:

East Cambridgeshire District Council Public Spaces Protection Order Vehicle Related Anti-Social Behaviour 2025

The Order shall come into operation on DATE TBC and shall have an effect for 3 years thereafter, unless extended by further Order under the Councils' statutory powers and shall apply at all times.

The Order relates to public places in the whole of the East Cambridgeshire District as shown on the attached Map.

East Cambridgeshire District Council is satisfied that the conditions set out in Section 59 (2) of the Act have been met, namely, that anti-social behaviour and/or criminal activities have been carried out within the restricted area due to vehicle-related anti-social behaviour. These activities have had a detrimental effect on the quality of life of those in the locality, and it is likely that the activities will be carried out within the restricted area and have such effect.

East Cambridgeshire District Council is also satisfied that the conditions set out in Section 59 (3) of the Act have been met. Namely, that the effect or likely effect of the activities is, or is likely to be, of a persistent or continuing nature and that these activities are unreasonable and justify the restrictions imposed by this Order and that it is expedient to make this Order for the purposes of reducing crime and/or anti-social behaviour in a public place.

Prohibitions

Any person(s) within the restricted area is prohibited from:

1. Driving a motor vehicle* at an excessive speed causing or being likely to cause a nuisance and/or a danger to persons in the locality of that part of the restricted area.

2. When driving a motor vehicle, causing repeated sudden and rapid acceleration and deceleration of the motor vehicle causing or being likely to cause a nuisance and/or a danger to persons in the locality of that part of the restricted area.

3. Racing with other motor vehicles, causing or being likely to cause a nuisance and/or a danger to persons in the locality of that part of the restricted area.

4. Performing stunts using a motor vehicle causing or being likely to cause a nuisance and/or a danger to persons in the locality of that part of the restricted area. "Performing stunts" includes but is not limited to doughnutting, drifting, handbrake turns, and wheel spins.

5. Sounding motor vehicle horns (otherwise than in accordance with the Highway Code) in a manner causing or being likely to cause a nuisance to persons in the locality of that part of the restricted area.

6. Playing amplified music in or near or powered from a motor vehicle at an excessive volume, causing or being likely to cause a nuisance to persons in the locality of that part of the restricted area.

7. Causing rapid deceleration of a motor vehicle accompanied by the skidding of the motor vehicle, causing or being likely to cause a nuisance and / or a danger to persons in the locality of that part of the restricted area.

8. Excessively revving the engine of a motor vehicle, causing or being likely to cause a nuisance to persons in the locality of that part of the restricted area.

9. Congregating in a group of at least three persons in or around two or more stationary motor vehicles, causing or being likely to cause a nuisance to persons in the locality of that part of the restricted area.

Fixed penalty notices and offences

It is an offence for a person without reasonable excuse to engage in any activity that is prohibited by this Order.

In accordance with Section 67 of the Act, a person found to be in breach of this Order is liable to be issued with a Fixed Penalty Notice of £100 to be paid within 21 days. Failure to pay will lead to, upon summary conviction, a fine not exceeding level 3 on the standard scale

Appeals

In accordance with Section 66 of the Act, any interested person who wishes to challenge the validity of this Order may apply to the High Court within six (6) weeks from the date upon which the Order is made. Any such challenge must be on the grounds that (1) the Council did not have the power to make the Order or to include particular prohibitions or requirements; or (2) that in making the Order, the Council failed to comply with a requirement under the Act.

Definitions

In this Order the following terms have the meaning given below.

'Public place" means any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission.

"Motor vehicle" means any vehicle which is powered mechanically (for example electrically or by an engine) that is intended or adapted for use on roads.

This includes but is not limited to motorcars and motorcycles.

“Doughnutting” means driving around a small area in a repetitive manner.

“Handbrake turns” means using the handbrake to turn the vehicle.

“Drifting” means use of the accelerator when going into a bend causing the tail end of the motor vehicle to slide.

“Wheel spinning” means (1) use of the accelerator when the motor vehicle is stationary and before releasing the handbrake or brake, causing the wheels of the motor vehicle to spin and noise and/or smoke to be produced, and (2) accelerating at a speed which causes the wheels of the motor vehicle to spin in a manner a competent driver would expect not to happen in the normal course of driving

Appendix (attached):

A map showing the restricted area edged in red.

Given under the Common Seal of East Cambridgeshire District Council

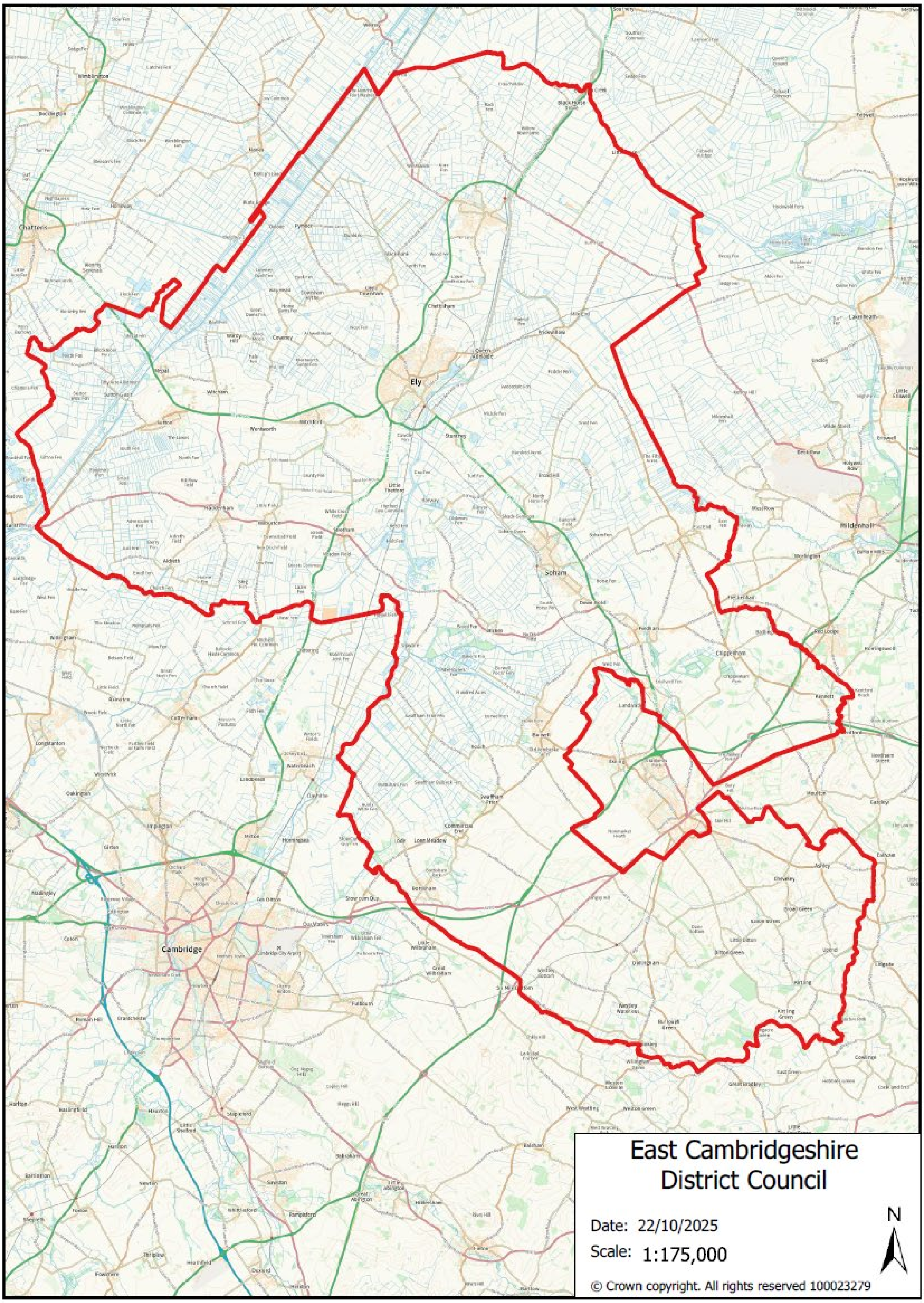
On the XXXX day of XXX 20XX

THE COMMON SEAL of

East Cambridgeshire District Council

Was hereunto affixed in the

Presence of:


East Cambridgeshire
District Council
Date: 22/10/2025
Scale: 1:175,000
N
© Crown copyright. All rights reserved 100023279
Ely
Cambridge
Soham
Mildenhall

Appendix 2 – PSPO Vehicle Related Anti-Social Behaviour Supporting Evidence

This paper details information provided by the police as part of their request for ECDC to consider a PSPO to tackle vehicle related anti-social behaviour.

Below, the police have set out what enforcement powers they currently have available, along with the reasons why these interventions are not proving effective to tackle vehicle related anti-social behaviour:

Community Protection Warning / Community Protection Notice / Community Behaviour Order:

East Cambs neighbourhood policing team have a log of registration numbers from vehicles that have been seen at the location. The registered keepers of the vehicles are sent a warning letter to say that if they are seen at the location again, they will receive an official Community Protection Warning (CPW) and if this is breached it is escalated to a Community Protection Notice (CPN) for which they can be arrested if breached and then a Criminal Behaviour Order (CBO) which, if breached can result in a prison sentence. So far there have only been 2 people that have received a CPW.

On one occasion, officers attended but had to retreat as the people involved in the car meet started throwing rocks at the police vehicles.

CPW's have been issued to the organisers of the car meets before the meetings have happened. This was successful but we are reliant on intelligence.

There have also been pre-emptive dispersal orders put in place which were widely advertised. This was also reliant on intelligence and is not a permanent solution.

When police have managed to obtain details of owners of vehicles, a CPW has been issued rather than a section 59 warning (due to lack of reasonable grounds to believe). This is just a warning, and the data is recorded to evidence a breach so a CPN can be issued. The issue is, that police do not always attend so the warning could be breached without police knowing. Police have to evidence at least two breaches of the CPW and remind the offender of the conditions before it can be stepped up to a CPN. If a CPN is breached a CBO can be issued on application by the police to the magistrate's court. This is a lengthy process and could take months. The magistrate will need evidence of numerous breaches of the CPN before a CBO is granted.

Power to Disperse and Exclude Persons From an Area Sections 34 to 42 of the Anti-social Behaviour, Crime and Policing Act 2014:

This power can be authorised by an Inspector or above if that are satisfied that on reasonable grounds that it may be necessary in a locality for the purpose of removing or reducing the likelihood of: members of the public in the locality being harassed, alarmed or distressed, or the occurrence in the locality of crime or disorder, may authorise, for a period not exceeding 48 hours, the use of the powers to: disperse members of the public, and remove young people to their homes.

The threshold for this is high as Human rights article 11 the right to freedom of assembly come into play. This has been used once before when there was intelligence that an event at the location was pre-planned. All other options need to be explored before this can be authorised.

Using a Motor Vehicle in a Manner Causing Alarm, Distress or Annoyance - Sections 59 and 60 of the Police Reform Act 2002, Police (Retention and Disposal of Motor Vehicles) Regulations 2002.

This can be used, however, there needs to be reasonable grounds to believe (higher threshold of suspicion) that the offence has been committed and a lot of the time, the reports are that residents can hear the noise rather than see it, so no vehicle details are available.

Having a PSPO in place would help as a preventative measure as there would be signage in the locations and the prohibitions would be widely advertised. If registration numbers are obtained, the evidence threshold for enforcing a PSPO and issuing an FPN is lower than issuing a section 59. In the first instance, a section 59 warning must be served before any further action can be taken. A PSPO fixed penalty notice would be a more immediate and impactive solution that can be issued at the time of police attending.

Dangerous Driving. Section 2 Road Traffic Act 1988 OR driving without due care and attention. Section 3 Road Traffic Act 1988.

Police can enforce this and effect arrest. However, the officer would need to witness the offence and deem the driving to fall far below the standard expected of a competent and careful driver, and where it would be obvious to a competent and careful driver that the driving is dangerous. There are risks of motorcyclists failing to stop for police. Police resourcing to be in hotspot areas to enforce this.

Meetings were held with local councillors, Cambridge County Council Highways, representatives of the owner of Elean Business Park and East Cambs District Council Community Safety Partnership. Options were discussed as follows:

Rumble Strips: Rumble strips are evidentially suboptimal in reducing speeds, speeding over them reduces the vibratory effect. They generate considerable noise disruption where employed – an unwanted by product.

Speed humps or cushions: Speed humps or cushions work best as part of a system of road safety improvements or as part of a series deployed together. The area of highway identified to install the speed humps is too short a distance to be truly effective as a speed reduction measure, the recommended distance is around 150metres for a pair. It is possible they could be avoided altogether thereby proving to be ineffective. There would be a resultant increase in vehicular noise which will be intolerable to residents. Speed humps or vertical features installed on a roundabout would be a significant departure from standards. The risk of a vehicle toppling over because of speeding over the feature is high and would subject the designer, installer, and commissioner of the works at risk from litigation.

Anti-Skid: Anti-skid surfacing is generally applied where there is a high risk of a vehicle travelling at speed at or on approaches to a pedestrian crossing or other hazard. Anti-skid is expensive to install and maintain, in some cases it can accelerate the degradation of the highway especially in areas where there is already some structural weakness or where the surface is prone to experiencing heavy, frequent loads such as those due to HGV vehicle movements near a business park. Roundabouts generally have an element of high skid resistance, this wears over time, however. Investigating the surface of the roundabout proved difficult, our maintenance team don't have a record of the surface type used because the roundabout itself is relatively small and therefore insignificant from a network management perspective. Without coring or scrim, it's impossible to tell if the roundabout was initially constructed with a high skid resistance (I suspect not). Regardless of that fact we would be spending a lot of money on a surface that hasn't resulted in an accident.

CCTV Cameras: Expensive to install and replace if vandalised which is a real risk given the type of activity taking place. There are specific laws around video capture and data processing which we could fall foul of. Any incidences that are filmed could not be reacted to immediately as the system would need to be monitored
24/7, a capability that we do not have.

Signage: There is no legally prescribed sign that could be used to deter racers. Signage would be ineffective.

Gate or barrier: A physical gate or barrier could be installed, preventing access to the highway after the nearby businesses have closed for the day. A series of keys could be distributed to the local businesses requiring access, and a security guard could be employed between the businesses to manage the barrier/gate. This would require a TRO and suitable construction.

Replacement of roundabout with Junction: Suggestion to remove the roundabout altogether and replace with a junction setup. Conceivably could stop 'donuts' around the now non-existent roundabout, however, will not prevent a determined individual from drifting through junction as the junction will have to be sufficiently wide to accommodate articulated lorry traffic.

Removing highway rights: Removal of highway rights reverts the underlying land to their respective owners. The liability is then moved from highways, and private landowners will therefore be free to determine their own response to the anti-social behaviour. As part of the process to 'Stop up' the highway it must be proven that the highway no longer serves a purpose. The fact that the public utilise the route to access their places of work prejudices the process because the highway is very obviously used.

Ely leisure park has put in speed calming measures due to continuous anti-social driving.

East Cambs neighbourhood police team have carried out regular patrols in the problem areas and have managed to disperse some small car meets.

In addition to the interventions listed above, which have been provided by the police, the Council is also aware of the following interventions that have either been considered or explored:

- Gates have been installed to limit access to Elean Business Park however this has resulted in the issue being displaced to the nearby roundabouts and entrance to the site.
- The introduction of security patrols and/or body cameras for staff at Elean Business Park could make staff vulnerable to abuse, and is reliant on their organisation's policies, health and safety, and data protection protocols. Also, this measure is not deemed practical when there are large car gatherings because off staff safety and camera footage may not be able to catch in detail the offences due to the large scale. Low quality footage of the body worn camera may fail to capture registration numbers.
- Mobile cameras are an expensive measure, not just to set up but running costs, and such a measure would not be feasible for the whole district and may not capture the details required to enforce due to varying degrees of footage quality.
- A countywide injunction was explored by the police however the High Court deemed it inappropriate to restrict a whole county when there was not enough evidence to do so and due to the practicalities and cost effectiveness of implementing the injunction; and a districtwide injunction is usually, but not exclusively, issued to a person, where as a PSPO is focused on an area, plus an injunction requires an application to court which has cost implications.
- Noise cancelling fencing is an expensive measure that wouldn't be able to be used on every road affected.
- A County wide PSPO was explored however it was deemed that there was not enough evidence across the county to support the approach. The National direction is that PSPOs are managed and enforced by the Local Authority that manages the area in which there is a PSPO in place. In 2020 A Memorandum of Understanding was signed by each Local Authority stating they all agreed to manage PSPOs with the support of Cambridgeshire Constabulary.

Appendix 3

PSPO Statutory tests Review

Essential Criteria

Question	Y/N	Comments
Is there evidence that any member of the public has, or is likely to, suffer nuisance or annoyance as a result of specific activities and/or behaviours in a public space?	Yes	Details of police reports, emails to councillors and reports from the Office of Police and Crime Commissioner have been provided to evidence that the public have reported suffering nuisance or annoyance because of specific activities and/or behaviours in a public space. The request form also states that police officers receive verbal complaints through their day-to-day community policing and engagement meetings where they can confirm that mechanically propelled vehicles are causing concern amongst the residents of East Cambridgeshire.
2. Is there evidence to show that these activities and/or behaviours, and the associated problems, are or are likely to be persistent or continuing in nature, either in terms of: •A long standing problem that can be evidenced as an issue for more than 6 months. OR • A problem that occurs consistently at a particular point in the year, each year for at least 3 years?	Yes	The Police reports submitted as evidence range from 01.01.2022 to 31.07.2025. The PSPO Request Form states that this has been a problem for an approximately 20-years and various solutions through a multi-agency approach have been explored.
Are the contributing activities and/or behaviours unreasonable?	Yes	Behaviours of some drivers attending car meets is deemed unreasonable and is negatively impacting the lives of residents in East Cambridgeshire. Where isolated incidences occur, behaviours are also deemed unreasonable however they are sporadic and vary in impact, without regular pattern.

Desirable Criteria

Question	Y/N	Comments
Are you able to clearly and concisely define the behaviours and/or activities you wish to restrict or require to alleviate the problem? These can be: • Blanket restrictions or requirements, or targeted against certain behaviours by certain groups, at certain times • Restrictions on access to a public space where that route is being used to commit ASB	Yes	Proposed prohibitions have been set out by the police in the PSPO Request Form.
Can you demonstrate that the actions taken are **proportionate** to the problem they are trying to prevent?	Yes	A wide range of other preventative and enforcement methods have been considered and/or tried (as set out at Appendix 2), however have proven ineffective, and the reasons why have been set out in the request. A case has been provided as to why a PSPO is required and is proportionate to the problem.
Can you demonstrate that the action being taken is **relevant and necessary** for the problem it is trying to prevent, and addresses the root causes that give rise to it?	Yes	A wide range of other preventative and enforcement methods have been considered and/or tried, (as set out at Appendix 2), however have proven ineffective, and the reasons why have been set out in the request. A case has been provided as to why a PSPO is required and is proportionate to the problem. The root cause of anti-social driving, especially that being carried out by drivers not attending a vehicle meet, may not be addressed, however a PSPO will likely deter drivers from carrying out the behaviours and is therefore deemed relevant and necessary.
Is there evidence that the proposed PSPO does not discriminate against any disadvantaged or vulnerable people?	Yes	PSPO applies to all drivers of motor vehicles. Equality Impact Assessment to be conducted following consultation.

Have other options been tried and have these been documented?	Yes	The PSPO Request Form sets out other options that have been considered and/or tried but have proven ineffective. The request form sets out the reasons why other options have not been successful. These other interventions explored are included at Appendix 2 of the committee report.
Are sufficient resources available (Council, Police and/or other) to enforce the proposed PSPO?	Yes	The Police, ECDC Customer Services, and ECDC Legal Services have committed to support enforcement activity.
Are there additional cost or resource implications of the proposed PSPO?	Yes	Funding is required by ECDC to fund capital/set up costs e.g. signage. A bid will be submitted to access a grant fund from the OPCC to cover these costs. Funding is required by ECDC to fund ongoing enforcement/administrative/legal costs - there will be no additional staffing or administrative costs for the Council associated with issuing Fixed Penalty Notices (FPN). Fixed Penalty Notices (FPNs) of £100 will be issued by the police to persons in breach of the PSPO. The impact on income from issuing FPNs will be used to offset any costs incurred. The Police have committed to support enforcement activity.

Title: Budget Monitoring Report

Committee: Operational Services Committee

Date: 17th November 2025

Author: Director, Finance

Report No: AA89

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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 year-end underspend of £382,000 on its revenue budget of £6,842,567.

2.2 Members are further requested to note that the Committee has a projected capital programme outturn of £12,789,751. This is also in line with the 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 second quarterly report for the 2025/26 financial year, and details actual expenditure incurred, and income received as of 30th September 2025 and the current projection as to the yearend position.

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 September, where an underspend of £382,000 is forecast for yearend, are detailed in the table on the next page:

Service	Variance £	Explanation
Community Infrastructure Levy (CIL)	(£2,872,928)	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 Safety	(£23,524)	There was a vacancy in the post supported by the Police & Crime Commissioner, this has now been filled, however this will result in less grant being received this year.
Dog Warden Scheme	(£11,209)	There was a vacancy in the team during the first six months of the year – this will be looked at during the next quarter.
Care & Repair	£281,778	Disabled Facility Grant improvements to clients' homes in Fenland have been carried out in the first six months of the year, however the invoices for these are always raised in arrears. We are also about to raise the fee invoices for the FDC contract.
Homelessness	£19,705	Reconciliation of the grants received will be done at year end giving the picture of the spend levels. However, temporary accommodation costs are currently overspent but will be reimbursed by housing benefit during the latter part of the year.
Leisure Centre	(£10,843)	Insurance journal will be done in third quarter
Marketing & Grants	(£22,146)	An accrued invoice from 24/25 will be paid once the work is completed.
Nuisances	(£12,899)	Staff savings in the first half of the financial year. Will be reviewed in Q3.
Recycling	£103,101	Income we receive for waste recycling credits will be paid in quarter 3.
Refuse Collection	(£87,673)	Garden green wheelie bins income reconciliation will be carried out in the next quarter.

3.4.1 The net revenue expenditure for this Committee at yearend is forecast to be £6,460,567. This is an underspend of £382,000 when compared to the approved budget.

Licensing	(£100,000)	The licensing service continues to see increased levels of work entering the department both from the new restricted private hire type of licence and other areas of licensing, which has increased the costs and corporate oncosts. The income covers the budget and the oncosts, and will be adjusted once things stabilise, in order for discretionary fees to remain at cost recovery levels.
Planning	(£332,000)	The Council has had a number of large projects where Planning Performance Agreements have been signed. This has brought in revenue with an expectation that we are resourced accordingly to meet the contractual demands. The Council has employed contractors to backfill where required and will have further expenses during the lifetime of these agreements. This coupled with strong application income, and a grant for Digital improvements which is currently being assessed as to how best to spend means that we are currently showing an underspend of £332,000. This will be subject to change throughout the financial year.
Building Control	£50,000	This overspend is purely down to the current state of the building market. ECDC applications are up year on year by approximately 6.5% and market share has also increased by around 1.2%. The type of work being undertaken is not as large as seen in previous years as homeowners convert garages and carry out internal alterations instead of extending. New dwellings are also slow. ECDC is bucking the national trend with the aforementioned increases.

Capital

3.5 The revised capital budget for Operational Services stands at £12,789,751 including slippage of £1,172,973 brought forward from 2024/25, this includes

£520,505 for adaptations linked to Disabled Facilities Grants and Refuse & Cleansing Vehicles roll forward figures of £623,620.

3.6 The current forecast for Committee is a balanced budget position on capital at yearend.

4.0 Arguments / Conclusions

4.1 The current forecast is that the Committee's net revenue position will be a £382,000 underspend at the end of this 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's underspend has been incorporated into the overall 2025/26 Council Finance Report, which is to be presented to Finance and Assets Committee on the 27th November 2025. Any over or underspend at yearend, will be transferred to the Surplus Savings Reserve to assist in balancing the budget in future years.

6.0 Appendices

6.1 Appendix 1 – Revenue budget monitoring report – 30th September 2025.
6.2 Appendix 2 – Capital budget monitoring report – 30th September 2025.

7.0 Background Documents

Council Budget as approved by Full Council on the 25th February 2025.

Appendix 1

Operational Services Committee - Budget Monitoring Report - September 2025

Revenue	Total Budget 2025-26	Profiled Budget to 30 Sept 2025	Actual to 30 Sept 2025	Variance	Forecast Outturn	Variance between Total Budget & Projected Outturn	Variance between Total Budget & Projected Outturn June 2025
	£	£	£	£	£		£
Building Regulations	36,436	(12,144)	44,100	56,244	86,436	50,000	
CIL	-.-	-.-	(2,872,928)	(2,872,928)	-.-		
Community Projects & Grants	206,095	84,009	77,832	(6,177)	206,095		
Community Safety	64,358	65,268	41,744	(23,524)	64,358		
Cons. Area & Listed Buildings	74,808	37,404	40,476	3,072	74,808		
Crematorium	-.-	-.-	-.-		-.-		
Customer Services	665,279	324,919	326,070	1,151	665,279		
Dog Warden Scheme	50,553	25,414	14,205	(11,209)	50,553		
Emergency Planning	32,148	19,132	24,368	5,236	32,148		
Environmental	52,087	26,044	31,211	5,167	52,087		
Environmental Health	620,980	311,805	308,962	(2,843)	620,980		
Care & Repair	(98,842)	(98,380)	183,398	281,778	(98,842)		
Homelessness	326,611	(258,721)	(239,016)	19,705	326,611		
Leisure Centre	(502,043)	11,000	157	(10,843)	(502,043)		
Licencing	26,040	13,020	(237,053)	(250,073)	(73,960)	(100,000)	(30,000)
Marketing & Grants	34,266	12,541	(9,605)	(22,146)	34,266		
Parish Forums	1,561	781	-.-	(781)	1,561		
Nuisances	115,533	57,767	44,868	(12,899)	115,533		
Pest Control	-.-	-.-	-.-	-.-	-.-		
Planning	395,659	260,947	(71,168)	(332,115)	63,659	(332,000)	
Public Relations	124,682	62,341	63,355	1,014	124,682		
Recycling	1,649,812	916,053	1,019,154	103,101	1,649,812		
Refuse Collection	1,850,473	925,237	837,564	(87,673)	1,850,473		
Street Cleansing	1,082,792	541,396	541,686	290	1,082,792		
Street Naming & Numbering	33,279	6,712	(1,528)	(8,240)	33,279		
Travellers Sites	-.-	26,547	23,523	(3,024)	-.-		
			-.-				
Revenue Total	**6,842,567**	**3,359,092**	**191,375**	**(3,167,717)**	**6,460,567**	**(382,000)**	**(30,000)**

Appendix 2

Capital Monitoring 2025/26

Capital	Published Budget 2025-26	Slippage from 2024-25	Additions	Revised Budget 2025-26	Actual at 30th Sept 2025	Forecast Outturn	Variance between Revised Budget & Forecast Outturn
	£	£	£	£	£	£	£
Conservation Area Schemes - 2nd round		27,506		**27,506**		27,506	
Refuse & Cleansing Vehicles	1,964,000	623,620		**2,587,620**	424,521	2,587,620	
Waste - Wheelied Bins	1,040,000			**1,040,000**	18,148	1,040,000	
Food Waste Caddies	280,256			**280,256**		280,256	
Mandatory Disabled Facilities Grants	697,299	520,505		**1,217,804**	340,324	1,217,804	
Empty Properties, Discretionary DFGs, Minor Works, Home Repair Asst.	75,000			**75,000**	14,004	75,000	
Bereavement Centre	7,560,223	1,342		**7,561,565**	899,791	7,561,565	
Leisure Centre				**0**		0	
Total	**11,616,778**	**1,172,973**	**0**	**12,789,751**	**1,696,788**	**12,789,751**	**0**

SOURCES OF FINANCING	Published Budget 2025-26	Slippage from 2024-25	Additions	Revised Budget 2025-26		Forecast Outturn	Variances
	£	£	£	£		£	£
Government Grants (DFG)	602,678	520,505		1,123,183		1,123,183	
Government Grants (Food Waste)	894,056	0		894,056		894,056	
Capital Receipts	209,621	27,506		237,127		237,127	
Borrowing	1,850,200	623,620		2,473,820		2,473,820	
Section 106 / CIL	8,060,223	1,342		8,061,565		8,061,565	
Capital Funding Total	**11,616,778**	**1,172,973**	**0**	**12,789,751**		**12,789,751**	**0**

TITLE: **Service Delivery Plan – 6 month Performance Update**

Committee: Operational Services Committee

Date: 17 November 2025

Author: Director (Operations)

Report No: AA90

Contact Officer: Isabel Edgar, Director (Operations)
isabel.edgar@eastcambs.gov.uk, 01353 616301, The Grange, Ely

1.0 ISSUE

1.1. To receive an update on the Service Delivery Plans 2025/26

2.0 RECOMMENDATION(S)

2.1. Members are requested to note this update report

3.0 BACKGROUND/OPTIONS

3.1. The Service Delivery plans (SDP) for 2025/26 were approved by Operational Services committee on 24 March 2025 for the following Services:

a. Building Control
b. Communities and Partnerships
c. Communications
d. Customer Services
e. Waste and Environmental Services
f. Housing and Community Advice
g. Leisure Services
h. Licensing
i. Planning

3.2. Each SDP links to and supports delivery of the Corporate Plan priorities as follows:

- Sound Financial Management (blue)
- Cleaner, Greener East Cambridgeshire (green)
- Sustainable Communities (burgundy)

4.0 ARGUMENTS/CONCLUSION(S)

4.1. An update is provided against performance targets for each Service area reporting to the Operational Services Committee. Where a service is performing over or below target, a narrative has been provided.

5.0 FINANCIAL IMPLICATIONS / EQUALITY IMPACT STATEMENT / CARBON IMPACT ASSESSMENT

5.1. There are no additional financial implications arising from this report.

5.2. Equality Impact Assessment (EIA) not required.

5.3. Carbon Impact Assessment (CIA) not required

6.0 APPENDICES

a. Building Control
b. Communities and Partnerships
c. Communications
d. Customer Services
e. Waste and Environmental Services
f. Housing and Community Advice
g. Leisure Services
h. Licensing
i. Planning

Background Documents:

Service Delivery Plans 2025/26

Appendix A

East Cambridgeshire
District Council

Building Control half year report 2025 to 2026

Performance measure	Target and reporting timescale	Half year update
Maintain/Increase market share of local authority building control (LABC) services for all applications submitted in the East Cambridgeshire district	Minimum 80%, annually	On Going As of 1st October 2025, market share stood at 79.4%, slightly down on target but this is normally taken over a full year and will fluctuate seasonally. Up 1.2% on 2024/25
Achieve a break-even budget for the fee earning account and be self sufficient	Break even budget - annually	Target Off Track Working with Management Accountant, Budget likely to be around £40k-£50k overspend by end of March 2026 This is purely down to the current state of the building market. ECDC applications are up year on year by approximately 6.5% and market share has also increased by around 1.2%. The type of work being undertaken is not as large as seen in previous years as homeowners convert garages and carry out internal alterations instead of extending. New dwellings are also slow. ECDC is bucking the national trend with the aforementioned increases.
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	Not Yet Started Changes and updates have been earmarked to take place in the second half of the year, these will incorporate Building Safety Levy guidance, which is still being finalised. section and link to National LABC front door website, which stores lots of useful information for residents.

Performance measure	Target and reporting timescale	Half year update
Identify training needs across the service by following effective performance management processes, ensure succession planning is in place and maintain a full professionally qualified (applicable to post) team	100%, annually	Target On Track Senior surveyor retired in June 2025, replacement recruited in September 2025. All staff are fully competent and validated as required by the BSR. All surveying staff have either completed courses or are enrolled to start shortly. Staff have undertaken training at all levels linked to their job roles and to ensure department is fully compliant. Further training already booked for 2026 for all surveying staff on Fire Engineering.
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, packages for delivery, equipment etc.	Quarterly and Annual Stats will be required with effect from Spring 2026.	Not Yet Started Implementation was delayed by Government – will now come into force Autumn 2026 – meetings and preparation currently under way. Recruitment for new staff member to take place spring 2026.
To regularly review risks associated with Building Control, including: • **Building Safety Regulator/Register – keep abreast of all new requirements in terms of new Surveyor Register being implemented during 2023, all surveying staff need to pass validation and register by April 2024** • **BSR Governance Audit** • **Cost of living crisis - to be aware of cost-of-living raises impacting on people delaying building projects** • **training/validation - to keep abreast of all legislation changes** • **updated SWOT Analysis - identify current threats to the service**	Minimum Annually	Target On Track Building Safety Regulator – all surveying staff hold required competencies. Target Exceeded Audit – ECDC were audited in quarter 1 of 2025 – passed with just 1 minor non-conformance identified. Target On Track Staff are up to date with training/validation – team now part of LABC's tailor-made training and CPD network (MyLABC). Training courses already booked for 2026. Target Exceeded SWOT Analysis - New Risk Register document produced to look at all areas of Business and potential shortfall areas, plus mitigation. Documents highly praised by BSR

Performance measure	Target and reporting timescale	Half year update
		Auditors as far-reaching, comprehensive and robust.
Register 85% of building regulations applications within 3 working days of submission and 100% within 5 days of submission and where initial plan check payment is made	85% for 3 days and 100% within 5 days: annually	Target on Track As of 1st October 2025 93%, of applications were registered within 3 days and 100% of valid applications were processed in 5 days
Ensure compliance with building regulations by carrying out plan checking within 3 working weeks and making decisions within new agreed timeframes as specified by Building Safety Regulator Requirements.	90%, annually	Target Exceeded As of 1st October 2025 95% of plans were checked within 3 weeks (85% within 2 weeks) – the decision period is no longer a statutory requirement, and all plans have been decided within the required timeframe.
To ensure all the required Government and BSR KPI's, OSR's and the Building Inspectors Competence Framework measures are accurately recorded and provided within specified time limits.	100%, quarterly to BSR annually to committee and BSR	Target on Track New key performance indicators (KPI) and Operational Service Requirements (OSR) have been submitted on time as required for the first 2 reporting quarters thus far (April and July 2025). No issues reported back by the BSR. All fully accepted.
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	On Going More than 99% for first 6 months of the budget year – 4 inspections re-arranged – on each occasion builder said they had asked for a call 30 minutes beforehand, but nothing showed on inspection request.
• **Respond to 100% of demolition notices within 4 weeks (statutory requirement 6 weeks) to ensure compliance with statutory**	100%, annually	Target On Track 100% for every aspect of work outlined within this point. All demolition requests and Dangerous

Performance measure	Target and reporting timescale	Half year update
legislation and support customer needs. • **Respond to 100% of dangerous structures within statutory time limits.** **Attend and provide technical guidance at all applicable Safety Advisory Group meetings both internally and externally**		structures dealt with as required.
Implement further digitisation of our service to reduce paper use and postage/printing costs (specifically in 2023 to 2024, send all acknowledgement letters by email only, rather than post, and investigate other measures to further reduce paper/printing/postage usage	Implement line of business system (IDOX Uniform) audit by March 2025	On Going Building Control is moving towards being fully electronic. Tablets are being used by some surveying staff for inspection visit. Some types of application are no longer printed out. The percentage of documents being sent in electronically is increasing and bringing down postage/paper costs. Building Control Paper usage has decreased by over 34% from 2024/25.

East Cambridgeshire District Council

Communications half year report 2025 to 2026

Target On Track

The Communication team's mission is to support the council with communications to assist in the proactive delivery of 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

Performance measure	Target and reporting timescale	Half year update
Directors, service leads and staff • **engage with service leads every month (as a minimum)** • **ensure all agreed requests are delivered within one month**	As required, annually	Target On Track Meetings are held with directors and service leads on a regular basis to discuss and align performance against the Corporate Plan. All work requested has been completed.
Councillors **media training to be offered as required**	As identified, annually	Target On Track Media training provided to councillors on an ad-hoc basis, as

Performance measure	Target and reporting timescale	Half year update
		required, to enable the Comms team to facilitate interviews for BBC and ITV news, local radio and the press.
Trading companies and other partners • **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	Target On Track Comms team meets monthly with ECSS, ECTC, ARP to ensure communications support is provided to support their business plans. This year we have attended ECSS board meetings to support the changes to the waste service
Community engagement • **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	Target On Track Provide support to the Communities & Partnerships Team for the community engagement plan. Regular engagement with parish councils, stakeholders and members of the public. This year we have assisted the team in reviewing the Register of Consultees. Also see LGR section below.
Parish Councils • **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	Target On Track Regularly engage with parish councils with toolkits, newsletters and press releases.

Performance measure	Target and reporting timescale	Half year update
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	As identified, annually	On Going Liaison with directors, service leads, health and safety and emergency planning advisor and the CPLRF to ensure risks are identified and mitigating measures put in place.
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	As identified, annually	Target Exceeded Annual comms plan created at start of year and maintained on an ongoing basis. Year to date: 7 campaigns, 29 awareness raising opportunities and 24 press releases.
Elections • 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	Target On Track Communications plan created and executed for the Mayoral and Cambridgeshire County Council elections, with East Cambs being the lead authority for the Mayoral election. Ongoing support to Democratic services for any ongoing election support required.
Branding • 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	On Going Ongoing support for the reprographics team and the digital services team to ensure consistent application of the council's adopted brand.
Website • work with the head of Customer Services and	As identified, annually	On Going Phase 2 has commenced, the

Performance measure	Target and reporting timescale	Half year update
Reprographics to support phase 2 of the website project		Communications team is providing support and input as required.
Social media • increase following on Facebook by 5 per cent (12 months) • ensure interactive posts are issued where possible	As identified, annually	Target On Track Facebook: 4703 (10% increase in 6 months) X: 4880 (0.8% decrease. Early predictions in the average decline of X audience in 2025 is 10%, so we are currently performing better than average) LinkedIn: 658 (31% increase for this new platform) Continuous review of social media channels and offering to ensure we are targeting the correct audiences.
Bereavement centre • support the council in the delivery of its bereavement centre	As identified, annually	Target On Track Communications plan has been developed, with comms working closely with the project lead
Sunnica • support the council in responding to requirements in relation to Sunnica	As identified, annually	Target On Track Comms working closely with planning service and operations director regarding the Sunnica development, and providing support as required.
Local Government Reorganisation support the council as required with LGR to include issuing regular internal comms and organising briefing events	As identified, annually	Target On Track Comms team has worked closely on the collaborative projects with comms colleagues in other authorities and as part of the LGR project team, this has included a county wide survey in

Performance measure	Target and reporting timescale	Half year update
		Summer 2025. East Cambs residents have also been engaged with an East Cambs survey in early Spring 2025. Internal comms has included information on LGR in each newsletter in 2025 and 3 LGR dedicated newsletters which have also been shared with parish councils. 4 staff briefings have been held and the staff intranet has pages populated with LGR information. The council's website also has a dedicated section for LGR which is updated on a regular basis as information becomes available. Parish council briefing events have also been held and communications provided to district councillors and MPs.
Food Waste and Wheeled bin project • **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	Target On Track A comms plan is in place to support the roll out of the food waste and wheeled bin project. Activity to date has included a literature audit, press releases, direct mail to customers, social media and website updates.
Community Safety Partnership - work with team members of the CSP to help it meet its three core objectives: • **increase public and business awareness of the CSP** • **highlight issues identified in its statutory assessment** • **react to incidents**	As identified, annually	Target On Track Comms team works closely with East Cambs CSP to proactively and responsively engage with residents and raise awareness of the CSP and issues experienced by residents in East Cambs.

Performance measure	Target and reporting timescale	Half year update
Economic development **provide support as required to the Economic Development team**	As identified, annually	Target On Track Comms team liaises closely with the econ dev team to support with business grant launches, LinkedIn new social media channel and sharing information for forward distribution to the business network.
Environmental communications • **ensure all press releases are issued within one month of the request date** • **provide internal comms support for the Green Team**	As required, annually	Target On Track Comms liaise closely with the Climate and natural environment services team to support the Environment Action Plan and ensure timely communications to residents to raise awareness of actions completed and further developments by the council. 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, water reduction and acting more sustainably, via internal comms.
Every job a green job **commit to reducing printing and paper usage by 10%**	As required, annually	Target Off Track Paper: 380 sheets used April 2025 to September 2025, an increase of 55% on the previous figures, due to LGR workload. Overall, the Comms team is the fourth lowest user of paper in the council

East Cambridgeshire District Council

Communities and Partnerships half year report 2025 to 2026

Performance measure	Target and reporting timescale	Half year update
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.	Deliver 1 parish council conference by 31 March 2026 Update Community Engagement Toolkit by 31 December 2025 Map agencies by 31 December 2025 Carry out quarterly youth engagement	Target On Track Examples of work carried out: A variety of community events have been attended by Council officers, to carry out engagement with the public, including but not limited to the Health and Well Fair in Soham and Sanctuary's Haddenham Community Day. Parish Council Conference planned for 12 February 2026. Detached youth work has taken place in Ely. Feedback received from young people was passed onto the relevant agencies for them to consider and address. Consultation to inform the updating of the Community Engagement Toolkit has been carried out.
Promote the revamped Register of Consultees internally and externally with the aim of increasing sign-up	100%, 31 March 2026	Target On Track The revamped Register of Consultees has been promoted at community events including this summer's 2 Youth Fusion events, and the Health and Well Fair; to community groups and parish councils at the Parish and Community Forum; and to ECDC officers, encouraging them to promote the Register.

Performance measure	Target and reporting timescale	Half year update
		ECDC Register of Consultees webpages have been updated to reflect the changes. ECDC Communications team have been asked to promote the Register externally, where appropriate. New Register of Consultee Toolkit has been promoted to ECDC officers.
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.	100% of all the team's actions in the CSP Action Plan 2024-25 completed by 30 June 2025. 100% of all the team's actions in the CSP Action Plan 2025-26 completed by 30 June 2026.	Target On Track CSP Action Plan agreed by CSP Board in June 2025. Examples of work carried out: 3 CSP court experience events delivered to students from VISTA in May 2025, Witchford Village College in June 2025, and Bottisham Village College in September 2025. Phase 2 of the multiagency street art project in Ely completed in August 2025. Officers are supporting the CSP to address matters identified by the CCC youth survey; work includes delivering hate crime awareness to secondary schools. ECDC officers represented the CSP at community events, including the Youth Fusion events in Isleham and Ely, and supported the Sanctuary Community Day in Haddenham.
Management of Section 106, Community Fund and Facilities Improvement Grant Schemes in accordance with specific grant timescales and hold 2 grant	As determined by specific grant schemes, and review and update grant guidance documentation	Target On Track Grant enquiries answered and assistance given to parish councils and community groups regarding potential applications.

Performance measure	Target and reporting timescale	Half year update
Community Fund application windows during 2025-26	by 31 March 2026.	6 Community Fund grants awarded. 1 Section 106 grants awarded. 1 Facilities Improvement Grants awarded. Funding opportunities proactively promoted.
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	Target On Track New blog posts and itineraries uploaded onto site monthly. Social media channels established and managed externally.
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	2 events delivered by 31 March 2026 Toolkit developed by 31 May 2025	Target Completed 2 Youth Fusion events delivered in Isleham and Ely in summer 2025; and youth events toolkit developed and shared with parish councils and relevant local groups.
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.	100%, 31 March 2026	Target On Track Consultation to inform the updating of the Vulnerable Communities Directory carried out. SLAs monitored in accordance with SLA requirements. Officers supported the delivery of the CSP Action Plan.
Review the grant to VCAEC by 31 March 2026	31 March 2026	Target On Track Review of SLA underway and procurement documentation issued.

Performance measure	Target and reporting timescale	Half year update
Regularly review higher level corporate risks, including: • **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**	Review quarterly Review of Assets of Community Value protocol and appendices to be completed by 31 August 2025	Target On Track ECDC Community Safety Statutory Duty Audit completed. An ECDC Prevent Action Plan has been agreed by CMT is and is being implemented. Annual review of Assets of Community Value protocol and appendices completed in August 2025. Annual Assurance Statement completed and returned to internal audit team in May 2025. The Assurance Statement 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. Higher level corporate risks reviewed quarterly.
Reduce our paper usage within the service by 10%	10% reduction by 31 March 2026	Target On Track Reduction of 54.08% achieved

East Cambridgeshire District Council

Customer Services half year report 2025 to 2026

Performance measure	Target and reporting timescale	Half year update
Monitor customer feedback and service performance and provide quarterly service reports to Service Leads and Management Team and monthly reports to East Cambs Street Scene (ECSS).	100%, annually	**Target on track** Quarterly 1 and 2 service reports issued to Service Leads and CMT. Monthly reports Apr 25 – Oct 25 provided to ECSS. Reports include contact volumes, contact type, method of contact, performance against service targets and % of contact resolved at first point of contact. 175 Customer satisfaction surveys completed 1 April – 30 September 2025. 83.4% were satisfied or very satisfied, 4% were neither satisfied or unsatisfied and 12.6% were unsatisfied or very unsatisfied with the service they received.
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	**Target not met** Slightly underachieved in April 83 % and May 89%. The score dipped to below 90% following the launch of new website. This was expected as accessibility could not be tested during development or prior to go live. The project team worked with our

Performance measure	Target and reporting timescale	Half year update
		new supplier to improve accessibility and our excellent rating was restored in June. **Target back on track** Compliance score was excellent |June - September 25. • June - 92% • July - 93%, • August - 93% • September - 90%
Answer calls offered via the Council's telephone system for the main Council telephone number 01353 665555	Monthly 90%, annually	**Target Exceeded** • April - 96.6% • May - 97.4% • June - 98.5% • July – 98.2% • Aug - 98.4% • Sept - 95.1%
Answer calls offered by the telephone system for the main Council telephone number 01353 665555 within 30 seconds	Monthly 90%, annually	**Target not met** Slightly underachieved in April – 33 seconds. Due to increased call volumes and unplanned staff absence. **Target met** • May - 24 seconds • June – 19 seconds • July – 18 seconds • August - 20 seconds • September - 23 seconds

Performance measure	Target and reporting timescale	Half year update
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.	Monthly 90%, annually	**Target Exceeded** • April - 99.2% • May - 99.1% • June - 99.2% • July - 99.6% • August - 99.7% • September - 99.8%
Monitor avoidable contact and work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority	As required, annually	**Target on Track** Partnership work with services to reduce failure demand has included: • A new suite of web pages and for Local gov re-organisation • County and Mayoral Elections • A new suite of web pages for the Bereavement centre. • New Jobs microsite • Assisting Press & PR with numerous press releases • Updating the fees on all online forms. • HomeLink transfer to Housing and Community Services • Various licensing page updates and new forms for expanded licensing service. • Angel Drove and Doc Parking App Transfer • Service review meetings with Communities, Housing, Waste and HR • Rural England Prosperity Business Capital Grant • 100K homes Kennett

Performance measure	Target and reporting timescale	Half year update
Continue to provide a frontline service for ECSS and support the development of their service throughout 2025 to 2026	As required, annually	**Target on Track** % of waste calls logged in the customer service management system resolved at first point of contact. • Q1 - 76.4% • Q2 - 71.8% % of waste emails resolved at first point of contact. • Q1 - 76% • Q2 - 81% Bartec Project • Maintaining Bartec database - adding new properties and adding and removing additional bins • Integration with Customer Relationship System. Supported • Black sack roll out • Process changes and improvement to service and customer journey • Roll out of new waste service . Attended monthly review meetings. Provided monthly performance reports.
Respond to Building Control and Planning copy requests within five working days	100%, annually	**Target Exceeded** • 76.2% requests responded to within 24 hours • 5.9% request responded to within 2 days • 8.3% requests responded within 3 days

Performance measure	Target and reporting timescale	Half year update
		• 6.5% requests responded within 4 days • 3.1% requests responded to within 5 days
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	100%, annually	**Target on Track** • Attended Strategic, Tactical and Buddy meetings. Supported: • new contact us form, paperless billing • Letters review • Freeman of the land Template • Interpretation support solutions • Improvements to complaint reporting • Customer service standard review • move of eligible claimants to Universal Credit
Achieve 99.9 % website availability each month	Monthly – 99.9 %, annually	**Target not met** • April – 98.08% • Aug – 99.72% A major outage occurred on 22 April 2025.The website was unavailable from 08:05 to 9:45 a total of 1 hour 40 mins. This was linked to an unforeseen spike in bot activity, highlighting a gap in our supplier's ability to manage unusual and malicious traffic patterns. A full investigation took place and the technical architecture was

Performance measure	Target and reporting timescale	Half year update
		upgraded and additional security and bot monitoring and blocking tools have been installed. **Target met** • May – 100% • June – 100% • July – 100% • Sep – 99.94%
Achieve website engagement rate of 63% each month	Monthly – 100%, annually	**Target met** Achieved May and June 2025. • May 2025 – 63.00% • June 2025 – 64.11% This was due to increased engagement with the Election pages and Local Government reorganisation have your say campaign. **Target not met** • April 2025 – 62.84% • July 2025 – 62.32% • August 2025 – 61.93% • September 2025 – 61.74% Slightly underachieved because the top pages visited during these months were signposting pages. 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)

Performance measure	Target and reporting timescale	Half year update

Agree scope and deliver Phase 2 of new East Cambs Website and Intranet by 1st December 2025	By 1st December 2024	**Target on track**
		
		The scope of Phase 2 has been agreed, and work is in progress. Phase 2 includes:
		• Implementation of standard templates, design fixes to increase stability, improve navigational flow for customers and provide the inhouse team with more autonomy going forward.
		• Improved site wide search functionality.
		• New cookies banner that does not obstruct or overlap site header
		• Implementation of new website design on third party platforms web pages i.e. online payments, Planning public access, self- service portal and parking payments portal
		• Accessibility improvements
		• Improved Council and committee meetings pages
		• Re- design of self – service pages
		• Website governance to define the goals of the website and the specific areas it covers
		    ○ Content design and functionality
		    ○ Roles and responsibilities
		    ○ Policies and procedures
		    ○ Decision making procedures
		    ○ Review and evaluation

Performance measure	Target and reporting timescale	Half year update
		○ Content Management ○ Carbon emissions ○ Technical aspects
Promote and provide an assisted digital service for customers claiming Housing Benefit, Council Tax Support and Universal Credit and provide uptake figures to the Director Legal and Anglia Revenues Partnership	100%, annually	**Target on Track** We have assisted 112 customers to make a claim for financial assistance during the period April – Sept 2025. Half yearly report sent to Director Legal & Monitoring Officer and Anglia Revenues Partnership on15/10/25.
Ensure all members of the Customer Service team receive adequate training to fulfil their role	100% annually	Training completed April – Sept 25. • Fraud Awareness • Bomb Threat • Fire Training • Telephone conflict training • Mental Health training • Prevent training • Data Protection Training • Difficult, disturbing and dangerous behaviour training
Team Meetings	Minimum 4 a year, annually	**Target on Track** Team meetings held monthly and well attended.
One to one meetings	Minimum 4 a year, annually	**Target on Track** Customer Service Advisors have had two formal one to one meetings.

Performance measure	Target and reporting timescale	Half year update
		Digital Services team members and the Customer Servies Team Leader meet with the Customer Services Manager weekly.
Appraisals completed annually and within timeframe set by HR	100%, Annually	Not applicable
Regularly review corporate risks including: • **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**	Minimum annually, annually	Disaster Recovery **Target on Track** • Remote working rota ensures we can continue to provide front line service away from The Grange if necessary • Contingency plan for an outage of the Council's Customer Relationship Management System was tested on 14 August 2025, adequate processes in place, no issues identified • Mobile phone contingency plan for main Council Telephone line outage is tested monthly. GDPR and Information Security **Target not met** We have had two data breaches in Customer Services between 1 April - 30 Sept 2025. Employee has re-done their data protection training and additional supervisory checks have been introduced to prevent this happening again. Health & Safety

Performance measure	Target and reporting timescale	Half year update
		• Risk Assessment reviewed at monthly team meetings • Risk Assessment last updated 27/6/25 • Customer Services Team Leader member of the council's Health and Safety working group
Benchmark the council's website carbon emissions rating by 30 June 2025	By 30th June 2025	**Target met** Completed June 2025 Benchmark score = 0.234 MTCO2e. For context, a strong benchmark would be to keep digital carbon emissions below 0.3MTCO2e per year.
Develop a strategy that seeks to improve the council's website carbon emissions rating by 30 September 2025	By 30th September 2025	**Target met** The strategy includes: - Monthly monitoring of carbon emissions - Regular content audits and deletion of unnecessary content - Customer Journey reviews to minimise the number of clicks required to access information or complete a task - Improve search optimisation (part of phase 2 project) - Keep photos and videos to a minimum, question whether it will add value

Performance measure	Target and reporting timescale	Half year update
		All will be included in our website governance document.

East Cambridgeshire District Council

Housing and Community Advice half year report 2025 to 2026

Performance measure	Target and reporting timescale	Half year update
Avoid the use of Bed and Breakfast (B&B) accommodation where possible unless in an absolute emergency, high risk clients and there is no other accommodation available to the client	90% annually	79% Target off track 53 applicants have been placed into temporary accommodation 9 of those are high risk/high needs which is higher than the same time last year
To secure alternative accommodation for high-risk clients to avoid the use of B&B accommodation	April 2026	Ongoing Discussions are ongoing
Recoup monies loaned to clients for deposits, storage and removals with a collection rate of 85%	85% annually	81.3% Target off track Slightly off track we are hoping to recoup this by year end
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	100% Target on Track All applications have been validated within 10 days
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% Target on track

Performance measure	Target and reporting timescale	Half year update
Ensure that 100% of the discretionary Housing Fund is fully utilised to prevent homelessness	100% annually	100% Target on track
Prevent or relieve people from becoming homeless	Minimum 350 households annually	80 prevented 102 relived Target on track A total of 248 applications have been taken 80 out of 113 applications of those have been prevented and able to remain in current property or a new property has been found before they are homeless 135 Homeless applications have been taken and of those we have relived 102
To assist 50 households into private rented accommodation with landlord incentives	50 annually	31 Target on track
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	100% Target on track We are working towards being re-accredited
Ensure 100% of clients are seen within 15 minutes of attending drop-in services and explore the possibility of more interview rooms	100%	98% Target off track Waiting times for interview rooms can be a factor in the times going over 15 minutes
Carry out 100% of welfare checks with our Ukrainian guests within a	100% annually	100% Target on track

Performance measure	Target and reporting timescale	Half year update
week of arriving at their host properties and continue to work in partnership on the Asylum Dispersal and Afghan Resettlement Scheme		
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%	100% Target on track
Support residents in the private sector and social housing in any court appearances, including assisting with all relevant court paperwork	100%	100% Target on track
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%	100% Target on track
To assist 55 households in reducing their energy costs	55	30 Target exceeded
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	April 2026	Achieved Target exceeded Awarded September 2025

Performance measure	Target and reporting timescale	Half year update
instructors and military spouses/partners.		
Reduce our paper usage within the service 10 %	10% reduction, Annually	11.95% reduction Target exceeded

East Cambridgeshire District Council

Leisure & Active Lifestyles half year report 2025 to 2026

Performance measure	Target and reporting timescale	Half year update
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	Target On Track Centres supported over first 6 months. Including signposting to funding opportunities and support with delivery programmes running out of some of the facilities to engage with those physically inactive.
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 Ely Outdoor Sports Association awarded £10k from Community Sport Facilities grant towards new Padal courts. The new courts opened in September. Ellesmere Centre working up application for Community Sports Facility Grant to renovate building to increase usage.

Performance measure	Target and reporting timescale	Half year update
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	Target On Track Key actions from within the strategy have been delivered including the Health & Welfare event in Soham, providing targeted physical activity programmes for those with health inequalities and to reduce medical waiting lists for healthier weights and frailty. 14 events attended in 6 month period to promote Health & Wellbeing services through talks and practical sessions.
Continued implementation of Public Health funded Physical Activity ("Healthy You") programme and explore options for future delivery/funding.	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 Explore options to extend programme beyond September 2025. 6-monthly review, annually	On Going Performance of Healthy You programme for first 6 months exceeding targets. 785 new individuals engaged in physical activity programmes with 8 new programmes set up and numerous existing ones supported to ensure sustainability in local communities. New activities included Chair Based fitness in Burwell, Seated Yoga in Soham, Walking Netball in Haddenham, beginners Pickleball in Littleport. New healthy lifestyles behaviour change programme was tendered for, but unsuccessful outcome was provided in September after delays in procurement process. Impact and options are being explored.

Performance measure	Target and reporting timescale	Half year update
Development of programmes and services to support health inequalities through physical activity	Deliver four further Active for Health programmes and investigate implementing new health targeted classes such as Escape Pain and Cancer Rehab. 6-monthly review, annually	Target On Track Active for Health programmes been very popular with sessions taking place in Ely, Littleport and Bottisham. Aqua for Health at the Hive has had regular waiting lists. 86 residents have benefitted from the six programmes delivered. Case studies detail the significant positive impact the programmes have had on people's health and overall wellbeing. A staff member at the Hive is undergoing Level 4 cancer Rehab qualification with the aim to deliver targeted programme at the centre once qualified.
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	Target On Track Monthly meetings held to discuss ongoing performance and delivery. Support provided with healthier weight Aqua for Health programmes.
Regularly review risks associated with Leisure Services, including: • **loss of facilities or services of trust operated centres** • **regulatory breaches at Council or trust-operated facilities**	Ongoing risk reviews of services, utilising monthly meetings with operator to manage. End of Healthy You contract in September 2025, opportunity to bid for	On Going Regular review of services and no issues. Healthy You contract to end 30th November 2025. Joint tender with Ely Primary Care Networks for new healthy lifestyles behaviour change contract was unsuccessful.

Performance measure	Target and reporting timescale	Half year update
	new tender. Report annually	
Monitor the net impact/improvement of fitting solar panels at The Hive during 2025/6	Review quarterly reports with GLL to assess the impact and measure energy and cost savings. Quarterly review	Target On Track The Solar panels were installed in April and completed on 25/04/25. To the end of September the panels have generated 75,706kwh of energy with a saving of £15,141. Performance if above estimated in year one due to the summer weather.

East Cambridgeshire District Council

Licensing Service half year report 2025 to 2026

Performance measure	Target and reporting timescale	Half year update
Support the Council's growth agenda and undertake a fees and charges review	By December 2025, annually	Target On Track - Fees review report to Licensing committee by 10 December 2025
Annual review of risk to ensure that the councils statutory and legislative requirements are fully met	By March, annually	On Going - On-going
100% of enquiries, complaints and inspections to be actioned within required timelines	100%, annually	Target On Track - 100%, 23 inspections, 5 complaints, 438 enquiries
100% of licence applications, registrations and notices to be determined, and inspections conducted within the terms of the controlling legislation	100%, annually	Target On Track - 100%, a total of 3379 applications have been received and processed within legislative timeframes
Reduce paper use through the customer journey where possible by using IT solutions	By March, annually	On Going - On-going – Unfortunately, official 6 month comparison figures are not available due to separating licensing from environmental services in October 2024, however, the department has more than doubled in size in the first six months of 2025/2026 and

Performance measure	Target and reporting timescale	Half year update
		indications are that paper use has not grown in line with this, suggesting further reductions have been achieved.

East Cambridgeshire District Council

Planning Services half year report 2025 to 2026

Performance measure	Target and reporting timescale	Half year update
Major applications to be determined within agreed timescales	90%, annually	Target Off Track - 71% 10 out of 14 on time This is due to low application volumes, alongside the clearing of historic major applications where the asking for an extension of time is not appropriate due to refusal being recommended.
Minor applications to be determined within agreed timescales	80%, annually	Target On Track - 82% 99 out of 121 on time
Householder applications to be determined within agreed timescales	90%, annually	Target Exceeded - 98% 203 out of 208 on time
All other applications to be determined within agreed timescales	90%, annually	Target On Track - 94% 128 out of 136 on time
Tree Preservation Order, Trees in Conservation Areas or compliance with tree condition applications to be determined within agreed timescales	100%, annually	Target Off Track - 98% 174 out of 177 on time 1 Committee Decision (refused) 1 delay in issuing TPO 1 Complex site causing delay

Performance measure	Target and reporting timescale	Half year update
Discharge of condition applications determined within agreed timescales	75%, annually	Target Off Track - 70% 129 out of 183 on time A high volume of applications out of timescale relate to Major applications between May – July, this was primarily due to staff changes or departures and work had to be reassigned Additionally, some cases required specialist consultation where there were delays in response impacting the discharge.
All applications determined within 26 weeks unless otherwise agreed extension	100%, annually	Target Off Track - 95% 455 out of 477 within 26 weeks or agreed extension Of 22 determined outside 26 weeks, without an EoT : 10 - Application Refused 3 - Appeal for Non-Determination 2 - Finally Disposed Of 2 - Committee Decision 5 - Determined out of timescale without EoT* *This includes applications where the applicant was delayed in their responses or did not sign an EoT.
Applications validated within 5 working days	85%, annually	Target Exceeded - 95% 816 out of 857 on time
Continue to work on the Cambridgeshire Local Heritage Project (CLHP), within the next year: • **complete data for candidate list entries** • **continue vetting process via county assessment panel**	As identified, annually	Target On Track - 32 out of 35 Parish consultations completed with 1 (Reach) in progress & remaining 2 (Burwell & Ely) ready for vetting. Expanded ECDC Local List fully adopted in 32 Parishes (499 sites as of 6/10/25).

Performance measure	Target and reporting timescale	Half year update
commence rolling consultation programme with owners and parishes for adoption of new entries on a parish-by-parish basis		
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	On Going - The team continue to meet bi-weekly, there are currently 29 live major applications tracked via this forum.
Achieve consistency across S106 agreements and timing of Committee decisions Aim to require agreed and completed S106 agreement before reporting planning applications to Committee. Display draft legal agreements on website before decisions are made and before Committee resolutions Monitor throughput of S106 agreements through action tracker and other project management tools	As identified, annually	On Going - S106 Officer in-situ as of 1st October 2025. This is a priority area for 2026.
Contribute to the implementation of the Council's Climate and Environment Action Plan	As identified, annually	On Going - Ongoing project, the department responds to queries as required.

Performance measure	Target and reporting timescale	Half year update
To reduce the amount of paper used by the Department in relation to its day-to-day work	10% annually	Target Exceeded - 24%
Monitor 20% of approved tree works	20% annually	Target On Track - 23%
Review Tree Strategy to reflect changes to service provision	As identified, annually	Target Completed - Tree Strategy Withdrawn. It was deemed as out of date and no longer relevant for how the tree service operates. Policy Team to review and update as required.
80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt	80% annually	Target Exceeded - 100%
80% of enforcement complaints to have complainant contact within 15 working days to advise of findings	80% annually	Target Exceeded - 100%
20hrs average of CPD per person to be identified and to be provided annually (pro-rata for part time positions); following attendance of courses/seminars staff to feedback and discuss with the team and the next team meeting.	As identified, annually	Target On Track - 232 hours completed – averaging 10 hours/person
Skills assessment of officers to ensure adequate training and	100% annually	On Going - Training is now incorporated into BAU continuous development for all officers.

Performance measure	Target and reporting timescale	Half year update
expertise are available, for example biodiversity net gain, design, viability		
Regularly review high level corporate risks : • **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 identified, annually	On Going - New legislation shared regularly with the team, additionally, this is covered off in the Planning Service Meeting to support embedding.
Parish councils to be invited to Planning and related subject training session(s)	As identified, annually	On Going - Planning Parish forum to be scheduled for Q1 2026
Website review of content and customer experience and contact form	As identified, annually	On Going - This is being carried out corporately. Service review scheduled Q4 2025.
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	On Going - Improvement across all categories: •Digital & Design Skills – Level 1 to Level 3 •Tech & Products – Level 2 to Level 3 •Procurement – Level 1 to Level 4 •Leadership & Governance – Level 2 to Level 4 •Culture & Ways of Working – Level 2 to Level 3 •Citizen engagement, working with

Performance measure	Target and reporting timescale	Half year update
		others – Level 2 to Level 3

East Cambridgeshire District Council

Waste and Environmental Services - Half Year Report 2025

Waste

Performance measure	Target and reporting timescale	Half year update
Monitor performance of ECSS to ensure KPI's are met within the MoA. Ensure service delivery issues are rectified	All KPIs met for the service. Quarterly monitoring reports to Operational Services Committee.	On Going Q1 performance report noted by Committee (Q2 due for reporting in November). Bi-monthly and quarterly review meetings being held between ECDC Waste Team, Director Operations and ECSS Management Team.
Ensure that the Council's corporate risks (financial, operational, reputational) related to the service are managed effectively and mitigations are put in place to reduce impact.	Ongoing reviews, with reporting to Operational Services Committee as required	On Going New waste and street cleansing service project, contracts and performance of ECSS all being managed with updates respectively in this SDP.
Review Cambridgeshire and Peterborough Waste Strategy by December 2025	Partnership Review complete December 2025 Sign off as required by Operational Services Committee January 2026	On Going At time of writing, all partner councils due to sign acceptance of new Partnership terms of reference during October 2025. Strategy has been reviewed by officers and, as this forms part of the County Council's Minerals and Waste arrangements, will also be subject to public scrutiny before all Councils sign off in January 2026.

Performance measure	Target and reporting timescale	Half year update
Develop and ensure the new waste service is ready for implementation as approved by Council, in 2026	Operational Services Committee agreement for additional service delivery policies September 2025 Waste Service change preparations complete March 2026 Operational Services Committee agreement for additional service delivery policies September 2025 Preparatory work complete March 31st 2026	Target On Track Waste Service Standards approved by Committee in June 2025. New waste service project on target as reported to Operational Services Committee quarterly.
Develop and agree the new street cleansing service specification, ready to implement on April 1st 2026	Operational Services Committee agreement for additional service delivery policies September 2025 Preparatory work complete March 31st 2026	On Track Street Cleansing Review completed and approved September 2025. Specification being formally included in new contract to be considered for approval by Full Council in February 2026.
Ensure the MRF and associated contracts continue to deliver value for money and maximise opportunities to recycle.	Ongoing	On Going Annual review completed with contractor and report agreed including their plan to improve site operations to meet this requirement. Monthly performance meetings held in between.

Performance measure	Target and reporting timescale	Half year update
Undertake a programme of communication and promotional campaigns to maintain residents' engagement in waste related behaviour change.	Updates to members via Operational Services Committee and in-house communication channels.	On Going New service announced to residents and via direct mail to all households. Next steps being finalised for early 2026. District-wide contamination campaign being finalised for launch in November 2025. Regular promotion of services and national campaigns through social media channels.

Environmental Health

Domestic Team

Performance measure	Target and reporting timescale	Half year update
Support the Council's growth agenda by undertaking a fees and charges review	Annual review for adoption April 2026	Not yet started
Meet all statutory duties relating to official controls over poor housing standards in the private sector	100% at year end	Target on track
Undertake targeted promotional or press releases aimed at increasing public awareness to reduce incidence of Environmental Crime, littering and dog fouling	3	Target exceeded

Performance measure	Target and reporting timescale	Half year update
Meet all statutory duties relating to the protection of the natural and built environment	100%	Target on track

Environmental Health

Commercial Team

Performance measure	Target and reporting timescale	Half year update
Complete all statutory duties in relation to Food Safety and Health and Safety activity.	100% at year end	On Track Currently on track to complete as planned; however, recruitment issues, arising from a national shortage of qualified officers poses a risk to this position.

Environmental Health

Housing Improvement Agency

Performance measure	Target and reporting timescale	Half year update
Continue to work with Sanctuary Housing and maintain commitment to provide 40% of the cost towards Disabled Facilities Grants within their stock.	£157K year end	On Track Committed funding from Sanctuary to date is £99K This continues to be in the hands of Sanctuary as we have no formal agreement but we continue to be the only area in the UK they contribute to.
Maintain fee income of £120,000 by 31 March 2024	£120K year end	On Track East Cambs - Paid fees £62K at six months In addition, Fenland fees paid to date £63K
Deliver the Home improvement Agency service in line with contract requirements for Fenland District Council	100% KPI's With contract Annually	Ongoing 100% compliant. Procurement of Fenland contractors for disabled works almost completed. This will streamline the service and the ability to obtain a higher fee income overall due to faster turnover of completed grants.
Meet all statutory duties relating to the allocation of Disabled facilities Grants funding	100% Annually	Ongoing 100% compliant

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, 9 September 2025 at 10.00 am in the Virtual meeting

PRESENT

Cllr Philip Cowen (Chairman)	Cllr Jan French
Cllr Diane Hind	Cllr Anna Bailey (Substitute Member)
Cllr Vince Langdon-Morris	

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)
Alison Chubbock	-	Section 151 Officer & Assistant Director Finance (BDC)
Jude Antony	-	Principal Accountant & Deputy S151 Officer (East Cambs DC)
Anna Goodall	-	Assistant Director (Fenland DC)
Lorraine Rogers	-	Chief Finance Officer & S151 Officer (East Suffolk DC)
Tanya Sturman	-	Head of Service - Customer and Digital (West Suffolk DC)
Aimee Rawe	-	Benefits Team Manager (ARP)
Julie Britton	-	Democratic Services Officer (BDC)

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23/25 MINUTES

The Minutes of the meeting held on 17 June 2025 were agreed as a correct record.

24/25 APOLOGIES

An apology for absence was received from Cllr Keith Horgan. Cllr Anna Bailey was in attendance as his substitute.

25/25 URGENT BUSINESS

None.

26/25 DECLARATIONS OF INTEREST

None declared.

27/25 PERFORMANCE REPORT (STANDING ITEM)

Katey Mills, the Principal Fraud, Enforcement & Recovery Manager (ARP), presented the June 2025 performance report that detailed the performance for each partner authority to the end of quarter 1. The overall performance

Action By

was summarised before moving onto specific service area updates.

Q1 Performance Report

The performance of all partner councils combined for business rates and council tax collections was within target for ARP as a whole.

The number of electronic forms received continued to increase with a 63% increase seen compared to quarter one of 2024/25.

The fraud and compliance targets had been increased as previously agreed to £4.5m and performance thus far puts the Team on track to achieve this new target by the end of the year.

Enforcement

Moving on to service area updates, and in terms of enforcement, the Enforcement Team had a good start to the year with over £1.4 million in debt collected in quarter one; a 3.61% increase compared to the same quarter last year. Additionally, over £420,000 of fees were collected in quarter one; again, an increase of 4% compared to the same period last year and 37% compared to the same quarter in 2023/24.

The Team continued to take proactive steps to engage with customers as early in the enforcement process as possible.

Fraud and Compliance

The Fraud Team had identified fraud and error to the value of £1.7m by the end of the first quarter. One successful prosecution had been undertaken and had been concluded, and six cases of fraud were still working their way through the court system. 55 live investigations were still ongoing, and the Team was working to implement civil penalties, liaising with the Systems Team and ARP's software provider.

Positive work continued with external partners and work was progressing at pace with Maldon District Council the most recent external fraud partner.

Further Recovery

In terms of further recovery, the Team had collected over £527,000 in debt in the most difficult council tax and business rates cases. The Team's performance in quarter one was in line with their 2024/25 performance.

Theresa Mann, the Principal Billing, Benefits & Business Rates Manager (ARP), then provided Members with an update on the following performance areas.

Council Tax

At the end of quarter one, council tax collection was within the tolerance of the target collectively for all local authorities with Breckland Council and East Suffolk District Council just dipping slightly under their targets at the end of quarter one. Collection levels continued to be closely monitored, and potential reasons were being explored as to why these collection rates were lower than expected such as the impact of some customers moving from 10

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instalments to 12 instalments per year.

Work levels remained high in the Council Tax Billing Team and resources and workloads were being closely monitored to ensure that all were working as efficiently as possible.

Work continued on automation and there was particular focus on continuing to improve change of address and refund automation. Multimedia messaging was being utilised to issue soft text and e-mail reminders ahead of paper reminders for council tax bills, as well as sending e-mail invites for customers to sign up for E billing.

Benefits

At the end of quarter one year to date, processing times for both council tax support and housing benefit were within the target. This was partly due to the continued focus on work monitoring and resource allocation within the Team. 97% of Universal Credit notifications from the DWP had been successfully automated. The Communities Team initiative continued to expand with referrals being made from the Discretionary Housing Payments Team, Team Managers and the Enforcement Team to the local authorities Communities Teams for holistic support for customers.

The Partnership was also continuing to utilise multimedia messaging to issue text and e-mail invitations

Business Rates

At the end of quarter one the combined business rates collection was within the tolerance target for all local authorities, with West Suffolk DC dipping slightly under their target.

The Team had continued to have a keen focus on dealing with arrears as well as historic credits and the work position was improving overall with recovery cycles being maintained and the Valuation Office Agency schedules updated.

A project had been launched to issue soft e-mail reminders ahead of paper reminders in the same way that the Council Tax Billing Team was doing, which should see an increase in engagement and also a reduction in postage costs.

Work had started on planning for the upcoming business rates changes taking effect from April 2026, which included transformation of the multiplier system and a revaluation as well as new relief schemes.

ARP Systems and Digital

The Team continued to support many of the projects across the Partnership, including the E billing campaign, the automation of council tax refunds, multimedia messaging campaigns and plans for the upcoming business rates changes amongst many others.

Better Customer Experience Programme

The Contact Us form that linked to other online forms continued to reduce the numbers of emails received. The Enforcement Team was exploring how

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payment links could be generated in texts or emails sent to customers, which would enhance the customer experience by improving the payment methods available.

The planned programme of events continued to increase the number of customers signing up to paperless billing, including the use of the Contact Finder function which gathered e-mail addresses available in the public domain.

A trial of a customer survey using Telsolutions had been launched to obtain feedback on the forms, and the results would be analysed before expanding this further.

Questions were then invited.

Councillor French mentioned a press release that Fenland had issued a few weeks ago highlighting the amount of fraud and the money collected which had proved a great success as the public had been unaware of the vast amount of fraud that authorities had to deal with.

The Chairman, Councillor Phil Cowen, said that this was something that had been discussed for some time - actually publicising what the Partnership had been able to achieve in terms of dealing with fraud, and as the sums were quite significant, he felt that they should be put out in the public arena.

He had heard earlier in the meeting that it could be the shift from 10 to 12 monthly payments that had altered some of the collection rates and asked if there was any indication that this was the reason for the downward trend.

The Principal Billing, Benefits & Business Rates Manager (ARP) stated that this was being monitored but the pattern had continued over the past few months which was unusual. She had also liaised with other authorities, and they were all reporting a very similar picture to ARP. There had been an increase in customers moving from 10 to 12 instalments which would make a difference in how the council tax was collected.

Additionally, the Valuation Agency was taking its time to band new properties, and with the growth in housing predicted for councils, it was going to take longer for ARP to be able to collect the council tax.

Referring to the last point, the Chairman was concerned that if residents of newly built properties were unaware of the council tax band and therefore unable to make any payments towards their council tax until much later in the year, surely this put a huge burden on local authorities as well as a huge burden on the families involved if they were suddenly told that they had to pay a significant sum in backdated council tax. He asked if there was any way to provide these families with an indication of what their council tax might be so that arrangements could be made to accrue the funds to support them.

The Principal Billing, Benefits & Business Rates Manager (ARP) explained that when ARP was informed of newly built properties, they were then reported to the Valuation Office for banding The customers were also contacted asking them if they wanted to make voluntary payments towards their council tax and to set up direct debits to prevent a large, backdated council tax bill.

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The Chairman was pleased with the arrangement but asked if this was being publicised as people needed to be made aware.

Members were informed that ARP wrote to the customer in a property that was not banded to inform them of their options.

Councillor Hind asked if people were already set up paying their council tax in 10 monthly instalments were they automatically moved to 12 monthly payments or did they have to opt in for that themselves.

In response, Members were informed that the customer had to request to pay 12 instalments themselves, it was not automatic.

Councillor Hind felt it was good to let customers have the choice.

Lorraine King, the Head of ARP, added that the impact of moving to 12 monthly instalments was being looked at and a 10% increase had been found in people moving to 12 instalments this year compared to last year. This did have an impact on collection rates and for Breckland Council for example, moving into the final months, equated to about £200,000 that ARP would be unable to collect until later in the year.

The other matter that the Head of ARP mentioned was about encouraging people to pay when their properties had not yet been banded. These cases were being monitored, and people were being encouraged to pay as well as looking at ways of prompting those who had not paid after a few months by e-mail or text, just to encourage them to start making payments.

The Chairman took the point very seriously about the impact on collection rates and felt that the targets should be looked at again and suggested the actuality should be reported rather than suddenly finding that a bundle of cash was coming in at the end of the year.

The Head of ARP agreed that more could be done as the targets had been set to what had been collected last year and if the move to 12 monthly instalments did increase by 10% year on year, this needed to be factored in.

The report was otherwise noted.

28/25 ARP FORECAST FINANCIAL PERFORMANCE 2025-26 (STANDING ITEM)

Alison Chubbock, the Assistant Director of Finance & S151 Officer (BDC) presented the report.

The report provided Members with information on the forecast full year financial performance against budget for the ARP.

The forecast at this stage showed just over a 1% above budget spend, which equated to £143,000. The main areas for the above budget spend was the pay award that had impacted the budget due to it being much higher than had been budgeted for. However, ARP was offsetting that where they could through vacancy savings, which was mitigating that overspend to a large extent. The other area was the postage costs, but the aim was to reduce those costs over the year via e-Billing.

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No questions were asked, and the report and appendix were noted.

29/25 WELFARE REFORM UPDATE (STANDING ITEM)

Theresa Mann, the Principal Billing, Benefits & Business Rates Manager (ARP), presented the report and summarised some of the key points.

Migration continued to Universal Credit with the DWP increasing the numbers of migration notices being issued each month whilst continuing to provide additional support to vulnerable customers to help them to claim Universal Credit as well as looking at how they could support customers who might need help beyond that, such as those with no fixed abode.

In the spending review, the government announced a new Crisis Resilience Fund was going to be launched, and this was going to incorporate the current Household Support fund and also discretionary housing payments. The aim of the fund was to provide longer term funding, which would enable local authorities to take a more preventative approach and plan more effectively. To help support communities, ARP were represented on the working group, which was meeting regularly to help shape the fund and produce a policy document.

As part of its plans for welfare reform, the government previously announced major changes to disability benefits, one of which was personal independence payments (PIP); however, a recent revision to the plans meant the changes would only apply to new claims from November 2026, and all existing PIP recipients would remain on the current system.

The other change announced eligibility for the winter fuel payments, which meant that from winter 2025/26 pensioners with a taxable income under £35,000 would receive it rather than just pensioners in receipt of pension credit.

Councillor Hind asked when the Crisis Resilience Fund would be rolled out.

Members were informed that it would be from April 26, and the amount of funding should be known at some point during the autumn/winter this year.

The report was otherwise noted.

30/25 FORTHCOMING ISSUES (STANDING ITEM)

The Chairman mentioned the Local Government Review as he was aware that the Head of ARP and her Team were busily working hard behind the scenes, positioning themselves as an organisation to move smoothly and without any interruption into some form of unitary authority representation.

He then asked the Head of ARP what was being planned and how she and her Team was going about it.

Members were informed that ARP was taking part in many working groups across each of the partnerships counties of which there were three providing lots of information to include in all proposals.

Also, behind the scenes ARP was starting to look at how its structure and how the governance of the partnership would fit into the potential outcomes of

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the LGR making sure that it was set up to take on whatever opportunities that arose. In-depth conversations were being had with the software supplier to make sure that they were prepared for all the changes ahead, including boundary changes, system migrations etc as well as making sure that performance was at its best to ensure that ARP was in the best possible position. Work was underway to prioritise and fast-track several of the partnership's 50+ projects, so everything was in place ready for the unitaries and what that meant for ARP going forward.

Councillor Langdon-Morris asked the Head of ARP if it would be possible to have a chat with her after this meeting as LGR was moving quite quickly and East Suffolk District Council had already produced a draught case for change under a three unitary position.

The Head of ARP said she would be more than happy to set a meeting up with Councillor Langdon-Morris. She then reminded Members that the next informal meeting in November had been extended so that all in attendance would have plenty of time to discuss LGR further.

The Chairman felt it was important to remember that ARP was currently a mixture of district authorities, and any successor authority would be working alongside ARP. He felt that there was no reason whatsoever to suspect that as everyone moved into the next phase, even more could be done to support residents and businesses alike.

Councillor French pointed out that Fenland District Council did not have to submit their proposal until November 2025. Referring to an earlier conversation, she mentioned the prosecutions that were going through the court process and asked if each authority could be notified on any successful ones as they needed to be publicised.

The Principal Fraud, Enforcement and Recovery Manager (ARP) explained that the Communications Team at whichever authority were informed of any successful prosecution.

Adding to the Chairman's earlier comments, in terms of the LGR, the Head of ARP stated that she was confident that with the experience and knowledge the partnership had it could accommodate any eventuality that came out of the proposals.

31/25 NEXT MEETING

The arrangements for the next meeting on 9 December 2025 at 10am in Room 102, Breckland House, St Nicholas Street, Thetford were noted.

The future meeting dates included on the agenda were noted.

The meeting closed at 10.30 am

CHAIRMAN

OPERATIONAL SERVICES COMMITTEE ANNUAL AGENDA PLAN **AGENDA ITEM NO 11**

LEAD OFFICER: Isabel Edgar, Director Operations
Democratic Services Officer: Patrick Adams

Mon 26 January 2026	**4:30pm**
New Waste Service – Project update	Nick Baker
RECAP Waste Strategy	Nick Baker
VCAEC performance update	Lewis Bage
CAWS performance update	Lewis Bage
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
Community Sports Facilities Grant application	Martin Grey
Mon 23 March 2026	**4:30pm**
Voluntary Sector Support Services	Lewis Bage
Community Safety Partnership Update	CSP Representative
Quarter 2 and 3 – Waste Service Performance	Catherine Sutherland (Waste Development Officer)
New Waste Service – Project update	Nick Baker
End of Year Reports 2025/26 Service Delivery Plans 2026/27	Isabel Edgar Director Operations
Budget Monitoring Report	(Senior Accountant)
ECSS Business Plan	Emma Grima, Director Commercial
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	Nigel Ankers

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.