



# East Cambridgeshire District Council

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## Meeting: Operational Services Committee

Time: 4:30 pm

Date: Monday 23 March 2026

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

Enquiries regarding this agenda: Patrick Adams

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## 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

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## AGENDA

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

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|---|-----------------|
| <b>3. Declarations of interests</b>   | <b>[oral]</b>   |
| To receive declarations of interests from Members for any items on the agenda in accordance with the Members Code of Conduct. |                 |
| <b>4. Minutes</b>   | <b>Page 5</b>   |
| To confirm as a correct record the minutes of the meetings of the Operational Services Committee held on 26 January 2026.     |                 |
| <b>5. Chair's announcements</b>   | <b>[oral]</b>   |
| <b>6. Community Safety Partnership 6 Monthly Report</b>   | <b>Page 11</b>  |
| <b>7. Budget Monitoring Report</b>  | <b>Page 19</b>  |
| <b>8. ECSS Business Plan</b>  | <b>Page 25</b>  |
| <b>9. New Waste Collection Service – Project Update</b>   | <b>Page 43</b>  |
| <b>10. Service Delivery Plans and End of Year Reports</b>   | <b>Page 49</b>  |
| <b>11. Housing Enforcement and Financial Civil Penalties Policies 2026</b>  | <b>Page 197</b> |
| <b>12. Community Sports Facilities Grant</b>  | <b>Page 251</b> |
| <b>13. Lake View Bereavement Centre – Rules and Regulations Policy 2026</b>   | <b>Page 263</b> |
| <b>14. Public Spaces Protection Order – Vehicle Related Anti-Social Behaviour</b>   | <b>Page 297</b> |
| <b>15. Voluntary and Community Action East Cambridgeshire SLA Performance Monitoring Update</b>                               | <b>Page 309</b> |
| <b>16. Draft Minutes of Anglia Revenues Partnership for 9<sup>th</sup> December 2025</b>                                      |                 |
| To note the minutes of the Anglia Revenues Partnership meeting held on 9 <sup>th</sup> December 2025.                         |                 |
|   | <b>Page 323</b> |
| <b>17. Forward Agenda Plan</b>  | <b>Page 333</b> |

### **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).

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| <b>18. East Cambs Street Scene Management Accounts for Quarter 3 to 31 December 2025</b> |
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### **Notes**

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

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

The livestream of this meeting will be available on [the committee meeting’s webpage](http://www.eastcambs.gov.uk/node/2655) ([www.eastcambs.gov.uk/node/2655](http://www.eastcambs.gov.uk/node/2655)). Please be aware that all attendees, including those in the public gallery, will be visible on the livestream.

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

[Further details about the Public Question Time scheme](http://www.eastcambs.gov.uk/about-council/meetings-agendas-and-minutes/public-participation-meetings/public-question-time) ([www.eastcambs.gov.uk/about-council/meetings-agendas-and-minutes/public-participation-meetings/public-question-time](http://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](mailto:translate@eastcambs.gov.uk)
7. If the Committee wishes to exclude the public and press from the meeting, a resolution in the following terms will need to be passed:

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





## **Minutes of a Meeting of the Operational Services Committee**

Held at The Grange, Nutholt Lane, Ely, CB7 4EE at 4:30 pm on  
Monday 26 January 2026

### **Present**

Cllr Christine Ambrose Smith  
Cllr Anna Bailey (Substitute)  
Cllr Christine Colbert  
Cllr Martin Goodearl  
Cllr Kathrin Holtzmann  
Cllr Julia Huffer (Chair)  
Cllr Mark Inskip  
Cllr Alan Sharp  
Cllr John Trapp  
Cllr Ross Trent  
Cllr Lucius Vellacott (Vice Chair)  
Cllr Christine Whelan

### **Officers**

Patrick Adams – Senior Democratic Services Officer  
Lewis Bage – Communities and Partnerships Manager  
Nick Baker – Waste and Environmental Services Manager  
Isabel Edgar – Director Operations  
Marisa Rogers-Jones – Crematorium and Bereavement Service Manager  
Catherine Sutherland – Senior Waste Management Officer

### **46. Public Question Time**

No public questions were submitted.

### **47. Apologies and Substitutions**

Apologies for absence were received from Cllr David Brown. Cllr Anna Bailey attended as a substitute for Cllr Brown.

### **48. Declarations of Interest**

There were no declarations of interest.

#### **49. Minutes**

It was resolved:

That the minutes of the meeting of the Committee held on 17 November 2025 be confirmed as a correct record and signed by the Chair.

#### **50. Chair's Announcements**

The Chair stated that last week there had been an accident involving a driver and loader from our waste service. This would not be discussed by the Committee whilst the matter was being investigated.

The Chair explained that the Council was consulting on a possible Public Spaces Protection Order to address vehicle related Anti-Social Behaviour. Responses could be made via the website, or by paper forms available from Reception or by contacting the Community Safety team. The deadline for responses was 16 February 2026.

The Chair welcomed Marisa Rogers-Jones, Crematorium and Bereavement Service Manager, to her first meeting of the Committee.

#### **51. Quarter 3 2025/26 Performance Report for the Waste & Street Cleansing Services**

Catherine Sutherland, Senior Waste Management Officer, presented this report, AA125 previously circulated, which provided the Committee with the Quarter 3 performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS). She reported that the number of missed bin collections were at its lowest recorded level and street cleaning levels remained consistently high. Recycling rates were slightly lower than the same quarter last year, due to wider factors, including seasonal variation and contamination, which the authority was trying to reduce through targeted communication.

The Senior Waste Management Officer agreed to investigate incidents of offensive graffiti in west Ely and report back to Cllr Christine Whelan.

In reply to Cllr Mark Inskip, the Senior Waste Management Officer stated that the effectiveness of the social media campaign in reducing contamination would be assessed by reviewing the next quarter's performance figures, which would be reported to the Committee.

In reply to Cllr Kathrin Holtzmann, the Senior Waste Management Officer agreed to update the Committee on the effectiveness of the chewing gum campaign.

It was resolved to:

Note the performance of service delivery for Quarter 3 (October-December) 2025/26.

## **52. New Waste Collection Service – Project Update**

Nick Baker, Waste and Environmental Services Manager, presented a report, AA126 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. It was noted that the new collection service was scheduled to commence on 1 June 2026.

In reply to Cllr Christine Whelan, the Waste and Environmental Services Manager agreed to provide a written response on how much revenue was likely to be lost by the use of the Littleport railway car park for bin storage, prior to their delivery to all households in the district. In reply to Cllr John Trapp, the Waste and Environmental Services Manager explained that logistically the new bins needed to be stored in one location and the car park was the best option. In reply to Cllr Martin Goodearl, the Waste and Environmental Services Manager estimated that 75% of the car park extension would be used for bin storage. It was understood that the car park would be used for eight weeks, with a contingency for further use if required.

In reply to Cllr Mark Inskip, the Waste and Environmental Services Manager confirmed that the projects communications plan included keeping councillors informed of the forthcoming changes to the waste service well before the new service started on 1 June 2026. He assured the Committee that contingencies were in place if bins or trucks were not delivered to the Council according to the schedule agreed, with the manufacturers.

In reply to Cllr John Trapp, the Waste and Environmental Services Manager reported that the Council were liaising with landlords on how to provide the new waste service to homes of multiple occupancy.

In reply to Cllr Lucius Vellacott, the Waste and Environmental Services Manager confirmed that the Customer Services team were recruiting two staff members on six-month contracts to manage residents' calls regarding the new service.

It was resolved to:

Note the progress made on this project to date and that the project remains on budget and on track.

## **53. RECAP Waste Strategy**

Nick Baker, Waste and Environmental Services Manager, presented a report, AA127 previously circulated, which invited the Committee to approve the RECAP Waste Strategy. This was a joint document produced by the Cambridgeshire and Peterborough Waste Partnership. He explained that challenges included new waste legislation and local government reorganisation.

In reply to Cllr Martin Goodearl, the Waste and Environmental Services Manager explained that the County Council was responsible for the waste centre at Waterbeach and he was not able to answer questions relating to the commercial arrangement between the contractor and the County Council. The Council was continuing to use the waste centre at Waterbeach.

In reply to Cllr Kathrin Holtzmann, the Waste and Environmental Services Manager explained that the Council was waiting for national guidance from the Government on the deposit return and digital waste tracking scheme and so he was unable to provide a timescale for this.

In reply to Cllr Kathrin Holtzmann, the Waste and Environmental Services Manager stated that by the autumn the Council should have a base line figure for the percentage of waste recycled and this could inform the Council's future waste management strategy.

In reply to Cllr Kathrin Holtzmann, the Waste and Environmental Services Manager agreed to provide information on how the Council was using the Government funding for the reduction of packaging.

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

Resolved to:

- A) Approve the draft RECAP Waste Strategy 2026, as appended to the report.
- B) Delegate to the Director Operations and final drafting amendments to finalise the strategy.

#### **54. Citizens Advice West Suffolk SLA Performance Monitoring Update**

Lewis Bage, Communities and Partnerships Manager, presented a report, AA128 previously circulated, which updated the Committee on the performance of Citizens Advice West Suffolk (CAWS) for the period between 1 April and 30 September 2025. He explained that the Council had agreed a grant of £69,498.08 to CAWS from 1 April 2024 to 31 March 2027, which was covered by a Service Level Agreement.

Members of the Committee welcomed the support being provided for residents. Cllr Alan Sharp stated that he was the Council's outside body representative with CAWS. He was pleased to see it delivering support for residents and he would continue to ask questions to this organisation.

It was resolved:

to note the report.

**55. Voluntary and Community Action East Cambridgeshire SLA Performance Monitoring Update**

Lewis Bage, Communities and Partnerships Manager, presented a report, AA129 previously circulated, which updated the Committee on the performance of the Voluntary and Community Action East Cambridgeshire (VCAEC) for the period between 1 April and 30 September 2025. He explained that the Council had awarded a grant of £39,530 to VCAEC for a Service Level Agreement from 1 April 2024 to 31 March 2026.

In reply to Cllr Mark Inskip, the Communities and Partnerships Manager stated that officers were reviewing the Service Level Agreement and would bring a report to the next meeting of the Committee, as the current agreement would expire on 31 March 2026.

It was resolved:  
to note the report.

**56. Anglia Revenues Benefit Joint Committee Minutes**

The Committee received the minutes from the Anglia Revenues Benefit Joint Committee meeting on 9 December 2025.

It was resolved:  
To note the Minutes of the Anglia Revenues & Benefits Joint Committee meeting on 9 December 2025.

**57. Forward Agenda Plan**

The Committee considered its Forward Agenda Plan.

It was resolved to:  
Note the Forward Agenda Plan.

The meeting concluded at 5.01 pm

Chair .....

Date.....



**Title: Community Safety Partnership 6 monthly report**

Committee: Operational Services

Date: 23 March 2026

Author: Neighbourhood and Community Safety Team Leader

Report number: AA155

Contact officer:

Emma Graves, Neighbourhood and Community Safety Team Leader

[Emma.graves@eastcambs.gov.uk](mailto:Emma.graves@eastcambs.gov.uk) , 01353 616326, room number 21, The Grange, Ely

**1.0 Issue**

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

**2.0 Recommendations**

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

**3.0 Background/Options**

- 3.1 Community safety partnerships (CSPs) are made up of representatives from the 'responsible authorities' which are the police, fire and rescue authorities, probation service, local authorities, and health. The responsible authorities work together to protect their local communities from crime and to help people feel safer. They work out how to deal with local issues like antisocial behaviour, drug or alcohol misuse and reoffending.
- 3.2 CSPs are scrutinised by crime and disorder overview and scrutiny committees. Under the 2006 Police and Justice Act, councils are under an obligation to allocate this function to one of their committees.
- 3.3 ECDC's Operational Services Committee is the scrutiny committee for the ECCSP.
- 3.4 The ECCSP Terms of Reference requires that either the Chair or Vice Chair of the ECCSP provides an update to Operational Services Committee twice a year, for scrutiny purposes.
- 3.5 The ECCSP last provided an update to Operational Services Committee in September 2025.

**4.0 Arguments/Conclusions**

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

**5.0 Additional Implications Assessment**

- 5.1

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

## **6.0 Appendices**

Appendix 1 – Chair/Vice Chair’s update report.

## **7.0 Background documents**

None

## **EAST CAMBRIDGESHIRE COMMUNITY SAFETY PARTNERSHIP (ECCSP)**

### **Update Report to ECDC Operational Committee Meeting on Monday 23 March 2026**

#### **Rationale**

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

#### **Author**

Lis Every, Chair of the ECCSP

#### **Report**

This report updates the Operational Committee on its recent Partnership Board meetings held since December 2025, monitoring of the third quarter of the Action Plan (available on the ECDC Website), based on evidence from the Strategic Assessment, and provides examples of current activities taking place.

#### **Strategic Assessment and Action Plan**

##### **CSP priorities:**

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

#### **The strategic role of the CSP**

The CSP influences and supports local, regional and national strategy on community safety matters. The Chair and Officers attend regional and area Committees and Boards providing intelligence and feedback on the initiatives that have been planned and implemented locally. The Chair sits on the High Harms Board and the CSP Area Chairs' Group. Emma Graves, our Neighbourhood & Community Safety Team Leader sits on other relevant Boards

#### **The 2025/2026 Action Plan**

Most areas of the previous action plan update have been completed. The final monitoring process is being undertaken and preparation is in hand for the 2026/2027 Action Plan are in hand.

### **Update on the delivery, performance and emerging issues since our last report to the Operational Services Committee based on the Partnership meetings and operational activities.**

**Prevent Delivery and Support:** In line with national requirements, this continues to be an important item on our agendas and a briefing document was circulated. We will receive a further update at the next meeting..

**Overview of the City of Ely CCTV Scheme:** The CCTV scheme has undergone significant restructuring and is now operated from Sessions House rather than the police station with a full time staff manager.

- The scheme relies heavily on volunteers, covering 8 four-hour shifts per week aligned to police-prioritised times and special events.
- Phase 1 (upgrade of existing cameras) has been completed.
- Phase 2 will extend coverage to perimeter areas of the city.
- Additional coverage is in place during peak times when volunteers are unavailable.

### **Impact and Partnership Working**

- CCTV supports the Stopwatch initiative, contributing to more positive enforcement outcomes.
- Funding has been secured from East Cambridgeshire District Council (ECDC) for coverage of:
  - The Ely side of the underpass
  - Hive Leisure Centre

**The CSP Shopwatch scheme:** This is currently coordinated via a WhatsApp group and administered by the Chair of the Ely Traders Association

- Most local businesses are now signed up.
- There is a plan to promote Shopwatch district-wide and share success stories.

**Emerging Picture for local Serious Organised Crime (SOC):** We have been advised that SOC activity is expanding beyond traditional drugs and firearms to include:

- Fraud and cybercrime
- Organised shoplifting
- Exploitation and corruption
- Online grooming networks
- Child sexual exploitation
- Human trafficking and modern slavery

Technology, particularly social media, is a significant driver of criminal activity. There is increasing evidence of:

- Grooming of young males to recruit and groom others

- Coercion involving self-harm imagery
- Exploitation within care settings

### **Our Local Vulnerabilities include:**

- Rural immigration “drops”
- Youth violence hotspots in Ely
- Identified vulnerabilities in Littleport, Soham and North Ely
- East Cambridgeshire increasingly used for movement of arms and stolen goods
- Two identified SOC groups operating locally (drugs, exploitation, immigration crime)

Across Cambridgeshire, over 30 SOC groups are estimated to be active. Regional hotspots include Peterborough and Cambridge City, with increasing concerns in Fenland and Huntingdon.

### **Enforcement Activity and Successes**

Recent activity in Ely by the Police resulted in the closures of premises including vape shops, cannabis factories and a local brothel.

Neighbourhood policing teams are conducting joint operations with Immigration Officers, retail visits and youth engagement programmes.

### **Recommendations for the CSP priorities are to**

- Increase public awareness of rural and acquisitive crime
- Strengthen cross-border liaison with Norfolk and Suffolk.
- Build community resilience working with Councillors and Parish Councils.
- Establish a cross-CSP SOC Working Group.
- Add SOC as a standing agenda item at CSP Leads meetings

### **Considerations for success and sustainability:**

- Adequacy of resources to address technology-enabled crime.
- Data-sharing and cross-border coordination.
- Early intervention and youth prevention capacity.

### **CSP Action Plan 2025–26 is in the final stage of monitoring**

#### **PSG/ASB Update**

##### **Youth Projects**

1. Littleport – improved access and positive outcomes.
2. Soham – Connections Youth Project launching January at the Recreation Ground.
3. Ely – Fitness Rush Bus achieving increased engagement with identified young people.

Ely remains the principal ASB focus area. The CSP is reporting to the City of Ely Full Council on the 23<sup>rd</sup> March. Targeted Police patrols and outreach work are improving reporting levels.

### **Retail Crime and Enforcement**

- Retail Crime Week saw strong police engagement in Ely.
- Additional foot patrol funding was secured.
- Emphasis on accurate reporting to be able to access additional funding streams.

The forthcoming Crime and Policing Bill is expected to strengthen housing enforcement powers, including closure orders and Respect Orders.

**ASB Case Reviews:** Councillors may be aware of the above which are triggered when a complainant feels that their complaint has not been fully investigated or reached a satisfactory conclusion from their perspective. They are very often neighbourhood disputes which are on the increase in East Cambridgeshire. A review of ASB Case Review processes has identified opportunities for streamlining and improved efficiency to deal with the increased number of these.

**CSP Showcase Event:** We are currently planning the best way for this which may include a closed CSP meeting followed by a public-facing event with presentations, stalls and themed break-out sessions (e.g., cybercrime). This approach is being piloted in South Cambridgeshire and we will liaise with them regarding success or otherwise and lessons to be learnt.

**Anti-social Vehicle-Related Issues:** The District-wide Public Space Protection Order (PSPO) consultation commenced 12 January (5–6 weeks). If implemented:

- It puts Police enforcement powers in place.
- ECDC will be responsible for Fixed Penalty Notices (£100) and prosecutions.
- There will be a requirement to ensure public awareness of PSPO areas.

### **Summary**

The Partnership continues to demonstrate strong operational activity across CCTV provision, youth engagement, SOC disruption and retail crime. However, key themes emerging include:

- Sustainability of volunteer-dependent services (CCTV).
- Rising complexity of technology-enabled and organised crime.
- Need for stronger cross-border and multi-agency intelligence sharing.
- Ensuring analytical information directly informs operational activity.
- Performance monitoring and consistent partner engagement.

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**Conclusion**

## Appendix 1

The above report was prepared on 27<sup>th</sup> February 2026 just prior to the next CSP meeting on 2 March 2026. If more relevant updated information is available we can provide this to the meeting. We continue to welcome observers to our meetings and are also looking to record meetings. We recently had observers from our MP's office, and Anglia Ruskin University Criminology graduate students with mutual benefit activities planned regarding research. Support from our local Councillors is very much part of the multi agency approach and Councillors are also welcome to attend the CSP Partnership Board meetings as observers. Please request the forthcoming dates and an invitation from Emma Graves, [emma.graves@eastcambs.gov.uk](mailto:emma.graves@eastcambs.gov.uk).



**Title: Budget Monitoring Report**

Committee: Operational Services Committee

Date: 23<sup>rd</sup> March 2026

Author: Director, Finance

Report No: AA156

Contact Officer: Jude Antony

Director, Finance

Tel: (01353) 616470

E-mail: [jude.antony@eastcambs.gov.uk](mailto:jude.antony@eastcambs.gov.uk)

Room 104, The Grange, Ely

**1.0 Issue**

1.1 This report provides Members with details of the financial position for services under the Operational Services Committee.

**2.0 Recommendation(s)**

2.1 Members are requested to note that the Committee is currently projecting a year-end underspend of £229,000 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 £14,987,148. 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 third quarterly report for the 2025/26 financial year, and details actual expenditure incurred, and income received as of 31<sup>st</sup> December 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 December, where an underspend of £229,000 is forecast for yearend, are detailed in the table on the next page:

<b>Service</b>	<b>Variance £</b>	<b>Explanation</b>
Community Infrastructure Levy (CIL)	(£3,321,434)	CIL transactions are treated as a revenue income or expense during the year, but any balance on the account at yearend, is transferred to reserve.
Community Projects & Grants	£69,985	Sections 106 payments are coded to individual cost centres throughout the year. This is then transferred to the reserve account at closedown.
Dog Warden Scheme	(£11,123)	There was a vacancy in the team during the first nine months of the year.
Environmental Health	(33,288)	This includes an income for Environmental Housing which will be carried forward into 2026/27.
Care & Repair	£254,091	Disabled Facility Grant improvements to clients' homes in Fenland have been carried out in the first nine months of the year, however the invoices for these are always raised in arrears.
Homelessness	£22,685	Reconciliation of the grants received will be done at year end giving the picture of the spend levels. However, Hotel Rooms are currently overspent but will be reimbursed by housing benefit during the latter part of the year.
Marketing & Grants	(£23,325)	An accrued invoice from 24/25 will be paid once the work is completed.
Recycling	(£31,997)	Income we receive for Waste Recycling Credits will be paid in Quarter 3.
Refuse Collection	(£109,540)	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 £6,613,567. This is an underspend of £229,000 when compared to the approved budget.

Licensing	(£150,000)	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 remain at cost recovery levels.
Planning	(£144,000)	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 £144,000. This figure will be reviewed in the last quarter and takes into account the above could be subject to change throughout the financial year.
Customer Services	(£25,000)	This is caused by a vacancy in the Customer Services Team. This will be reviewed over the next six months.
Building Control	£90,000	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. This will be reviewed in the next quarter.

## Capital

- 3.5 The revised capital budget for Operational Services stands at £15,087,148 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. This also includes a revised latest figure for the Crematorium of £9,758,962.
- 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 £229,000 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:

<b>Financial Implications</b> Yes	<b>Legal Implications</b> No	<b>Human Resources (HR) Implications</b> No
<b>Equality Impact Assessment (EIA)</b> No	<b>Carbon Impact Assessment (CIA)</b> No	<b>Data Protection Impact Assessment (DPIA)</b> No

- 5.2 Financial Implications

The Committee's underspend has been incorporated into the overall 2025/26 Council Finance Report, which was presented to Finance and Assets Committee on the 29<sup>th</sup> January 2026. 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 – 31<sup>st</sup> December 2025.  
6.2 Appendix 2 – Capital budget monitoring report – 31<sup>st</sup> December 2025.

## 7.0 Background Documents

Council Budget as approved by Full Council on the 25<sup>th</sup> February 2025.

## Operational Services Committee - Budget Monitoring Report - 31 December 2025

Revenue	Total Budget 2025-26	Profiled Budget to 31 Dec 2025	Actual to 31 Dec 2025	Variance	Forecast Outturn	Variance between Total Budget & Projected Outturn	Variance between Total Budget & Projected Outturn Sept 2025
	£	£	£	£	£	£	£
Building Regulations	36,436	10,771	78,237	67,466	126,436	90,000	50,000
CIL	--	--	(3,321,434)	(3,321,434)	--		
Community Projects & Grants	206,095	90,790	160,775	69,985	206,095		
Community Safety	64,358	86,504	86,203	(301)	64,358		
Cons. Area & Listed Buildings	74,808	56,106	60,611	4,505	74,808		
Crematorium	--	--	--	--	--		
Customer Services	665,279	522,379	484,782	(37,597)	640,279	(25,000)	
Dog Warden Scheme	50,553	37,984	26,861	(11,123)	50,553		
Emergency Planning	32,148	25,640	31,601	5,961	32,148		
Environmental	52,087	39,065	38,549	(516)	52,087		
Environmental Health	620,980	467,171	433,883	(33,288)	620,980		
Care & Repair	(98,842)	(107,611)	146,480	254,091	(98,842)		
Homelessness	326,611	(8,943)	13,742	22,685	326,611		
Leisure Centre	(502,043)	11,000	12,150	1,150	(502,043)		
Licencing	26,040	19,530	(360,165)	(379,695)	(123,960)	(150,000)	(100,000)
Marketing & Grants	34,266	18,708	(4,617)	(23,325)	34,266		
Parish Forums	1,561	1,171	--	(1,171)	1,561		
Nuisances	115,533	86,650	84,333	(2,317)	115,533		
Pest Control	--	--	--	--	--		
Planning	395,659	243,038	(13,793)	(256,831)	251,659	(144,000)	(332,000)
Public Relations	124,682	93,512	93,891	379	124,682		
Recycling	1,649,812	1,209,580	1,177,583	(31,997)	1,649,812		
Refuse Collection	1,850,473	1,387,855	1,278,315	(109,540)	1,850,473		
Street Cleansing	1,082,792	812,094	812,479	385	1,082,792		
Street Naming & Numbering	33,279	19,996	10,221	(9,775)	33,279		
Travellers Sites	--	26,460	16,023	(10,437)	--		
			--				
<b>Revenue Total</b>	<b>6,842,567</b>	<b>5,149,450</b>	<b>1,346,710</b>	<b>(3,802,740)</b>	<b>6,613,567</b>	<b>(229,000)</b>	<b>(382,000)</b>

## Capital Monitoring 2025/26

Capital	Published Budget 2025-26 £	Slippage from 2024-25 £	Additions £	Revised Budget 2025-26 £	Actual at 31 Dec 2025 £	Forecast Outturn £	Variance between Revised Budget & Forecast Outturn £
Conservation Area Schemes - 2nd round		27,506		<b>27,506</b>		27,506	
Refuse & Cleansing Vehicles	1,964,000	623,620		<b>2,587,620</b>	424,521	2,587,620	
Waste - Wheelied Bins	1,040,000			<b>1,040,000</b>	54,336	1,040,000	
Food Waste Caddies	280,256			<b>280,256</b>		280,256	
Mandatory Disabled Facilities Grants	697,299	520,505		<b>1,217,804</b>	632,564	1,217,804	
Empty Properties, Discretionary DFGs, Minor Works, Home Repair Asst.	75,000			<b>75,000</b>	29,725	75,000	
Vehicle Etc. Replacements	100,000			<b>100,000</b>	100,000	100,000	0
Bereavement Centre	7,560,223	1,342	2,197,397	<b>9,758,962</b>	2,599,175	9,758,962	
Leisure Centre				<b>0</b>		0	
<b>Total</b>	<b>11,716,778</b>	<b>1,172,973</b>	<b>2,197,397</b>	<b>15,087,148</b>	<b>3,840,321</b>	<b>15,087,148</b>	<b>0</b>

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	(211,668)	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	8,160,223	1,342	2,197,397	10,358,962	(493,611)	10,358,962	
<b>Capital Funding Total</b>	<b>11,716,778</b>	<b>1,172,973</b>	<b>2,197,397</b>	<b>15,087,148</b>		<b>15,087,148</b>	<b>0</b>

**TITLE: ECSS Business Plan 2026/27**

Committee: Operational Services Committee

Date: 23 March 2026

Author: ECSS Managing Director

Report number: AA157

Contact officer:

Emma Grima, ECSS Managing Director

[Emma.grima@eastcambs.gov.uk](mailto:Emma.grima@eastcambs.gov.uk) The Grange, Ely

**1.0 Issue**

1.1. To consider the ECSS Business Plan 2026/27.

**2.0 Recommendations**

2.1. Members are requested to approve the ECSS Business Plan 2026/27 as set out in Appendix 1.

**3.0 Background/Options**

3.1. In accordance with the Shareholder Agreement ECSS is required to produce an annual business plan for approval by the Operational Services Committee (the Shareholder Committee). On 5 March 2026 ECSS Board approved the Business Plan 2026/27.

**4.0 Arguments/Conclusions**

4.1. Operational Services Committee, as the Shareholder Committee, is requested to approve the ECSS Business Plan 2026/27.

**5.0 Additional Implications Assessment**

5.1

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

**6.0 Appendices**

Appendix 1- ECSS Business Plan 2026/27.

**7.0 Background documents**

None



**BUSINESS PLAN**  
**2026/27**

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## INTRODUCTION

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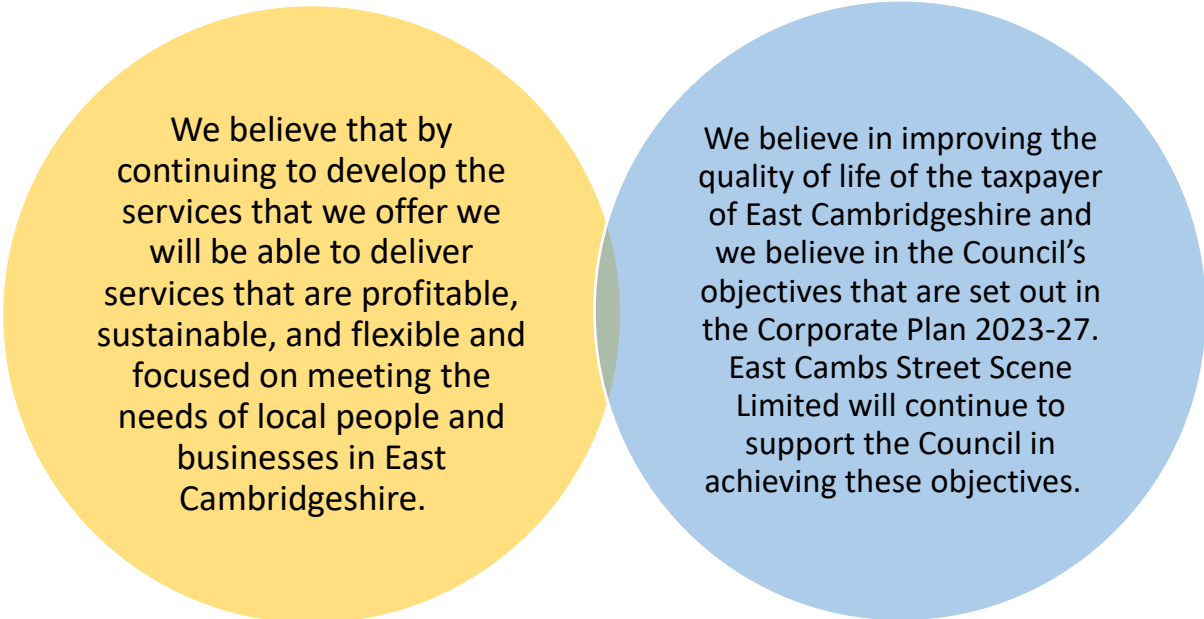
East Cambs Street Scene (ECSS) is a private company limited by shares that is wholly owned by East Cambridgeshire District Council (ECDC). ECSS operates at ‘arm’s length’ from ECDC with an independent board for operational decision making.

### Strategic Objectives

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

### Our Services will be

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



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

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

## 1. BACKGROUND

---

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

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

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

## 2. GOVERNANCE AND MANAGEMENT

---

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

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

### **Board of Directors**

The Board of Directors comprises:

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

### **Meetings**

The quorum for board meetings shall be two.

At Board meetings each director shall have one vote.

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

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

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

### **Managing Director and Company Secretary**

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

The Company Secretary of ECSS is ECDC's Chief Executive.

**ECSS’s Relationship with ECDC**

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

### 3. FINANCIAL INFORMATION

#### Budget

Detailed below are the budget projections for the delivery of the waste and street cleansing service for 2026/27.

The Council will be required to review the management fee annually, in accordance with the contract. The proposed management fee has been agreed by ECDC’s Director Finance and approved by Council on 24 February 2026.

ECSS 2026-27 BUDGET BY STREAM						
	2026/27 Budget	Refuse	Recycling	Garden	Food	Street Cleansing
<b>INCOME</b>	<b>5,953,402</b>	<b>1,293,955</b>	<b>1,253,296</b>	<b>1,253,296</b>	<b>878,505</b>	<b>1,274,351</b>
Management & Administration	485,192	92,003	90,775	90,775	87,093	124,545
Core Staffing	2,943,878	558,224	550,776	550,776	528,431	755,672
Overtime Costs	218,111	30,853	30,361	30,361	28,888	97,647
Agency Costs	-	-	-	-	-	-
<b>Staffing Costs</b>	<b>3,647,181</b>	<b>681,079</b>	<b>671,913</b>	<b>671,913</b>	<b>644,412</b>	<b>977,865</b>
Vehicle Dept Repayment	914,708	245,995	245,995	245,995	84,243	92,480
Vehicle costs inc Maintenance	411,044	110,543	110,543	110,543	37,856	41,558
Insurance	150,456	40,463	40,463	40,463	13,857	15,212
Fuel	474,710	127,665	127,665	127,665	43,720	47,995
Supplies & Services Costs	33,924	2,370	2,339	2,339	2,244	24,633
Wheeled Bins and Bags	18,942	18,074	200	200	192	275
PPE	20,000	3,792	3,742	3,742	3,590	5,134
Waste Disposal	12,854	12,854	0	0	0	0
Premises Costs	81,504	15,455	15,249	15,249	14,630	20,921
Other Direct Costs	970	184	181	181	174	249
Communication and Education	8,482	1,608	1,587	1,587	1,523	2,177
Training	30,176	5,722	5,646	5,646	5,417	7,746
Support Services Costs	77,086	14,617	14,422	14,422	13,837	19,787
Miscellaneous	65,508	12,422	12,256	12,256	11,759	16,815
Depreciation	5,857	1,111	1,096	1,096	1,051	1,503
<b>Non-Staffing Costs</b>	<b>2,306,221</b>	<b>612,875</b>	<b>581,383</b>	<b>581,383</b>	<b>234,093</b>	<b>296,486</b>
<b>EXPENSES</b>	<b>5,953,402</b>	<b>1,293,955</b>	<b>1,253,296</b>	<b>1,253,296</b>	<b>878,505</b>	<b>1,274,351</b>
<b>Profit (Loss)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>

**Notes to the budget:**

In order to deliver the new service and eradicate the reliance on agency staff to cover staff absences, the number of staff has increased to 80 and costs by £616,841 compared with 2025/26.

The new service also requires a capital investment of £1.9 million on new vehicles, which are purchased by East Cambridgeshire District Council and paid for over 7 years by ECSS. This has increased vehicle repayment costs by £248,226.

The Council decision to remove charges for additional garden waste and dry recycling bins has reduced income by £92,661 and an increase in fuel usage costing £68,762. These have been offset by the saving in not procuring black plastic sacks worth £93,689.

The pay increase for 2026/27 has been assumed at the same level as last year at 3.2%.

**4. RISK MANAGEMENT**

**Key - Owner**

**Managing Director MD, Waste Operations Manager WOM, Finance Manager FM**

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

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

Inherent Risk							Residual Risk				Monitoring
Risk No.	Risk Description	Effect	Owner	Likelihood	Impact	Score	Key Controls	Likelihood	Impact	Score	Notes
Legislative/Policy											
1.	Changes in the Councils delivery mechanism for Waste and Street Cleansing services (e.g. outsource /inhouse).	ECSS would cease to operate.	MD	2	5	10	A 7 year contract commencing on 1 April 2026 has been awarded to ECSS by the Council .	1	5	5	ECSS has instructed Trowers & Hamblins to draft a new contract to commence on 1 April 2026.

2.	Non - Compliance with Regulatory frame works and Guidance.	<ul style="list-style-type: none"> <li>• Fines</li> <li>• Legal Challenge</li> <li>• Dangerous practices</li> <li>• Staff or public safety endangered or injured</li> <li>• Cease and desist</li> </ul>	WO M	4	5	20	<p>Ongoing compliance with O'licence. H&amp;S Management system in place, review of all COSHH and generic risk assessments ongoing. Review of all SSoW (Safe Systems of Work) for Waste Collections and Street Cleansing completed.</p> <p>Phase 1 surfacing works of car park complete and Phase 2 plans are due to complete in 2025/26.</p>	4	3	12	<p>Independent H&amp;S Audit carried out in 2025/26 which did not identify compliance issues and made recommendations for improvements.</p> <p>An independent H&amp;S investigation is in progress following a workplace accident and any recommendations will be implemented.</p>
<b>Governance</b>											
3.	Inadequate governance arrangements and lack of clarity on roles of ECSS and ECDC could lead to poor	Impact on the operation of ECSS.	MD	3	4	12	<p>Shareholder Agreement.</p> <p>Articles of Association.</p> <p>Rights of Observers.</p>	1	4	4	Governance arrangements are fit- for-purpose.

	decision making that undermines the operation of ECSS.						Memorandum Of Agreement.				
4.	ECSS is wholly owned by ECDC and so is subject to the controls and decision-making process for matters that are outside of the Business Plan.	The speed of decision-making process may have an impact on ECSS ability to operate effectively.	MD	3	4	12	Shareholder Agreement.	1	4	4	The Shareholder Agreement provides for the ability for extraordinary meetings of the Shareholder Committee to be called to consider urgent business and where necessary make recommendations to Full Council.
<b>Economic</b>											
5.	ECSS is not a Profit-making Company and therefore the management fee does not allow for unexpected costs.	Negative cash flow. Operating insolvently.	FM	2	5	10	ECSS/ECDC Finance Manager/Finance Director Briefings.  Board review of Management Accounts.  Forecasting of market fluctuations on fuel and inflation	2	5	10	2026/27 Management Fee approved by ECDC.

Operational											
6.	Inadequate management of operation, contracts can lead to poor performance and overspends.	This could impact on ECSS' ability to operate within the regulatory framework, meet the KPI's set out in the business plan, leading to poor quality of service, increase costs.	WO	3	4	12	Staff and skills are regularly reviewed to ensure the needs of the service are met.  Monitoring and reporting regime in place to identify issues early.	2	4	8	
7.	Adequacy of organisational resources to deliver the required business outcomes.	Could lead to not being able to deliver the Business Plan.	MD/ WO M	1	3	3	New vehicles reduce the need to rely on hire vehicles and negate costly maintenance fees and operational disruption.  Core staff increased to reduce reliance on agency workers.	1	3	3	
8.	Failure to properly plan and resource the new Waste & Recycling Service from 1 June 2026	Could lead to service delivery failure with financial and reputational risks for both ECSS and ECDC	WO M	3	5	15	Regular Project Board meetings lead by Director Operations ECDC  Clear understanding of Roles & Responsibilities	2	5	10	



## 5. WASTE, RECYCLING & STREET CLEANSING SERVICE

### Looking Back on 2025/26

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

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

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



### Annual Performance

The following tables provide an overview of the performance for the first three quarters of 2025/2026:

## East Cambs Street Scene

Business Plan 2026/27

EAST CAMBS STREET SCENE LTD: PERFORMANCE 202/2026							
KPI No	Description of Key Performance Indicator	Target	Tolerance	Full year 2024/25	Q1 25-26	Q2 25-26	Q3 25-26
<b>Health and safety - staff welfare</b>							
1	ECSS Accident Incident (AIR) score	4%		1.67%	3.59%	2.56%	5.13%
2	No. reported monthly near misses	10 or more		0.4	3	4	3
3	Percentage of productive days	94% (sickness absence 6%)	90%	96%	96%	95%	95%
<b>Waste Collection</b>							
4	Refuse – Average no. of missed bins per 100,000 bins collected	15	45	42	40	30	24
5	Recycling – Average no. of missed bins per 100,000 bins collected	30	90	62	51	37	35
6	Green – Average no. of missed bins per 100,000 bins collected	30	90	70	61	48	31
7	No. of monthly service complaints	3		1.67	5.00	4.00	1.00
8	No. of monthly service compliments	No target		1.33	0.00	1.00	0.00
<b>Street Cleansing</b>							
9	Average monthly clean streets graded A on random inspection	95%	85%	99.60%	100.00%	100.00%	100.00%
10	No. streets graded C or below for litter on random inspection	1%	1%	0.00%	0.00%	0.00%	0.00%
11	No. reported fly tips per month	No target		655	150	164	140
12	No. reported incidents of graffiti per month	No target		47	7	1	3
13	Removal of offensive graffiti within 1 working day (ECDC or public land / highway only)	98.0%	98.0%	40.0%	N/a	N/a	N/a
14	Removal of fly tipped waste within 2 working days (ECDC or public / private land only)	98.0%	98.0%	76.5%	86.0%	76.0%	90.0%
15	No. overflowing litter bins reported per 100 bins emptied	3.0	3.0	0.06	1.04	0.98	0.31
16	No. overflowing dog bins reported per 100 bins emptied	1.0		0.04	1.40	1.73	0.76
17	No. of monthly service complaints	3	3	1.83	1	0	0
18	No. of monthly service compliments	No target		1.42	2	10	0

### **Delivery in 2026/27**

ECSS will build on and consolidate improvements made during 2023/24, 2024/25 and 2025/26. We have demonstrated through the improved performance of Waste and Street Cleansing Services that by having the right people with the right skill set and the ability to communicate effectively with workforce that a high-quality service can be achieved.

A new contract will be in place from 1 April 2026 and will run for 7 years. On 1 June 2026 ECSS will deliver the new service agreed by Council which will deliver the requirements of the Environment Act 2021. Careful planning and service design has been jointly agreed between ECSS and ECDC during 2024/25 and 2025/26 to ensure that the new service launches successfully.

ECSS will deliver the new service in full compliance with the new contract (based on the requirements approved by ECDC in 2025/26).

### **During 2026/27 ECSS will focus on:**

- Improving performance on the delivery of the Waste & Street Cleansing Service
- Continue our commitment to sound financial management
- Work with ECDC to ensure successful roll-out of the new service from 1 June 2026
- In the first quarter of 2026/27 ECSS will continue to work with ECDC to ensure successful implementation of the new service
- In the first quarter of 2026/27 ECSS will employ the additional staff needed to successfully implement the new service
- In the first quarter of 2026/27 ECSS will take delivery of the new vehicles to successfully implement the new service

**Title: New Waste Collection Service – Project Update**

Committee: Operational Services

Date: 23 March 2026

Author: Waste and Environmental Services Manager

Report number: AA158

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**1.0 Issue**

1.1 This report provides an update for Members 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.

**2.0 Recommendations**

2.1 That Members note the progress made on this project to date and that the project remains on budget and on track to deliver the required changes in the Council's waste collection and recycling service.

**3.0 Background/Options**

**Original Approval**

3.1 Changes to the Council's waste and recycling collection service were agreed by the Operational Services Committee and ratified by Full Council in October 2024. This followed implementation of the Environment Act 2021 and related secondary legislation, along with a complete review of the service to ascertain the best service delivery option for the future.

3.2 The main changes agreed were the provision of a new weekly collection of food waste and the replacement of black bags with a wheeled bin for residual waste (i.e. rubbish not for recycling). This required a wide range of supporting work, such as project management, a communications plan and a waste collection service policy to reflect the service changes.

3.3 The proposed changes had significant financial implications, both for capital expenditure on waste collection vehicles and containers, as well as future revenue costs for delivering the food waste collection service. Government New Burdens funding covered the capital costs associated with separate food waste collection, whilst a capital allocation from reserves was used to purchase the new bins to replace black sacks, and new vehicles with bin lifts.

- 3.4 Government has also provided transitional revenue funding to set up the food waste service, however this has been wrapped up in the overall settlement for Local Government.

### **Project Management**

- 3.5 With the new service being rolled out to every household in the district, it was considered essential to take a project management approach to this very significant change in service; this to ensure a smooth transition, with as little disruption as possible to our residents.
- 3.6 A Project Board has been formed with all key officers involved and a detailed project plan developed, with a number of key workstreams and themes identified as critical to a successful delivery of the service changes, whilst minimising service disruption. The Project Board's work to date, and especially since the last update to the Committee, has concentrated on the following:

### **Risk management**

- 3.7 As discussed in previous reports, the management of risks associated with the project remains critical to its successful delivery
- 3.8 Every household will be affected by the changes around additional waste containers and collection of different waste types. In addition, new collection rounds will mean that around half of our residents will also see a change in their collection day. With changes of this scale, detailed planning has taken place and continues to be amended across all areas of the project.
- 3.9 As well as the direct risks to the project, any issues that arise from service disruption may lead to wider corporate risks, such as customer dissatisfaction and reputational damage, financial impact and health and safety issues. Risk management has therefore been central to everything the project team has done so far.
- 3.10 The risk register established as part of the Project Plan has been regularly updated as issues have arisen and been progressed.
- 3.11 As part of the Council's Internal Audit programme, an assurance audit was undertaken in November/December as to the organisation's readiness to deliver the waste collection service project. The auditor found a good level of assurance with only some minor, technical procurement matters being raised.

### **Risk 1 - Recruitment**

- 3.12 Risks around staff recruitment are highly significant to the project, both for additional, permanent staffing at ECSS for crew and drivers, and temporary council staff to cover anticipated additional work throughout the project.
- 3.13 The risk around operational recruitment was recognised early in the project, especially with a wider shortage in HGV drivers. ECSS colleagues are already

working with agencies to supply these, as well as through the usual recruitment routes, including some crew being trained up to take on driving roles.

- 3.14 In addition, the council's Waste Client, and Customer Services teams recruitment of temporary staff is now complete, in order to manage residents' issues across the run up to and launch of the new services.

## **Risk 2 - Collection Round Restructure**

- 3.15 With a comprehensive review of the waste collection service being completed over a year ago, officers have been able to plan well in advance for the changes that will now follow. A key part of this has been the early completion of waste collection round optimisation, provided by experienced outside consultants, to ensure efficient working for the Council.
- 3.16 The resulting data has been taken forward by ECSS colleagues to set up the new collection rounds. This took account of potential issues with the proposed round structures, and provided positive engagement and buy-in to the proposed changes by the collection crews
- 3.17 The work has now been further refined and at the time of writing this report, the rounds are being uploaded onto the digital round management system, which is shared across ECSS, the Waste Client Team, and the Customer Service Team. Importantly, it will also form the foundation of the delivery of waste containers to all residents over the coming weeks, where ECSS drivers will act as guides for the delivery crews.

## **Risk 3 - Procurement**

- 3.18 Orders for collection vehicles, waste containers and bin delivery were placed in late 2024 to minimise risks associated with late delivery, especially with so many councils commencing food waste collection at the same time, with limited suppliers. Officers are in regular contact with these, in order to ensure we are made aware of any production issues, variations or potential delays.
- 3.19 As well as giving a good margin for any potential delays, this delivery schedule also gave ECSS time to arrange fleet management and other training for the new vehicles, in advance of the new service commencing.
- 3.20 The new collection vehicles for residual waste were delivered to the Council in February, on time as planned.
- 3.21 At the end of January we were notified of a 12-week delay in delivery of food waste collection vehicles, which would have meant those vehicles arriving after our planned date for the new service commencing. Officers successfully negotiated a shorter delay, due to our early ordering, but this remains a risk to our planned start date and every effort is being made to ensure that we maintain that. This risk is being monitored weekly, with regular updates from the supplier. The project team

is considering a range of mitigations including hire vehicles and use of an alternative style of vehicle. This risk is considered to be a red risk on the project, however at the time of writing the service remains on track for commencement as planned.

- 3.22 The black wheelie bins have remained on track for delivery on time from Germany. However, food waste caddies have been subject to delays, despite early ordering, and this will mean a slightly later start to our delivery of containers to residents. This potential delay does not currently impact the start date for the new service, however it continues to be monitored closely.
- 3.23 As previously advised, officers have utilised the car park extension at Littleport Station to provide a temporary distribution depot. Bins and sundry items will be delivered direct from manufacturers to the site and will then be offloaded, stored and delivered to residents.
- 3.24 This has required additional procurement of security and various works, with bins stored in a secure area and a manned presence on site 24 hours a day for the duration of the distribution work. A full health and safety plan is also in place, along with a welfare facility for those working on the site.
- 3.25 Communications were placed at the car park and on parked cars, to advise all users of the reduced parking available during the project, which will have commenced on 13 March and go through until late May.

#### **Risk 4 - Communication**

- 3.26 Good progress has continued in delivering the Communication Plan with, overall, a very positive response to the communication provided.
- 3.27 The introduction pack for the new service, which will provide details of changes to regarding bin collection day and additional instruction, will be provided to all residents alongside the delivery of the bins.
- 3.28 All of this work seeks to gain maximum participation in the new service from its commencement, with as few negative issues, such as contaminated material and side waste, as possible.
- 3.29 As has been previously advised, it is almost inevitable that some residents will contact local Members and, at the time of writing this report, additional information is being prepared for all elected members to assist with such queries.

#### **4.0 Arguments/Conclusions**

- 4.1. Since the last update to the Committee, officers have continued to make good progress on this important project. A risk-based approach has been taken in all of this work, with contingencies and mitigation in place.

- 4.2. However, much of the planned month between delivery of bins and the new service starting has now been taken up by later delivery of food waste vehicles and this will be the subject of constant monitoring and work to minimise any negative impact.
- 4.3. All areas of work have continued, with additional staff recruited, the bin delivery site due to be completed in mid-March and ongoing work with residents to help them adjust to the new service. In parallel, ECSS Colleagues have continued work to finalise the routing of the new collection rounds.
- 4.4. Overall, the waste service change project remains on track and within the approved budget, for a successful launch of the new service in June 2026.

## 5.0 Additional Implications Assessment

<b>Financial Implications</b>	<b>Legal Implications</b>	<b>Human Resources (HR) Implications</b>
<b>Yes</b>	<b>No</b>	<b>Yes</b>
<b>Equality Impact Assessment (EIA)</b>	<b>Carbon Impact Assessment (CIA)</b>	<b>Data Protection Impact Assessment (DPIA)</b>
<b>No</b>	<b>No</b>	<b>No</b>

### Financial Implications

- 5.1 The broad financial position of the new services arrangements was described in detail in previous reports and has not changed significantly since that time. The overall project costs are still expected to be within the current approved budget.
- 5.2 As described previously, government New Burdens capital funding was provided for the budget items required for food waste collection, i.e. new vehicles and food waste caddies, and these have been ordered. Similarly, the Council’s capital funding has been utilised as approved for new black bins for rubbish and new collection vehicles with bin lifts.
- 5.3 For the period leading up to and immediately following the launch of the new food waste service, some £280k transition funding has also been provided by government for additional revenue costs, which the Council is expected to incur on that part of the overall project.
- 5.4 There will be a need to utilise some Council reserves to complete the project, as originally approved by Council in late 2025.

### Human Resource Implications

- 5.5 The report recognises there is a need for additional temporary staff to support the waste service change project. At the time of writing, such staff are already working

in the Waste Client team and Customer Services, with ECSS also requiring additional staff across the operational service. This has been costed and is currently within the transition funding provided for this purpose.

## **6.0 Background documents**

None

**Title: Service Delivery Plans and End of Year Reports**

Committee: Operational Services

Date: 23 March 2026

Authors: Director Operations

Report number: AA159

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**1.0 Issue**

1.1 To consider the Service Delivery Plans for 2026/27 and end of year reports 2025/26 for services reporting to Operational Services Committee.

**2.0 Recommendations**

Members are requested to:

2.1 Approve the Service Delivery Plans (SDP) and note end of year (EOY) reports in Appendix 1, for the following services:

- a) New- Bereavement Services (SDP only)
- b) Building Control
- c) Communities & Partnerships
- d) Communications
- e) Customer Services
- f) New - Digital & Information Service
- g) New - Environmental Health Services (SDP only)
- h) Housing and Community Advice
- i) Leisure and Active Lifestyles
- j) Licensing
- k) Strategic Planning and Development Management
- l) Waste and Environmental Services (EOY only)
- m) New – Waste Management SDP

**3.0 Background/Options**

3.1 The purpose of a Service Delivery Plan (SDP) is to describe the operational and strategic focus of individual services over the coming year. The SDP performance measures relate back to the Councils Corporate Plan 2023-27 and are then reflected through the annual appraisal objective setting process for staff.

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)

3.3 The following changes to the SDP's and EOY's coming to committee have been made as follows:

- New – Bereavement and Crematorium Services SDP to reflect the set up of the new department.
- New – Digital and Information Service – Digital services used to form part of the customer services SDP and EOY. The service has now been separated from customer services as a stand alone service.

3.4 New – Waste Management SDP and Environmental Health Services SDP – Although these services continue to be part of the Waste and Environment service for ease, the SDP's have been separated out.

3.5 Service performance measures will be reported back to committee in November 2026. The report will include commentary where there is variance from the performance targets. An end of year report will then be submitted to March Operations Committee in 2027.

3.6 A new measure has been added to all SDP's for 2026/27 to reflect the commencement of the programme for Local Government Reorganisation. This will continue to evolve as the overarching LGR programme begins to take shape.

#### 4.0 Arguments/Conclusions

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

#### 5.0 Additional Implications Assessment

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

#### 6.0 Appendices

Appendix 1 – Service Delivery Plans and End of Year reports

#### 7.0 Background documents

2025/26 Service Delivery Plans



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## Bereavement Centre Service Delivery Plan 2026 to 2027

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### Overview of the service

The Lake View Bereavement Centre and Crematorium provide cremations, natural burials, memorial products, and bereavement support to the local community. The centre will offer a tranquil environment for families to say farewell to loved ones and return for reflection in peaceful natural surroundings. The centre is designed to provide dignity, comfort, and care within a serene and sustainable setting.

### Purpose of the Service Delivery Plan

This Service Delivery Plan supports the Council's commitment to providing high-quality bereavement services and compassionate care to the local community. It establishes the key focus areas for the successful operation and ongoing development of Lake View Bereavement Centre.

Lake View Bereavement Centre is scheduled to open in Summer 2026. In preparation for this launch, we will ensure that all recruitment, training, and onboarding activities are fully completed prior to opening, enabling the Centre to operate smoothly from day one.

We have set ambitious but achievable targets to deliver high-quality bereavement support and establish strong community trust from the outset. While these goals present challenges, we are confident that, by the opening date, the Centre will be fully equipped and ready to go live.

### Commitment to Care

The new team will be committed to delivering dignified, affordable, and respectful end of life services. We recognise the importance of meeting diverse cultural, religious, and environmental needs through traditional and ecofriendly options.

The Bereavement Centre will respond to the needs of the community by providing a positive, sensitive experience for all visitors. The team will monitor customer feedback,

maintain strong partnerships with Funeral Directors, charities, and community groups, and continuously improve service standards.

### **Operational Priorities and Challenges**

During Q1 and Q2, the focus will be on establishing the foundations for the new service. This includes policies and procedures, establishing relationships with stakeholders and partners, recruitment to key roles, and establishing Lake View Bereavement Centre as a new council function.

In the second half of the year, the newly established Team at Lake View Bereavement Centre will manage all administrative functions to ensure full legal and regulatory compliance. The Front of House team will guide families from their first point of contact through to aftercare, helping them make meaningful choices to celebrate the lives of their loved ones.

Looking ahead to 2026–27 and beyond, the key challenge will be increasing our market presence through community and industry engagement. Building trust through transparency, quality service, and collaborative partnerships.

### **Our vision, priorities and outcomes**

To support our communities to recognise death as a natural and meaningful part of life.

To thoughtfully shape an already striking and ecologically rich lakeside environment into a peaceful bereavement centre. Offering families the time and space needed to say goodbye.

To create a centre that is both environmentally responsible and financially viable, ensuring it continues to serve and support the community for generations.

To offer compassionate, high-quality care within a beautiful setting, enabling families to reflect, grieve and celebrate the lives of those they love in a way that feels deeply personal. The centre will offer support not only on the day of the service but for the living to return time and time again.

To work innovatively and collaboratively with Funeral Directors, charities, and local organisations to strengthen our service delivery and community presence.

### **Conclusion**

Lake View Bereavement Centre and Crematorium is dedicated to serving the community with empathy, professionalism, and integrity. Through continuous improvement, environmental responsibility, and compassionate care, we aim to provide comfort and support for families during life's most difficult moments.

### Cost of service

The budget established for 2026/27 is: £251,909.00. This includes staffing costs, utilities, general office supplies and forecasted income.

Please note that the budget is currently based on estimates and does not account for a whole year of costs or income. The budget for 2027/28 will reflect actual costs and income target.

### Staffing information

The Lake View Bereavement team will be made up of the following staff:

1 Bereavement Service and Crematorium Manager

1 Bereavement Services Supervisor

1.5 Customer Service Advisors

1 Crematorium Technician

All team members will have been recruited by June fully trained and ready for the launch of the new site in Summer 2026.

## Forward planning for Councillors

<b>Proposed item</b>	<b>Proposed date of decision</b>	<b>Committee</b>
Service Standards (Rules and Regulations)	June 2026	Operational Services Committee
Fees and Charges	March 2026	Finance and Assets
Charter for the Bereaved	March 2027	Operational Services Committee
Half year report 2026 to 2027	November 2026	Operational Services Committee
End of year report 2026 to 2027	March 2027	Operational Services Committee
Service Delivery Plan 2027 to 2028	March 2027	Operational Services Committee

**Service name Service Delivery Plan 2026 to 2027**

This Service Delivery Plan describes what Lake View Bereavement Centre will be doing to deliver continuous improvement (service objective). Each performance measure relates to the council’s strategic outcomes and Corporate Plan 2023 to 2027.

- Council’s Strategic Outcome:** Ensure the Council is financially Sustainable  
 Minimise the financial impact of the council on its residents  
 Be more commercial, but within reason – commercial for community

**Service Name’s Strategic Objective:** Achieve income generation at modelled business case levels for the first year

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Continue to finalise internal fit out of the Crematorium building, install cremator, obtain permits, set up management software and implement health and safety procedures.	£70K by May	Procurement underway furniture and management software to be agreed	Bereavement Centre Project Team
It is our aim to support 500 to 700 cremations along with 20 burials annually – maximise growth potential and achieve revenue targets	40% target	Initiate revenue stream for the final six months of the year - work towards achieving 40 % of its target based on 500 cremations	Crematorium and Bereavement Service Manager
Develop partnerships with all key stakeholders, and establish market presence in and around East Cambs district	Ongoing	Actively canvass Funeral Directors and establish community outreach. Establish brand and social media presence. Develop service offers.	Crematorium and Bereavement Service Manager
LGR Service Engagement and Readiness: To ensure all services actively facilitate and engage with the LGR programme and are operationally ready to transition into the new authority model without service disruption.	Ongoing	-	Crematorium and Bereavement Service Manager

- Council’s Strategic Outcome:** Support our residents to live happy and healthy lives  
 Support our businesses to thrive in East Cambridgeshire  
 Invest in community infrastructure

**Lake View’s strategic objective:** To provide compassionate, accessible, and person-centred bereavement support that helps individuals and families navigate grief with dignity, emotional care, and appropriate professional guidance.

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Develop sustainable partnerships with local communities	Ongoing	Examples of work being undertaken: <ul style="list-style-type: none"> <li>- Build strong awareness of our services and the new Bereavement Centre</li> <li>- Community, Funeral Directors/Faith groups and community choosing Lake View as their preferred Crematorium and Bereavement Service</li> <li>- Encourage bereavement cafes to connect with local community</li> <li>- Offer space to celebrate the life after loss</li> <li>- Develop a communication plan: clear website information, leaflets, open days, guided walks, coffee mornings and remembrance events in the grounds</li> </ul>	Crematorium and Bereavement Service Manager
Provide consistently excellent and compassionate customer service to bereaved individuals, ensuring responsive, respectful and supportive care during times of loss and in the period that follows	Ongoing	Examples of work being undertaken: <ul style="list-style-type: none"> <li>- Staff onboarding and Training</li> <li>- Ways of Working Manuals</li> </ul>	Crematorium and Bereavement Service Manager
Foster a centre of excellence for families to return time and time again	Monthly	Examples of work being undertaken: <ul style="list-style-type: none"> <li>- Develop an aftercare program to increase memorial options</li> <li>- Support families through life after loss by offering bereavement cafes and support groups</li> <li>- Establish a year-on-year growth in local families choosing the centre for ashes scattering / internments, burials and memorial options</li> </ul>	Lake View Service Team

**Council’s Strategic Outcome:** Enhance the natural environment and build on our sustainability goals

**Lake View’s Strategic Objective:** Ensure the Lake View Bereavement Centre is a tranquil, nature rich place of remembrance that protects and enhances local biodiversity, supports natural habitats, and contributes visibly to a cleaner, greener East Cambridgeshire.

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Protect and enhance the natural environment at Lake View. The site is home to important wildlife and rich in biodiversity.	Annually	Follow the Landscape and Ecological Management Plan	Lake View Service Team
Encourage community volunteer events focused on habitat creation, litter picking or nature walks at Lake View	As required, ongoing	Reach out to the local community via social media platforms for volunteer events, litter picking days and nature walks with minimal costs. Connect with a collective list of professionals to lead nature talks	Lake View Service Team
Encourage nature remembrance events tree planting, wildflower dedication and memorial garden events	As required, ongoing	Schedule key dates	Lake View Service Team

## Building Control End of the Year Report 2025 to 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Increase market share of local authority building control (LABC) services for all applications submitted in the East Cambridgeshire district	Sound financial management	Minimum 80%, annually	2024 to 2025 market share percentage was 76.9%	Building Control Manager Senior Inspector Inspector BC Admin Manager	<b>Ongoing – On Target</b> 79.6% in 2025 to 2026 (up to 28 <sup>th</sup> February 2026).
Achieve a break-even budget for the fee earning account and be self sufficient	Sound financial management	100%, annually	c.19% overspend for 2024/5	Building Control Manager Management Accountant	<b>Completed – Target Not Met</b> Budget likely to be around 20% overspend (c.£60K) by end of March 2026. Income has been lower than anticipated throughout the year, despite both application numbers and market share increasing (6% and 1.8% respectively). The type/size of building project has decreased, with more conversion and extension projects as opposed to new build – meaning a decrease in fees due. Fee review will take place Summer 2026 and result of National Consultation should result in non-fee earning work becoming chargeable – these 2 items will address shortfalls.
Examine and determine applications within statutory period of 5 weeks or 2 months where an extension of time is agreed	Sustainable communities	100%, annually	100% achieved throughout 2024 to 2025	Building Control Manager Senior Inspector Inspector Assistant Inspector	<b>Completed – Target Met</b> 100% achieved for determination of applications within required timescales up to 28 February 2026.
Carry out site inspections on same day if requested before 10am and within 5 days for completion inspections	Sustainable communities	90%, annually	99% achieved throughout 2024 to 2025	Building Control Manager Senior Inspector Inspector Assistant Inspector	<b>Completed – Target Exceeded</b> 99% achieved for carrying out of site inspections within required timescales up to 28 February 2026.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Register building regulations applications within 3 working days of submission	Sound financial management	80%, annually	93% for 3-day turnaround and 98% for 5-day turnaround in 2024/25	Building Control Manager Admin Manager	<b>Completed – Target Exceeded</b> Currently 94% for registrations within 3 days and 98% within 5 days for 2025 to 2026 as of 28 February 2026. Only delays due to applicant mis-information, lack of payment.
Help towards statutory compliance with building regulations by carrying out plan checking within 3 working weeks	Sound financial management	70%, annually	99% of applications plan checked within 3 working weeks during 2024/25	Building Control Manager Senior Inspector Inspector Assistant Inspector	<b>Completed – Target Exceeded</b> 99% of applications plan checked within 3 working weeks - 82% actioned within 1 week and 89% within 2 weeks.
Regularly review risks associated with Building Control, including: <ul style="list-style-type: none"> <li>training/validation – to keep abreast of all legislation changes and in turn update our partners and architects</li> <li>ensure staff are given enough time to carry out training to help with LGR implementation validation training</li> <li>updated risk register – reviewed August 2025</li> <li>Building Safety Levy implementation – planned now for October 2026.</li> <li>Review and cleanse DMS to aid LGR implementation</li> </ul>	Sustainable communities	Minimum annually, annually	All risks mitigated during 2024 to 2025.	Building Control Manager Senior Inspector Inspector Assistant Inspector BC Admin Manager	<b>Completed = Targets Met</b> All risks reviewed and mitigated during 2025 to 2026 as far as can be realised. New risks added during 2025 to 2026, which will apply in 2026 to 2027 include: <ul style="list-style-type: none"> <li>Building Safety Regulator – keep abreast of all updated requirements in terms of competency, validation – likelihood new Head of BSR will want to change outputs and stats</li> <li>Building Safety Levy – postponed from 2025 and now expected to commence October 2026. Currently undertaking consultation meetings.</li> <li>Income – review regularly to maximise opportunities for income generation.</li> <li>Government changes to planning in terms of housebuilding and planning relaxation could provide an upturn in Building Control numbers.</li> <li>training/validation - to keep abreast of all legislation changes and in turn update our partners and architects, ensure staff are keeping up to date with their CPD obligations. Undertake training to help assist LGR implementation.</li> <li>risk - review and update the Building Control risk register (last done August 2025) to align with service delivery.</li> </ul>
Identify training needs across the service by following effective performance management processes	Sound financial management	As required, annually	All training completed successfully during 2024 to 2025	Building Control Manager Senior Inspector Inspector Trainee BC Admin Manager	<b>Completed – Target Met</b> Training courses successfully completed by 4 members of team during 2025 to 2026. All staff will take further training in 2026/27 in Fore Engineering – this will help facilitate a smooth integration with LGR.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Ensure succession planning is in place and maintain a full professionally qualified (applicable to post) team	Sound financial management	As required, annually	All succession planning completed during 2025 to 2026	Building Control Manager Senior Inspector	Ongoing – On Target Staff training has removed 2 different issues around “single point of failure” within the department. Have made ourselves available to take on a trainee (fully funded) in Spring/Summer 2026. Work will commence on getting ready for re-certification in 2027/28.
Carry out annual appraisals	Sound financial management	100%, annually	100% in 2025 to 2026	Building Control Manager Senior Inspector	Completed – Target Met All appraisals for 2026-27 booked in for March 2026.
Respond to demolition notices within 4 weeks (statutory requirement 6 weeks) in order to ensure compliance with statutory legislation and support customer needs	Cleaner, greener East Cambridgeshire	100%, annually	100% processed within the statutory 6-week period	Building Control Manager Senior Inspector Inspector BC Admin Manager	Completed - Target Met 100% processed within self-imposed 4-week period so far in 2025 to 2026 up to 28 February 2026.
Ensure the provision of a responsive dangerous structures service by attending: <ul style="list-style-type: none"> <li>100% of reports of a dangerous structure within 2 hours if after a desktop assessment it is determined the structure may cause immediate danger to the public</li> <li>100% of reports of a dangerous structure within 24 hours if after a desktop assessment it is determined the structure will not cause immediate danger to the public</li> </ul>	Sustainable communities	100%, annually	100% attended within required timescales for 2024 to 2025	Building Control Manager Senior Inspector Inspector	Completed – Target Met 100% attended within required timeframe so far for 2025 to 2026 up to 28 February 2026.
Implement further digitisation of our service in order to reduce paper use and postage/printing costs	Cleaner, greener East Cambridgeshire	To produce efficiencies and save money.	c. £3k saving in 2025/26	Building Control Manager BC Admin Manager	Ongoing – On Target Savings of approximately £3K have been made in 2025/26 by sending customer documentation out electronically. 15% decrease in printing

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<p>(specifically in 2024 to 2025, send all acknowledgement letters by email only, rather than post, and investigate other measures to further reduce paper/printing/postage usage</p>					<p>during 2025/26, over 40% decrease over 3 years.</p>



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## Building Control Service Delivery Plan 2026 to 2027

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### Overview of the service

Building Control is a statutory service which administers legislation relating to the built environment and operates in such a manner as to establish and maintain a high reputation for both the department and the Council overall. As such, it aims to provide a proactive, responsive service which is of a consistently high standard and gives value for money to all its customers. In short, it is about providing a service to the construction industry, builders, architects and the public to ensure all building work carried out in East Cambridgeshire is done so to the required standards and meets Health and Safety protocols.

The service operates within two elements of work - fee earning and non-fee earning. Currently, the split of this work is approximately 75/25 in favour of fee earning work. In December 2025 a government consultation began looking into the amount of non-chargeable work undertaken by Local Authority Building Control departments and whether certain functions should be chargeable. The outcome of this (due spring/summer 2026) could significantly change both the split of work and increase income levels of the department from late 2026 onwards.

### Fee earning work (income generating)

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

### **Non-fee earning work (Council funded) Includes:**

- responding to dangerous structure reports including co-ordinating the response of external bodies such as structural engineers or statutory undertakers (which can be recharged back to the building owners in certain circumstances)
- process demolition notices
- carrying out enforcement action
- providing technical and professional support to the safety advisory groups and consultancy services and to other departments within the Council
- processing and recording of projects undertaken by private building control companies (RBCA's) in East Cambridgeshire.

### **Quality Management and Audit:**

During 2025 ECDC Building Control was among the first tranche of Local Authority Building Control bodies to be externally audited by the Building Safety Regulator. This new audit is undertaken to ensure compliance with government operational standards, codes of conduct and competency frameworks. It covers risk areas such as governance, people, resources and operational procedures. In December 2025, we were informed we received a full clean bill of health without any areas of non-conformity. Audits are scheduled to take place once every 5 years. To facilitate future audit requirements, an internal audit team has been set up to continuously monitor and review Building Control policies and procedures, their compliance, robustness and suitability for the industry.

An updated risk register has been produced (which is reviewed annually) listing all identified areas of risk and the associated mitigations put in place to minimise any impact. The department is aligned to the national LABC Quality Assurance programme which means any updates, changes to legislation and government requirements are passed to us constantly and consistently. All staff are registered to "MyLABC", a professional development programme designed to offer tailor-made training and knowledge which will facilitate keeping competency validation for all surveying staff. During 2026/27 staff will begin their journey to re-validate, which will come into force by April 2028. The intention is to put staff through re-validation early to avoid any complication with mass enrolments during late 2027/early 2028.

### **Local Government Reorganisation (LGR)**

To prepare the department for LGR in 2028 a series of measures have already begun which should help to ensure any transition is as seamless as possible. Firstly, the electronic system used to document all Building Control work (Uniform) is being reviewed and tidied up to create records which are reflective of the actual work outstanding. This includes chasing old projects not yet complete, old records not closed down and private BC companies projects left live that have completed.

All staff are looking to continue their training and qualification journey. Some areas outside ECDC that may become part of a larger collaboration have buildings of a higher scope and therefore it is important staff gain accreditation to be able to cover these in the future. Finally, staff will be seeking to build rapport with other building control staff from other Local Authorities and begin discussions about ways of working, procedures etc.

### Cost of service

The cost to run the service is £500,520 per annum.

#### **Building Regulation fee earning service**

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

The estimated income generation for 2026 to 2027 is £375,390.

#### **Non-fee earning work**

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

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

These elements of building control work cannot currently command a payment of a building regulation fee and are not required to be self-financing. The estimated cost of the non-fee earning work in 2026 to 2027 is £125,130.

### Staffing Information

As we enter 2026/27, Building Control is made up of the following staff members.

Building Control Manager - 1 full time

Senior Building Control Inspector - 2 full time

Building Control Surveyor 1 full time

*Assistant Building Control Surveyor 1 full time – position currently vacant*

Building Control Admin Manager 1 full time

Trainee – currently awaiting confirmation from LABC national office that they have a trainee in our area – this would be on a secondment basis – no charge to the council. As and when someone becomes available, we will provide 3 days per week on the job training, whilst the person undergoes formal building control qualifications the other two days a week through LABC. They will be employed by LABC on an initial three-year contract. ECDC will have first opportunity to make the trainee an offer of permanent employment should it suit both parties.

Administration staff - Within this service delivery plan there is provision made for an additional member of administration staff to be employed with effect from the middle of 2026. This post will be funded through a government levy payment to help with the set up and administration of the building safety levy, which comes into effect from October 2026.

## Forward planning for Councillors

<b>Proposed item</b>	<b>Proposed date of decision</b>	<b>Committee</b>
Half year report 2026 to 2027	November 2026	Operational Services
End of year report 2026 to 2027	March 2027	Operational Services
Service Delivery Plan 2027 to 2028	March 2027	Operational Services

## Building Control Service Delivery Plan 2026 to 2027

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

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

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

**Aligned to Corporate Theme:** Sound Financial Management

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Maintain/Increase market share of local authority building control (LABC) services for all applications submitted in the East Cambridgeshire district	Minimum 80%, annually	Market share stood at 79.6% up to February 28 <sup>th</sup> , 2026.	Building Control Manager Registered Senior Building Inspector (2) Registered Building Inspector Building Control Admin Manager
Achieve a break-even budget for the fee earning account and be self sufficient	Break even budget annually	Budget is forecast to be around £60K overspend by end of March 2026.	Building Control Manager Management Accountant
Review/improve the Building Control area of the Council website to ensure the information available is up to date and relevant for all customers	As identified, annually	Was put on hold as the overall ECDC website was given a refresh during 2025 – planned to go through the specific building control element of this during second half of 2026.	Building Control Manager Senior Surveyor Web team/Comms Team
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	Implement throughout 2026/27  Review electronic DMS (uniform) to tidy and cleanse records.  Look to upskill skill with qualifications required to work on projects not in ECDC portfolio  Liaise with staff from other BC departments in other LA’s – begin to build rapport	No baseline to be brought forward:	Building Control Manager Registered Senior Building Inspector (2) Registered Building Inspector Building Control Admin Manager

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

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

**Aligned to Corporate Theme:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Register 85% of building regulations applications within 3 working days of submission and 100% within 5 days of submission and where initial plan check payment is made	88% within 3 days and 100% within 5 days: annually	Currently 93% for registrations within 3 days and 98% within 5 days for 2024 to 2025 as at 28 <sup>th</sup> February 2026.	Building Control Manager Building Control Admin Manager
Ensure compliance with building regulations by carrying out plan checking within 3 working weeks, making decisions with 5 or 8 weeks as determined on application and aim to check applications for compliance within 3 working weeks	90% annually for plan checks within 3 weeks and 100% for decisions	99% of applications plan checked within 3 working weeks - 76% actioned within 1 week and 86% within 2 weeks. Decisions are 100% within timeframe.	Building Control Manager Registered Senior Building Inspector Registered Building Inspector

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

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

**Aligned to Corporate Theme:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>To ensure all of the required Government and BSR KPI's, OSR's and the Building Inspectors Competence Framework measures are accurately recorded and provided within specified timeframes.</p>	<p>100%, quarterly and annually to BSR, annually to committee – must not be missed – statutory requirement.</p>	<p>All quarterly submissions have been made to Government as required – no issues or queries from them. First set of annual reporting will take place in April 2026.</p>	<p>Building Control Manager Building Control Admin Manager Registered Senior Building Inspector Registered Building Inspector</p>
<p>Carry out site inspections the next working day if requested before 4.30pm the day before and within 2 days for large completion inspections</p>	<p>100%, annually</p>	<p>99% for 2025/26.</p>	<p>Building Control Manager Building Control Admin Manager Registered Senior Building Inspector Registered Building Inspector</p>

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

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

**Aligned to Corporate Theme:** Sound Financial Management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
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	Training courses successfully completed for 4 members of team during 2025/26. All members of staff now also have individually MyLABC accounts to undertake and record CPD	Building Control Manager Building Control Admin Manager Registered Senior Building Inspector Registered Building Inspector Trainee
Implementation of the Building Safety Levy – BSL collection will be allocated to Building Control from Autumn 2025. New burdens funding received from Government to help with set up including recruitment of new staff, package for delivery and equipment.	Quarterly and Annual Stata required with effect from Autumn 2026	No Baseline to carry forward – Government postponed implementation of Building Safety Levy until October 2026. Staff recruitment and training will be required once full details of the Levy are received from Government – expected April/May 2026. After this, reporting and collection regimes can be set and followed.	Building Control Manager Building Control Admin Manager Building Control Admin Assistant (New post)
<p>To regularly review risks associated with Building Control, including:</p> <ul style="list-style-type: none"> <li>• Building Safety Regulator – keep abreast of all updated requirements in terms of competency, validation and changes to working practices brought about by legislation between April 2026 and March 2027</li> <li>• risk - review and update the Building Control risk register (last done January 2026) to ensure alignment with service delivery plan.</li> </ul>	Minimum annually	<p>All risks reviewed and mitigated during 2025/26 as far as can be realised.</p> <p>Risk register has been pulled apart and updated November 2024 to take into account all of the major changes to the industry.</p>	Building Control Manager Building Control Admin Manager Registered Senior Building Inspector Registered Building Inspector Trainee

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

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

**Aligned to Corporate Theme:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<ul style="list-style-type: none"> <li>Respond to 100% of demolition notices within 4 weeks (statutory requirement 6 weeks) in order to ensure compliance with statutory legislation and support customer needs.</li> <li>Respond to 100% of dangerous structures within statutory timeframes.</li> <li>Attend and provide technical guidance at all applicable Safety Advisory Group meetings both internally and externally</li> </ul>	100%, annually	100% attended within timeframe for 2025 to 2026. This a key requirement of the BSR Operational Standards Rules so records will be kept and monitored as an integral part of the works we deliver. During 2025/26 an additional member of staff has obtained the Safety at Sports Grounds Degree qualification to provide further resilience to this facet of work.	Building Control Manager Senior Surveyor Surveyor Assistant Surveyor Customer Service Team

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

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

**Aligned to Corporate Theme:** Cleaner, Greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Implement further digitisation of our service to reduce paper use and postage/printing costs (specifically in 2025/2026 to complete the electronic journey and remove printing plans and making up folders as well as continuing to reduce postage costs wherever possible).	As identified, annually	99% of letters and communications now being sent out electronically – saving in excess of £3K in 2025/6 up to 31.01.2026 – Printing stats shows a 15% decrease year on year. 41% decrease over past 3 years.	Building Control Manager Building Control Admin Manager Registered Senior Building Inspector x 2 Registered Building Inspector

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
<p>Deliver the team’s actions for 2025-26 in the Council’s Community Engagement Action Plan, including the delivery of 1 parish council conference by 31 March 2026, update the council’s Community Engagement Toolkit by 31 December 2025; map agencies already engaging with harder to reach groups so that utilise them as a means of engaging with that group by 31 December 2025; and carry out quarterly detached youth engagement.</p>	<p>Sustainable communities</p>	<p>Deliver 1 parish council conference by 31 March 2026</p> <p>Update Community Engagement Toolkit by 31 December 2025</p> <p>Map agencies by 31 December 2025</p> <p>Carry out quarterly youth engagement</p>	<p>Examples of work carried out is set out as followed:</p> <p>Youth Fusion events were delivered in Burwell and Haddenham in August 2024.</p> <p>Detached youth engagement carried out in Stetchworth, Ashley, Cheveley, Dullingham, Swaffham Prior, Swaffham Bulbeck, and Burwell, to understand the views of local young people. Feedback received from young people was passed onto the relevant agencies for them to consider and address. Further detached youth work is scheduled to be carried out in Little Downham and Littleport on 19 March 2025.</p> <p>Public events identified and mapped by the Communities and Partnerships team, in consultation with parish councils and ECDC Service Leads. Following this, a variety of community events have been attended by Council officers, to carry out engagement with the public.</p> <p>The Council’s Register of Consultee database is being refreshed and an officer toolkit is being produced. To be completed by 31 March 2025.</p>	<p>Communities and Partnerships Manager Communities and Partnerships Support Officer</p>	<p><b>Target Completed</b></p> <p>Parish Council Conference took place on 12 February 2026.</p> <p>Community Engagement Toolkit live on Intranet and promoted to EDCC officers.</p> <p>Agencies engaging with harder to reach groups identified and engaged with and utilised during consultation to inform the updating of the Community Engagement Toolkit and Vulnerable Community Directory.</p> <p>Detached youth work has taken place in Ely, Soham, Fordham, Witchford and another session is booked for March 2026 in Burwell and the surrounding villages. Feedback received from young people was passed onto the relevant agencies for them to consider and address.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
			Parish Council Conference delivered on 11 February 2025.		
<p>Promote the revamped Register of Consultees internally and externally with the aim of increasing sign-up</p>	Sustainable communities	100%, 31 March 2026	New measure	<p>Communities and Partnerships Manager Communities and Partnerships Support Officer Communications Manager</p>	<p><b>Target Completed</b></p> <p>The revamped Register of Consultees has been promoted at community events including this summer's two Youth Fusion events, and the Health and Well Fair; to community groups via email, and parish councils at the Parish and Community Forum; and to ECDC officers, encouraging them to promote the Register.</p> <p>ECDC Register of Consultees webpages have been updated to reflect the changes.</p> <p>ECDC Communications team have been asked to promote the Register externally, where appropriate.</p> <p>New Register of Consultee Toolkit has been promoted to ECDC officers.</p>
<p>Support the work of the East Cambs Community Safety Partnership (CSP) by delivering the team's actions in the CSP Action Plan 2024-25 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</p>	Sustainable communities	<p>100% of all the team's actions in the CSP Action Plan 2024-25 completed by 30 June 2025.</p> <p>100% of all the team's actions in the CSP Action Plan 2025-26 completed by 30 June 2026.</p>	<p>CSP Action Plan agreed by CSP Board in June 2024.</p> <p>Examples of work carried out:</p> <p>2 court experience events delivered to students from Bottisham Village College in September 2024 and Soham Village College in January 2025. A court experience event is planned for Ely College students in March 2025.</p> <p>Multiagency street art project in Ely</p>	<p>Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support &amp; Anti-Social Behaviour Officer Communities and Partnerships Manager</p>	<p><b>Target On Track</b></p> <p>100% of all the team's actions in the CSP Action Plan 2024-25 completed by 30 June 2025</p> <p>CSP Action Plan agreed by CSP Board in June 2025.</p> <p>Examples of the team's work carried out as part of the delivery of the 2025-26 CSP Action Plan include:</p> <p>Seven CSP court experience events</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
<p>with community safety statutory requirements.</p>			<p>completed in September 2024.</p> <p>ECDC officers represented the CSP at county board meetings.</p> <p>ECDC officers represented the CSP at community events, including the Youth Fusion events in Burwell and Haddenham, and on the CSP market stall in Ely. At the market stall, examples of topics covered included White Ribbon, Eyes and Ears, ShopWatch, and bag security.</p> <p>Supported multiagency youth engagement work carried out in Burwell.</p> <p>Fed into CCC youth survey.</p> <p>Implementation of White Ribbon Action Plan to address violence against women and girls. Supported South Cambs District Council with their successful White Ribbon accreditation application.</p> <p>ECDC and The Kite Trust signed up as third party hate crime reporting centres.</p> <p>CSP Communications Plan agreed by the board in September 2024.</p> <p>Community Safety Statutory Duty Audit carried out with Service Leads, and an ECDC Prevent Action Plan is being explored. Prevent awareness materials produced and issued to parish councils and local businesses.</p> <p>Sharing of best practice and information on cross-cutting matters shared with district counterparts.</p>		<p>delivered to students from VISTA in Witchford Village College, Bottisham Village College Soham Village College, and Ely College</p> <p>Phase 2 of the multiagency street art project in Ely completed in August 2025.</p> <p>Officers sent quarterly emails to parish councils encouraging them to become third party hate crime/incident report centres. The process and benefits have been explained, showcasing existing Hate Crime Reporting Centres, however no new parish councils have signed up this year.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
			<p>Supported Soham Town Council with their safety evening in October 2024, alongside other agencies.</p> <p>Provided support to a complex multi-agency approach ASB case in Burwell.</p> <p>Delivered Members Seminar on Hate Crime and Hate Crime Reporting Centres in October 2024.</p> <p>Delivered an in-person scams and fraud talk to a community group in Ely in October 2024.</p> <p>Trained ECDC Customer Services and Housing and Community Advice officers in Hate Crime Reporting Centre procedures.</p> <p>Oversaw the coordination of 3 ASB Casefile Reviews, on behalf of the CSP.</p>		
<p>Management of Section 106, Community Fund and Facilities Improvement Grant Schemes in accordance with specific grant timescales and hold 2 grant Community Fund application windows during 2025-26</p>	<p>Sustainable communities</p>	<p>As determined by specific grant schemes, and review and update grant guidance documentation by 31 March 2026.</p>	<p>ECDC community grants promoted at the Parish Council Conference.</p> <p>Grant enquiries answered and assistance given to parish councils and community groups regarding potential applications.</p> <p>8 Community Fund grants awarded, as of 12.02.25.</p> <p>3 Section 106 grants awarded, as of 12.02.25.</p> <p>4 Facilities Improvement Grants awarded, as of 12.02.25.</p>	<p>Communities and Partnerships Support Officer Communities and Partnerships Manager</p>	<p><b>Target On Track</b></p> <p>Grant enquiries answered and assistance given to parish councils and community groups regarding potential applications.</p> <p>11 Community Fund grants awarded, as of 6 February 2026.</p> <p>1 Section 106 grants awarded, as of 6 February 2026.</p> <p>2 Facilities Improvement Grants awarded, as of 6 February 2026.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
			Funding opportunities proactively promoted.		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	Sound financial management	100%, 31 March 2026	New Explore East Cambs website and social media channels launched in February 2025.	Communities and Partnerships Manager Communities and Partnerships Support Officer	<p>Target On Track</p> <p>New blog posts and itineraries uploaded onto site monthly. Social media channels established and managed externally.</p>
Deliver 2 East Cambs Youth Fusion events by 31 March 2026; and develop a youth events toolkit to assist parish councils run their own youth events	Sustainable communities	2 events delivered by 31 March 2026 Toolkit developed by 31 May 2025	Youth Fusion events delivered in Burwell and Haddenham in August 2024.	Communities and Partnerships Support Officer Communities and Partnerships Manager	<p>Target Completed</p> <p>Two 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.</p>
Deliver the team’s actions for 2025-26 in the Council’s Vulnerable Community Action Plan, including the management of SLAs in accordance with SLA timescales; and directly engage with members of vulnerable communities to inform the updating of the council’s Vulnerable Communities Signposting Toolkit by 31 March 2026.	Sustainable communities	100%, 31 March 2026	<p>The Vulnerable Communities Toolkit is being reviewed, updated and rebranded, to be completed by March 2026.</p> <p>SLAs monitored in accordance with SLA requirements.</p> <p>Support provided to the delivery of the CSP Action Plan.</p> <p>2 Youth Fusion events delivered in Burwell and Haddenham in August 2024.</p>	Communities and Partnerships Manager Project Coordinator (Health and Wellbeing)	<p>Target Completed</p> <p>Vulnerable Communities Directory live on Intranet and promoted to EDCC officers.</p> <p>SLAs monitored in accordance with SLA requirements.</p> <p>Officers supported the delivery of the CSP Action Plan.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
<p>Review the grant to VCAEC by 31 March 2026</p>	<p>Sustainable communities</p>	<p>31 March 2026</p>	<p>New measure</p>	<p>Communities and Partnerships Manager Project Coordinator (Health and Wellbeing)</p>	<p>Target On Track</p> <p>Review of SLA and procurement completed, with report to be taken to Operational Services Committee in March 2026.</p>
					<p>100%, 31 March 2026</p>
<p>Regularly review higher level corporate risks, including:</p> <ul style="list-style-type: none"> <li>Assets of Community Value applications managed in accordance with Localism Act statutory obligations</li> <li>mooring enforcement compliant with the Council’s contract law enforcement processes</li> <li>grants and agreements managed in accordance with procedures</li> <li>adherence with community safety related statutory duties</li> </ul>	<p>Sound management financial</p>	<p>Review quarterly</p> <p>Review of Assets of Community Value protocol and appendices to be completed by 31 August 2025</p>	<p>ECDC Community Safety Statutory Duty Audit completed, and an ECDC Prevent Action Plan is being explored.</p> <p>Annual review of Assets of Community Value protocol and appendices completed in August 2024.</p> <p>Annual Assurance Statement (AAS) completed and returned to internal audit team in June 2024. The AAS is a self-assessment of the systems of internal control within the service and provides an evaluation of the effectiveness of procedures, systems and controls and, highlights actions intended to address any areas for improvement.</p> <p>Higher level corporate risks reviewed quarterly. Business Impact Assessment reviewed and updated in December 2024.</p>	<p>Communities and Partnerships Manager Communities and Partnerships Support Officer Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support &amp; Anti-Social Behaviour Officer Ely Riverside Officers</p>	<p>Target On Track</p> <p>ECDC Community Safety Statutory Duty Audit completed.</p> <p>An ECDC Prevent Action Plan has been agreed by CMT is and is being implemented.</p> <p>Annual review of Assets of Community Value protocol and appendices completed in August 2025.</p> <p>Annual Assurance Statement completed and returned to internal audit team in May 2025.</p> <p>Higher level corporate risks reviewed quarterly.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
Reduce our paper usage within the service by 10%	Cleaner, greener East Cambridgeshire	10% reduction by 31 March 2026	Reduction of 7.6% achieved.	Communities and Partnerships Manager Communities and Partnerships Team	Target On Track 47% reduction achieved



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## Communities and Partnerships Service Delivery Plan 2026 to 2027

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### Overview of the service

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

The work of the team includes:

- Development and delivery of strategies and initiatives aimed at improving community wellbeing and engagement such as the Council's Community Engagement Strategy and Vulnerable Community Strategy.
- Supporting the development, implementation, and monitoring of the East Cambs Community Safety Partnership (CSP) Action Plan and managing the agenda for CSP meetings in consultation with the CSP chair.
- Delivery of parish council conferences.
- Management of Section 106, Community Fund, and Facilities Improvement Grant schemes.
- Processing of Asset of Community Value nominations.
- Enforcement of the Council's mooring management scheme at Ely Riverside.
- Management of Service Level Agreements between the Council and community and voluntary organisations.
- Management and promotion of the Explore East Cambs brand and website.
- Responding to anti-social behaviour enquiries received by the Council.
- Delivery of outcomes set out in Office of Police and Crime Commissioner's Crime and Disorder Reduction grant agreement.
- Reviewing and submitting open space accreditation applications in partnership with the Council's Open Spaces team.
- Seeking feedback from users of Ely Country Park with the aim of ensuring that the site continues to serve as a destination for the entire district and beyond.
- Carrying out appraisals and supporting the continued professional development of the team to ensure that they are meeting personal and professional career development opportunities by attending training events.

## Cost of service

The cost to run the service totals £262,439

## Staffing Information

The Communities and Partnerships team comprises 7 members of staff.

Communities and Partnerships Manager (full time)

Communities and Partnerships Support Officer (full time)

Ely Riverside Officers (2 part time)

Neighbourhood and Community Safety Team Leader (full time)

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

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

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2026 to 2027	November 2026	Operational Services
Review of grant to Citizens Advice West Suffolk	March 2027	Operational Services
End of year report 2026 to 2027	March 2027	Operational Services
Service Delivery Plan 2027 to 2028	March 2027	Operational Services

## Communities and Partnerships Service Delivery Plan 2026 to 2027

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

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Deliver the team's actions for 2026-27 in the Council's Community Engagement Action Plan, including the delivery of 1 parish council conference by 31 March 2027; and carry out quarterly detached youth engagement.</p>	<p>Deliver 1 parish council conference by 31 March 2027</p> <p>Carry out quarterly youth engagement</p>	<p>Parish Council Conference took place on 12 February 2026.</p> <p>Community Engagement Toolkit live on Intranet and promoted to EDCC officers.</p> <p>Agencies engaging with harder to reach groups identified and engaged with and utilised during consultation to inform the updating of the Community Engagement Toolkit and Vulnerable Community Directory.</p> <p>Detached youth work has taken place in Ely, Soham, Fordham, Witchford and another session is booked for March 2026 in Burwell and the surrounding villages. Feedback received from young people was passed onto the relevant agencies for them to consider and address.</p>	<p>Communities and Partnerships Manager</p> <p>Communities and Partnerships Support Officer</p>
<p>Support the work of the East Cambs Community Safety Partnership (CSP) by delivering the team's actions in the CSP Action Plan 2025-26 by June 2026; and delivering the team's actions in the CSP Action Plan 2026-27 by March 2027.</p>	<p>100% of the team's actions in the CSP Action Plan 2025-26 completed by 30 June 2026.</p> <p>CSP Action Plan 2026-27 to be agreed in June 2026, and 100% of the team's actions in the emerging Action Plan to be completed in accordance with action plan deadlines.</p>	<p>100% of all the team's actions in the CSP Action Plan 2024-25 completed by 30 June 2025</p> <p>CSP Action Plan agreed by CSP Board in June 2025.</p> <p>Examples of the team's work carried out as part of the delivery of the 2025-26 CSP Action Plan include:</p> <p>Seven CSP court experience events</p>	<p>Neighbourhood and Community Safety Team Leader</p> <p>Community Safety and Projects Support Officer</p> <p>Community Safety Support &amp; Anti-Social Behaviour Officer</p> <p>Communities and Partnerships Manager</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		<p>delivered to students from VISTA in Witchford Village College, Bottisham Village College Soham Village College 2026, and Ely College</p> <p>Phase 2 of the multiagency street art project in Ely completed in August 2025.</p> <p>Officers sent quarterly emails to parish councils encouraging them to become third party hate crime/incident report centres. The process and benefits have been explained, showcasing existing Hate Crime Reporting Centres, however no new parish councils have signed up this year.</p>	
Develop and submit EDC's White Ribbon Action Plan to White Ribbon by June 2026	Submit action plan by June 2026	New measure.	Community Safety Support & Anti-Social Behaviour Officer Neighbourhood and Community Safety Team Leader
Implementation of anti-social driving Public Spaces Protection Order by summer 2026, subject to Committee approval in March 2026.	PSPO live by August 2026	New measure.	Communities and Partnerships Manager Neighbourhood and Community Safety Team Leader

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Conduct a tendering exercise to award a commercial mooring licence to an organisation to provide services at Ely Riverside by November 2026.</p>	<p>Award of licence by November 2026</p>	<p>New measure.</p>	<p>Communities and Partnerships Manager Communities and Partnerships Support Officer</p>

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Deliver 1 East Cambs Youth Fusion event by 30 September 2026	One event delivered by September 2026	Two 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.	Communities and Partnerships Support Officer Communities and Partnerships Manager
Review the grant to Citizens Advice West Suffolk by 31 March 2027	31 March 2027	New measure.	Communities and Partnerships Manager Project Coordinator (Health and Wellbeing)

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Regularly review higher level corporate risks, including: <ul style="list-style-type: none"> <li>Assets of Community Value applications managed in accordance with Localism Act statutory obligations</li> <li>mooring enforcement compliant with the Council’s contract law enforcement processes</li> <li>grants and agreements managed in accordance with procedures</li> </ul>	Review quarterly  Review of Assets of Community Value protocol and appendices to be completed by 31 August 2025	Annual Assurance Statement completed and returned to internal audit team in May 2025.  Higher level corporate risks reviewed quarterly.	Communities and Partnerships Manager Communities and Partnerships Support Officer Neighbourhood and Community Safety Team Leader Community Safety and Projects Support Officer Community Safety Support & Anti-Social Behaviour Officer Ely Riverside Officers
Meet all Statutory KPI’s	100% compliance with all statutory duties	ECDC Community Safety Statutory Duty Audit completed.  An ECDC Prevent Action Plan has been agreed by CMT is and is being implemented.	Communities and Partnerships Manager Communities and Partnerships Support Officer Neighbourhood and Community Safety Team Leader

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		Annual review of Assets of Community Value protocol and appendices completed in August 2025.	

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Reduce our paper usage within the service by 10%	10% reduction by 31 March 2027	47% reduction achieved.	Communities and Partnerships Manager Communities and Partnerships Team

**Council’s Strategic Outcome:** Customers at the heart of everything we do, maintain sound finances, improve systems and practices, be an excellent employer

**Communities and Partnerships’ Service Strategic Objective:** Ensure policies and procedures are up to date and fit for purpose.

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	Compile up-to-date lists of data sharing agreements with partners such as police, East Cambs Community Safety Partnership, and Environment Agency so they may be updated as necessary and used by the new council.	New performance measure	Communities and Partnerships Manager Communities and Partnerships Support Officer Neighbourhood and Community Safety Team Leader



## Communications End of the Year Report 2025 to 2026


Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<b>Directors, service leads and staff</b> <ul style="list-style-type: none"> <li>engage with service leads every month (as a minimum)</li> <li>ensure all agreed requests are delivered within one month</li> </ul>	Sustainable communities	100%, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<b>Completed – Target Met</b> Meetings are held with directors and service leads on a regular basis to discuss and align performance against the Corporate Plan
<b>Councillors</b> <ul style="list-style-type: none"> <li>media training to be offered as required</li> </ul>	Sustainable communities	100%, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<b>Completed – Target Met</b> Media training and media briefing sheets provided to councillors on an ad-hoc basis to enable the Comms team to facilitate interviews for BBC and ITV news, local radio and the press. This year 4 radio, 6 TV and 1 press interviews have been completed.
<b>Trading companies and other partners</b> <ul style="list-style-type: none"> <li>attend ARP, ECSS and ECTC meetings every month</li> <li>ensure all agreed requests are delivered within one month</li> <li>review Council Tax bill for 2025/26 in partnership with ARP (12 months)</li> </ul>	Sustainable communities	100%, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<b>Completed – Target Met</b> Comms team meets monthly with ECSS, ECTC and ARP to ensure communications are provided to support their business plans. This year we have attended ECSS board meetings to support the changes to the waste service. We have liaised with ARP to produce the annual Council Tax letter and an insert for the new waste service. We are also liaising with them regarding back of bills and letters to residents and businesses.
<b>Community engagement</b> <ul style="list-style-type: none"> <li>continue campaign to encourage residents to engage as appropriate with initiatives such as LGR and Register of Consultees</li> </ul>	Sustainable communities	100%, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<b>Completed – Target Met</b> Provided 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 attended / supported the following engagement events: Gateway project, the Parish Council Conference, the opening of a Community Shop, Community Appointments Day, Youth Fusion, Pumpkin Fair, Health and Well Fair. and assisted the Communities team in reviewing the Register of Consultees. The comms team consistently invites feedback on its communications

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<ul style="list-style-type: none"> <li>attend minimum of six engagement events</li> </ul> <p>seek ongoing feedback on council communication (12 months)</p>					via the website, anecdotal evidence and social media. Also see LGR section below.
<p><b>Parish Councils</b></p> <ul style="list-style-type: none"> <li>maintain regular contact with parish councils to ensure the council is meeting their requirements</li> <li>ensure parish councils receive all toolkits and press releases as appropriate</li> </ul>	Sustainable communities	100%, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<p><b>Completed – Target Met</b></p> <p>Regularly engage with parish councils with toolkits, newsletters and press releases. Recent communication has included updates on Sunnica, the waste and recycling project, LGR and the Mayoral elections. We have also assisted third parties with updates on situations affecting the district, such as avian influenza.</p>
<p><b>Crisis comms and business continuity</b></p> <ul style="list-style-type: none"> <li>work with directors and service leads to ensure all risks to the council are identified and mitigation measures put in place where possible</li> </ul>	Sustainable communities	As required, annually	All comms completed successfully during 2024 to 2025	Communications Manager	<p><b>On Going</b></p> <p>The Comms team has regular liaison with directors, service leads, the health and safety manager, emergency planning advisor and the CPLRF to ensure risks are identified and mitigating measures put in place, where required. We regularly attend CPLRF training exercises.</p>
<p><b>Communications Plan</b></p> <ul style="list-style-type: none"> <li>identify, produce and deliver an annual comms campaign to include a minimum of six campaigns, a minimum of 12 awareness raising events and a minimum of 20 press releases</li> </ul>	Sustainable communities	100%, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<p><b>Target Exceeded</b></p> <p>Annual comms plan created at start of year and maintained on an ongoing basis. Year to date: 13 campaigns, 46 awareness raising opportunities and 51 press releases.</p>
<p><b>Elections</b></p> <ul style="list-style-type: none"> <li>deliver a communications campaign which supports the Mayoral and County Council elections</li> </ul>	Sustainable communities	100%, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<p><b>Target Met</b></p> <p>Communications plan created and executed for the Mayoral and Cambridgeshire County Council elections, with East Cambs</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<ul style="list-style-type: none"> <li>observe the pre-election period support the council in holding parish and town council elections and neighbourhood plan referendums (ongoing)</li> </ul>					being the lead authority for the Mayoral election. We also provided support for 2 parish elections and one neighbourhood plan. Ongoing support to Democratic services for any ongoing election activity.
<b>Branding</b> <ul style="list-style-type: none"> <li>continue to work on the internal review of the council's brand, looking specifically at key messages and tone of voice (six months)</li> </ul>	Sustainable communities	As required, annually	All work completed successfully during 2024 to 2025	Communication Manager Communications Officer	<b>On Going</b> Ongoing support for the reprographics team and the digital services team to ensure consistent application of the council's adopted brand. Work undertaken to support the council in creating strong subsidiary brands for Lake View, LGR and the waste project.
<b>Website</b> <ul style="list-style-type: none"> <li>work with the head of Digital Services, Customer Services and Reprographics to support phase 2 of the website project</li> </ul>	Sustainable communities	As required, annually	All work completed successfully during 2024 to 2025	Communication Manager Communications Officer	<b>Target Met</b> Phase 2 has commenced, the Communications team is providing support and input as required. The team has also reviewed sections of the website relating to LGR and Waste.
<b>Social media</b> <ul style="list-style-type: none"> <li>increase following on Facebook by 5 per cent (12 months)</li> <li>ensure interactive posts are issued where possible</li> </ul>	Sustainable communities	100%, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<b>Target Exceeded</b> Facebook: 5022 (18% increase on 2024/25) X: 4812 (1% decrease. The average decline of X audience since Jan 2025 in Europe is 10.5%, so we are currently performing better than average) LinkedIn: 752 (50% increase on 2024/25) An enhanced focus on delivering videos and animation has seen engagement on our Facebook channel increase, but more time is needed before statistical analysis data is available.
<b>Bereavement centre</b>	Sustainable communities	100%, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<b>Target On Track</b>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<ul style="list-style-type: none"> <li>support the council in the delivery of its bereavement centre</li> </ul>					Communications plan has been developed, with comms working closely with the project lead and the new bereavement centre manager to deliver branding, videos, website, PR and stakeholder comms
<b>Sunnica</b> <ul style="list-style-type: none"> <li>support the council in responding to requirements in relation to Sunnica</li> </ul>	Sustainable communities	As required, annually	All work completed successfully during 2024 to 2025	Communication Manager	<p><b>Target Met</b></p> <p>Comms working closely with the planning service and Director (Operations) regarding the Sunnica development, and providing support as required, including the creation of dedicated stakeholder newsletters.</p>
<b>Local Government Reorganisation</b> <ul style="list-style-type: none"> <li>support the council as required with LGR to include issuing regular internal comms and organising briefing events</li> </ul>	Sustainable communities	As required, annually	All work completed successfully during 2024 to 2025	Communication Manager Communications Officer	<p><b>Target On Track</b></p> <p>Comms team has worked closely on collaborative projects with comms colleagues in other authorities as part of the LGR project team. This has included a county wide survey in Summer 2025. East Cambs residents have also been engaged with East Cambs surveys in spring and autumn 2025. Internal comms has included information on LGR in each newsletter in 2025 and 4 LGR dedicated newsletters which have also been shared with parish councils. 5 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.</p>
<b>Food Waste and Wheeled Bin project</b> <ul style="list-style-type: none"> <li>support the council in the delivery of its Food Waste and Wheeled Bin roll out, to include</li> </ul>	Sustainable communities	100%, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<p><b>Target On Track</b></p> <p>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,</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<p>customer engagement and delivery of its comms plan</p> <ul style="list-style-type: none"> <li>support the council in its mission to increase its recycling rate</li> </ul>					branding review, videos and website updates. All of the above is aimed at raising awareness of good/ new recycling practices, changes to the bin service and reducing waste contamination.
<p>Community Safety Partnership - work with team members of the CSP to help it meet its three core objectives:</p> <ul style="list-style-type: none"> <li>increase public and business awareness of the CSP</li> <li>highlight issues identified in its statutory assessment</li> <li>react to incidents</li> </ul>	Sustainable communities	As required, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<p>Target On Track</p> <p>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. As well as assisting with newsletters the team has also produced supporting comms (Gateway Youth Project) and a video (Safer Internet Day).</p>
<p>Economic development</p> <ul style="list-style-type: none"> <li>provide support as required to the Economic Development team</li> </ul>	Sound financial management	As required, annually	All work completed successfully during 2024 to 2025	Communication Manager Communications Officer	<p>Target On Track</p> <p>Comms team liaises closely with the econ dev team to support with business grant launches, LinkedIn and sharing information for forward distribution to the business network, for example LGR and relevant consultations.</p>
<p>Environmental communications</p> <ul style="list-style-type: none"> <li>ensure all press releases are issued within one month of the request date</li> <li>provide internal comms support for the Green Team</li> </ul>	Cleaner, greener East Cambridgeshire	100%, annually	100% achieved throughout 2024 to 2025	Communication Manager Communications Officer	<p>Target On Track</p> <p>Comms team liaises closely with the Climate and natural environment team and the green team to raise awareness of environmental matters and to support with press releases and social media coverage.</p>
<p>Every job a green job</p> <ul style="list-style-type: none"> <li>commit to reducing printing and paper usage by 10%</li> </ul>	Cleaner, greener East Cambridgeshire	100%, annually	Target achieved	Communication Manager	<p>Target Off Track</p> <p>Paper: 849 sheets used April 2025 to 31 January 2026, an increase of 120% on the previous figures, due to LGR workload.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
					Overall, the Comms team is the sixth lowest user of paper in the council.



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## Communications Team Service Delivery Plan 2026 to 2027

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### Overview of the service

The Communication team's mission is to support the council with communications to assist with the 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.

The Communication Team is also part of the Communications Workstream for Local Government Reorganisation.

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

### Cost of service

The cost to run the PR service totals £130,500 per annum.

## Staffing Information

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

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2026 to 2027	November 2026	Operational Services
End of year report 2026 to 2027	March 2027	Operational Services
Service Delivery Plan 2027 to 2028	March 2027	Operational Services

## Communications Team Service Delivery Plan 2026 to 2027

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

**Council’s strategic outcome:** Customers at the heart of everything we do, maintain sound finances, improve systems and practices, be an excellent employer.

**Communications’ strategic objective:** Provide communications to support the council in meeting its strategic outcome and preparing for Local Government Reorganisation.

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<b>Directors, service leads and staff</b> <ul style="list-style-type: none"> <li>engage with service leads every month (as a minimum)</li> <li>ensure all agreed requests are delivered within one month</li> </ul>	As required, annually	Meetings 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.	Communications Manager Directors Service leads
<b>Trading companies and other partners</b> <ul style="list-style-type: none"> <li>attend ARP, ECSS and ECTC meetings every month</li> <li>ensure all agreed requests are delivered within one month</li> <li>review Council Tax bill for 2026/27 in partnership with ARP (12 months)</li> </ul>	As required, annually	Comms team meets monthly with ECSS, ECTC and ARP to ensure communications are provided to support their business plans. Last year we attended ECSS board meetings to support the changes to the waste service. We also liaised with ARP to produce the annual Council Tax letter and an insert for the new waste service. We are also liaising with them regarding backs of bills and letters to residents and businesses.	Communications Manager Communications Officer

**Council's strategic outcome:** Customers at the heart of everything we do, maintain sound finances, improve systems and practices, be an excellent employer.

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

**Link to Corporate Plan:** Sustainable communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<b>Community engagement</b> <ul style="list-style-type: none"> <li>continue campaign to encourage residents to engage as appropriate with initiatives such as LGR</li> <li>Promote resident engagement with council services with a minimum of 6 videos on social media</li> </ul>	As identified, annually	Provide support to the Communities & Partnerships Team for the community engagement plan. Regular engagement with parish councils, stakeholders and members of the public. Last year we attended / supported the following engagement events: Gateway project, the Parish Council Conference, the opening of a Community Shop, Community Appointments Day, Youth Fusion, Pumpkin Fair, Health and Well Fair and assisted the Communities team in reviewing the Register of Consultees. The comms team consistently invites feedback on its communications via the website, anecdotal evidence and social media. Also see LGR section below.	Communications Manager Communications Officer
<b>Parish Councils</b> <ul style="list-style-type: none"> <li>maintain regular contact with parish councils to ensure the council is meeting their requirements</li> <li>ensure parish councils receive all toolkits and press releases as appropriate</li> </ul>	As identified, annually	Regularly engage with parish councils with toolkits, newsletters and press releases. Recent communication has included updates on Sunnica, the waste and recycling project, LGR and the Mayoral elections. We have also assisted third parties with updates on situations affecting the district, such as avian influenza.	Communications Manager Communications Officer
<b>Crisis comms and business continuity</b> <ul style="list-style-type: none"> <li>work with directors and service leads to ensure all risks to the council are identified and mitigation measures put in place where possible</li> </ul>	As identified, annually	The Comms team has regular liaison with directors, service leads, the health and safety manager, emergency planning advisor and the CPLRF to ensure risks are identified and mitigating measures put in place, where required. We regularly attend CPLRF training exercises.	Communications Manager Directors Service leads
<b>Communications Plan</b> <ul style="list-style-type: none"> <li>identify, produce and deliver an annual comms campaign to include a minimum of six campaigns, a minimum of 12 awareness raising events and a minimum of 20 press releases</li> </ul>	As identified, annually	Annual comms plan created at start of year and maintained on an ongoing basis. Last year we promoted 13 campaigns, 46 awareness raising opportunities and issued 51 press releases.	Communications Manager Communications Officer
<b>Councillors</b> <ul style="list-style-type: none"> <li>media training to be offered as required</li> <li>ensure councillors are kept up-to-date with matters of interest (LGR, Sunnica, Waste etc)</li> </ul>	As identified, annually	Media training and media briefing sheets provided to councillors on an ad-hoc basis to enable the Comms team to facilitate interviews for BBC and ITV news, local radio and the press. Last year 4 radio, 6 TV and 1 press interviews were completed.	Communications Manager Communications Officer
<b>Elections</b> <ul style="list-style-type: none"> <li>deliver a communications campaign which supports the council in holding elections and</li> </ul>	As identified, annually	Communications plan created and executed for the Mayoral and Cambridgeshire County Council elections, with East Cambs being the lead authority for the Mayoral election. We also provided support for 2 parish elections and one neighbourhood plan. Ongoing support to	Communications Manager Communications Officer

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>neighbourhood plan referendums as and when required</p> <ul style="list-style-type: none"> <li>support the elections team with the annual canvass</li> </ul>		Democratic services for any election activity.	
<p><b>Branding and website</b></p> <ul style="list-style-type: none"> <li>continue to work on the internal review of the council's brand, looking specifically at key messages and tone of voice (six months)</li> <li>work with the digital team to provide comms support for the website as required</li> </ul>	As identified, annually	Ongoing support for the reprographics team and the digital services team to ensure consistent application of the council's adopted brand. Work undertaken to support the council in creating strong subsidiary brands for Lake View, LGR and the waste project. The team has also reviewed sections of the website relating to LGR and Waste.	Communications Manager Communications Officer Reprographics Manager
<p><b>Social media</b></p> <ul style="list-style-type: none"> <li>increase following on Facebook by 5 per cent (12 months)</li> <li>ensure interactive posts are issued where possible, including increased use of videos (target of 10 videos)</li> </ul>	As identified, annually	<p>Facebook: 5022 (18% increase on 2024/25)  X: 4812 (1% decrease. The average decline of X audience since Jan 2025 in Europe is 10.5%, so we are currently performing better than average)  LinkedIn: 752 (50% increase on 2024/25)  An enhanced focus on delivering videos and animation has seen engagement on our Facebook channel increase.</p>	Communications Manager Communications Officer
<p><b>Bereavement centre</b></p> <ul style="list-style-type: none"> <li>support the council in the delivery of Lake View Bereavement Centre, including the creation of a website</li> </ul>	As identified, annually	Communications plan has been developed, with comms working closely with the project lead and the new bereavement centre manager to deliver branding, videos, website, PR and stakeholder comms.	Communications Manager Communications Officer
<p><b>Sunnica</b></p> <ul style="list-style-type: none"> <li>support the council in responding to requirements in relation to Sunnica</li> </ul>	As identified, annually	Comms working closely with the planning service and Director (Operations) regarding the Sunnica development, and providing support as required, including the creation of dedicated stakeholder newsletters.	Communications Manager
<p><b>Local Government Reorganisation</b></p> <ul style="list-style-type: none"> <li>support the council and work in partnership with other councils as required to include issuing regular internal and external comms</li> </ul>	As identified, annually	Comms team has worked closely on collaborative projects with comms colleagues in other authorities as part of the LGR project team. This has included a county wide survey in Summer 2025. East Cambs residents have also been engaged with East Cambs surveys in spring and autumn 2025. Internal comms has included information on LGR in each newsletter in 2025 and 4 LGR dedicated newsletters which have also been shared with parish councils. 5 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	Communications Manager Communications Officer

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		events have also been held and communications provided to district councillors and MPs	
<b>Food Waste and Wheeled bin project</b> <ul style="list-style-type: none"> <li>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</li> </ul>	As identified, annually	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, branding review, videos and website updates. All of the above is aimed at raising awareness of good/ new recycling practices, changes to the bin service and reducing waste contamination.	Communications Manager Communications Officer
<b>Community Safety Partnership - work with team members of the CSP to help it meet its three core objectives:</b> <ul style="list-style-type: none"> <li>increase public and business awareness of the CSP</li> <li>highlight issues identified in its statutory assessment</li> <li>react to incidents</li> </ul>	As identified, annually	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. As well as assisting with newsletters the team has also produced supporting comms (Gateway Youth Project) and a video (Safer Internet Day).	Communications Manager Communications Officer

**Council’s strategic outcome:** Customers at the heart of everything we do, maintain sound finances, improve systems and practices, be an excellent employer.

**Communications’ strategic objective:** Support economic development and Local Government Reorganisation.

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<b>Economic development</b> <ul style="list-style-type: none"> <li>provide support as required to the Economic Development team</li> </ul>	As identified, annually	Comms team liaises closely with the econ dev team to support with business grant launches, LinkedIn and sharing information for forward distribution to the business network, for example LGR and relevant consultations.	Communications Manager Economic Development Manager
<b>Local Government Reorganisation</b> <ul style="list-style-type: none"> <li>To actively facilitate and engage with the Local Government Reorganisation (LGR) programme</li> </ul>	To regularly attend the Communications workstream for LGR and ensure all actions are	New performance measure.	Communications Manager Communications Officer

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
and be operationally ready to transition into the new authority model without service disruption.	fulfilled. To ensure all existing comms policies and procedures are up-to-date.		

**Council’s strategic outcome:** Customers at the heart of everything we do, maintain sound finances, improve systems and practices, be an excellent employer.

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<b>Environmental communications</b> <ul style="list-style-type: none"> <li>ensure all press releases are issued within one month of the request date</li> <li>provide internal comms support for the Green Team</li> </ul>	As identified, annually	Comms team liaises closely with the environment team and the green team to raise awareness of environmental matters and to support with press releases and social media coverage.	Communications Manager Climate Change and Natural Environment Officer
<b>Every job a green job</b> <ul style="list-style-type: none"> <li>commit to reducing printing and paper usage by 10%</li> </ul>	As identified, annually	Paper: 849 sheets used April 2025 to 31 January 2026, an increase of 120% on the previous figures, due to LGR workload. Overall, the Comms team is the sixth lowest user of paper in the council.	Communications Manager Climate Change and Natural Environment Officer

Customer Services end of the year report 2025 to 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Monitor customer feedback and service performance and provide quarterly service reports to Service Leads and Management Team and monthly reports to East Cambs Street Scene (ECSS)	Sound financial management	100%, annually	<p><b>Target Achieved</b></p> <p>Service performance reports issued to Service Leads and CMT</p> <p>360 customer satisfaction surveys completed. 77% were satisfied or very satisfied, 5.8% were neither satisfied or unsatisfied and 17.2% were unsatisfied or very unsatisfied with the service they had received.</p>	Customer Services Manager	<p><b>Completed - Target Achieved</b></p> <p>283 customer satisfaction surveys completed to date. 84.1% were satisfied or very satisfied, 3.2% were neither satisfied or unsatisfied and 12.7% were unsatisfied or very unsatisfied with the service they had received.</p> <p>The customer services manager shares all feedback with the relevant service. She also contacts all customers who leave their contact details, (this is not mandatory), to either thank them for their feedback and understand their reasons for any negative comments or ways in which we could have improved their experience. She then works with the service to resolve any outstanding issues, identify any service improvements going forward whilst providing reassurance to the customer that their comments have been passed on and heard.</p>
Answer calls offered via the Council's telephone system	Sound financial management	Monthly - 90%, annually	<p><b>Target Exceeded</b></p> <p>Calls answered were above 90% every month,</p>	Customer Services Team Leader Customer Service Advisors/Apprentice	<p><b>Completed - Target exceeded</b></p> <p>April – 96.8% May – 97.3% June - 98.5% July - 98.2% August - 98.4% September - 98% October – 98.5% November - 99.2%</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
					<p>December - 91.1% January - 98.6%</p> <p>February and March figures not available at time of writing report</p>
<p>Answer calls offered via the Council's telephone system for the main Council telephone number 01353 665555 within 30 seconds.</p>	<p>Sound financial management</p>	<p>Monthly – 100% annually</p>	<p><b>Target Exceeded</b></p> <p>May 25 – Jan 26</p> <p><b>Target Not met</b></p> <p>April 25 (33 seconds)</p>	<p>Customer Services Team Leader Customer Service Advisors and Apprentice</p>	<p><b>Completed - Target Exceeded</b></p> <p>April – 33 seconds May – 24 seconds June – 19 seconds July – 18 seconds August – 20 seconds September – 23 seconds October – 24 seconds November – 21 seconds December – 16 seconds January – 18 seconds</p> <p>February and figures not available at time of writing report</p>
<p>Respond to emails to the ContactUs@eastcambs.gov.uk mailbox within 48 hours, the response will include a resolution or, if this is not possible at first point of contact, details of action taken to ensure the customer's enquiry is resolved as soon as possible</p>	<p>Sound financial management</p>	<p>Monthly – 90% annually</p>	<p><b>Target Exceeded</b></p> <p>April 25 – January 26 3607 emails received. Monthly target achieved was 98% or above. 96.7% were responded to within 24 hours.</p>	<p>Customer Services Manager Customer Service Advisors and Apprentice</p>	<p><b>Completed - Target Exceeded</b></p> <p>April – 97% May – 98% June – 99.4% July – 98% August – 99% September – 99% October – 99% November – 98% December – 100% January – 98%</p> <p>February and March figures not available at time of writing report.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<p>Continue to provide a frontline service for ECSS and support the development of their service throughout 2025 to 2026</p>	<p>Sound financial management</p>	<p>As required, annually</p>	<p><b>Target Achieved</b></p> <p>Customer contact</p> <p>49.68% of calls resolved by customer services as at the end of January 2026 (last figures available) of all contact logged in CRM</p> <p>79% of waste emails at first point of contact.</p> <p>Development and Support</p> <p>Bartech Project Assisted with Bartech, black bag distribution, brown bin renewals.</p>	<p>Customer Services Manager</p>	<p><b>Completed -Target achieved</b></p> <p>% of calls logged in the customer relationship management system resolved at first point of contact</p> <p>Q1 – 76.46%</p> <p>Q2 – 71.88%</p> <p>Q3 – 70.93%</p> <p>Q4 figure not available at time of writing report</p> <p>Previously resolved at first point of contact was calculated on enquiry forms only, we are now including specific forms such as missed collection reports, where we do everything, apart from go and collect the bin. This has brought the resolution resolved at first point of contact in line with the email resolution at first point of contact below.</p> <p>% of waste emails resolved at first point of contact</p> <p>Q1 – 76%</p> <p>Q2 – 79%</p> <p>Q3 – 75%</p> <p>Q4 not available at time of writing report</p> <p>Development and support</p> <p>Bartec-now live and fully operational</p> <p>Administration</p> <ul style="list-style-type: none"> <li>- Annual Brown bin renewal</li> <li>- Assisted waste collection review</li> </ul> <p>Supported</p> <ul style="list-style-type: none"> <li>- Black bag distribution</li> <li>- Process changes and improvements to service and customer journey</li> </ul>
<p>Respond to Building Control and Planning copy requests within 5 working days</p>	<p>Sound financial management</p>	<p>100%, annually</p>	<p><b>Target Exceeded</b></p> <p>All 514 requests</p>	<p>Customer Services Team Leader Customer Service</p>	<p><b>Completed - Target Exceeded</b></p> <p>514 requests received to date. Figures will be updated when</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
			completed within 5 days. 75% completed within 24 hours.	Advisors/Apprentice	February and March figures are available.  <ul style="list-style-type: none"> <li>- 75% requests responded to within 24 hours</li> <li>- 7% requests responded to within 2 days</li> <li>- 8% requests responded to within 3 days</li> <li>- 6% requests responded to within 4 days</li> <li>- 4% of requests responded to within 5 days</li> </ul>
<p>Attend and make an effective contribution to monthly ARP Customer Service meetings and develop an action plan that supports and demonstrates commitment to the ARP Better Connected Customer Journeys Programme</p>	Sound financial management	100%, annually	<p><b>Target Achieved</b></p> <p>Meetings Attended- Customer Strategy Team, Tactics, Landlord and stakeholders ARP and LA community advice team.</p> <p>Development and Actions</p>	Customer Services Manager Customer Service Adviser	<p><b>Completed - Target Achieved</b></p> <p>Attended Strategic, Tactic and Buddy meetings</p> <p>Supported:</p> <ul style="list-style-type: none"> <li>- Roll out of new contact us form</li> <li>- Paperless billing campaign</li> <li>- Pension credit campaigns</li> <li>- Letters review</li> <li>- Customer service standard review</li> <li>- Transfer of eligible claimants to Universal credit</li> <li>- Complaints review/trends and consistency across the partnership, triaging process</li> <li>- Customer Insight - satisfaction feedback</li> <li>- Stay fully connected</li> <li>- Customer experience link</li> <li>- Policies</li> </ul>
<p>To actively facilitate and engage with Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.</p>	To attend weekly LRG		To actively facilitate and engage with Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	To attend weekly LRG	

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Ensure all customer service advisors receive adequate training on relevant ICT systems, policy and procedure, contact handling, dealing with difficult customers and supporting customers who have health and/or mental health issues	Sound financial management	100%, annually	Target Achieved  Complete in accordance with corporate training and individual training plans	Customer Services Manager Customer Services Team Leader	<b>Completed – Target Achieved</b>  Completed in accordance with corporate training and individual training plans. Training this year has included: <ul style="list-style-type: none"> <li>• Fraud Awareness</li> <li>• Cyber data protection</li> <li>• Bomb threat</li> <li>• Fire extinguisher</li> <li>• Mental health first aid</li> <li>• LGO complaints training</li> <li>• Suicide prevention training</li> <li>• Hate Crime reporting</li> <li>• Telephone conflict management training</li> <li>• What matters to you? (wellbeing hub)</li> </ul>
Team meetings	Sound financial management	Minimum 4 a year, annually	<b>Target exceeded</b>  Completed eleven team meetings outside office hours	Customer Services Manager Customer Services Team Leader	<b>Complete Target Exceeded</b>  Completed nine team meetings so far this year outside of office hours, well attended.
One to one meeting's	Sound financial management	Minimum 4 a year, annually	<b>Target achieved</b>	Customer Services Manager Customer Services Team Leader	<b>Target on track two more meetings to be booked</b>
Complete appraisals annually and within the time frame set by HR	Sound financial management	100%, annually	<b>Target acheived</b>	Customer Services Manager Customer Services Team Leader	<b>Target on track – Appraisal meetings started</b>
Regularly review corporate risks including: <ul style="list-style-type: none"> <li>• disaster recovery to provide continuous front facing services</li> </ul>	Sound financial management	Minimum annually,	<b>Target Achieved</b>  Customer Services Business Continuity Plan reviewed	Customer Services Manager Customer Services Team Leader Facilities Service Lead	<b>Completed Target Achieved</b>  <b>Disaster recovery</b>  Remote working rota ensures we can continue to provide front

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<p>to the public in the event of a minor or major system outage.</p> <ul style="list-style-type: none"> <li>GDPR (General Data Protection Regulation) compliance to protect personal data, Council reputation and avoid financial penalties.</li> <li>information security to protect personal data, prevent council reputation and provide confidence in online services.</li> <li>health and safety of members of the public visiting the Council offices</li> </ul>			<p>annually.</p> <p>No breaches</p> <p>Data archived in line with corporate retention policy.</p> <p>Risk assessment reviewed annually and as required. Last reviewed Nov 24</p> <p>Customer Services Team Leader is member of the Council's Health and Safety Working Group.</p>	<p>ICT Legal Services Anglia Revenues Partnership All service Leads Third party suppliers</p>	<p>line service away from The Grange if necessary. This is tested weekly.</p> <p>Mobile phone contingency plan in place to minimise disruption during telephone system issues or an outage. Mobile phones tested monthly.</p> <p><b>GDPR &amp; Information Security</b></p> <p>Five minor data breaches to date-CS handling high volumes of customer of customer data. Data Protection training complete. Data archived in line with corporate retention policy</p> <p><b>Health &amp; Safety</b></p> <p>Risk Assessment last reviewed July 2025. Discussed at monthly team meetings,</p> <p>Customer Services Team Leader is a member of the Council's Health and Safety Working Party</p>
Reduce departmental paper usage	Cleaner, greener East Cambridgeshire	By 1 April 2025	New Performance Measure	Customer Services Team Leader	<p><b>Completed – Target Achieved</b></p> <p>Completed 31 January 2026</p>
Manage the Additional Garden Waste bins and annual renewals within Bartec so that licence stickers are no longer required.	Cleaner, greener East Cambridgeshire	By 1 April 2024	New performance Measure	Customer Services Team Leader	<p><b>Completed - Target Achieved</b></p> <p>Completed</p>



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## Customer Services Service Delivery Plan 2026 to 2027

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### Overview of the service

The Customer Services team provides a front-line service for all Council services, East Cambs Street Scene and Ely Markets, delivering high quality customer service and responding in a fast, efficient and helpful manner. The whole team acts as a single point of contact accessible to all, making ease of use a priority and provides advice on access to Council services online.

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

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

When we are not answering the phone, responding to emails, online enquiries or serving customers face to face, the Customer Service team undertakes administration tasks to support Council Services, ECSS, Ely Markets and Anglia Revenues Partnership. Examples range from maintaining the ECSS waste database, managing the issuing of Business and Markets parking permits to processing cheques, updating the TV screen in reception and assisting with mail outs.

### Cost of service

The cost to run the service for year 2026/2027 is £487,288

## Staffing Information

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

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2026 to 2027	November 2026	Operational Services
End of year report 2026 to 2027	March 2027	Operational Services
Service Delivery Plan 2027 to 2028	March 2027	Operational Services

## Customer Services Service Delivery Plan 2026 to 2027

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

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Monitor customer feedback and service performance	100%, annually	<p><b>Target Achieved</b></p> <p>283 customer satisfaction surveys completed to date. 84.1% were satisfied or very satisfied, 3.2% were neither satisfied or unsatisfied and 12.7% were unsatisfied or very unsatisfied with the service they had received.</p>	Customer Services Manager Customer Services Team Leader
Answer calls offered via the Council’s telephone system for the main Council telephone number 01353 665555	Monthly - 90%, annually	<p><b>Target Exceeded</b></p> <p>April - 96.8%, May – 97.3%, June – 98.5% July – 98.2%, August – 98.4%, September - 98% October – 98.5%, November – 99.2%, December – 99.1% January -98.6 %, February – %</p> <p>February and March figures not available at time of writing report</p> <p>.</p>	Customer Services Team Leader Customer Services Manager Customer Service Advisors and Apprentice
Answer calls offered by the telephone system for the main Council telephone number 01353 665555 within 30 seconds	Monthly - 90%, annually	<p><b>Target Achieved</b></p> <p>April – 33 seconds, May – 24 seconds</p>	Customer Services Manager Customer Services Team Leader Customer Service Advisors and Apprentice

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		<p>June – 19 seconds, July – 18 seconds                      August – 20 seconds, September – 23 seconds                      October – 24 seconds, November – 1 seconds                      December – 16 seconds, January – 19 seconds</p> <p>February March figure not available at time of writing report</p>	
<p>Respond to emails to the ContactUs@eastcambs.gov.uk mailbox within 48 hours, the response will include a resolution or, if this is not possible at first point of contact, details of action taken to ensure the customer’s enquiry is resolved as soon as possible</p>	<p>Monthly - 90%, annually</p>	<p><b>Target Exceeded</b></p> <p>April – 97%, May – 98%                      June – 99%, July – 98%                      August – 99%, September – 99%                      October – 99%, November – 98%                      December – 100%, January – 98%</p> <p>February and March figures not available at time of writing report</p> <p>3607 emails received to date 98% responded to within 24 hours.</p>	<p>Customer Services Team Leader                      Customer Service Advisors and Apprentice                      Customer Services Manager</p>

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Monitor avoidable contact and work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority</p>	<p>As required, annually</p>	<p><b>Target Achieved</b></p> <p>Examples of partnership working to reduce failure demand include:                      - Election Support</p>	<p>Customer Services Manager                      Customer Service Team Leader                      Digital Services Officers</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		<ul style="list-style-type: none"> <li>- The “Ask for Ani campaign” and domestic abuse accreditation.</li> <li>- Assisting Press and PR with numerous press releases To work proactively with Digital Services to review customer services FAQ database, sharing reports</li> <li>To work closely with all services keeping up to date with changes to processes ensuring the team have required knowledge to close off enquiry at first point of contact where possible, avoiding hand off</li> <li>Housing And Community Services - HomeLink</li> </ul>	
<p>Work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority</p>	<p>As required, annually</p>	<p><b>Target Achieved</b></p> <p>Examples of partnership working to reduce failure demand include:</p> <ul style="list-style-type: none"> <li>- Electoral Services Support</li> <li>- Supporting the Ask Ani campaign</li> <li>- Assisting Press and PR -promoting services via TV screens in reception, banners and posters.</li> <li>- Supporting services with changes to service and processes updates.</li> <li>- Review of the customer services FAQ database</li> <li>- Housing And Community Services – HomeLink-customer guidance-digital assistance and issuing of foodbank vouchers</li> </ul>	<p>Customer Services Manager Digital Services Officers</p>
<p>Continue to provide a frontline service for ECSS and support the development of their service throughout 2025 to 2026</p>	<p>As required, annually</p>	<p><b>Target achieved.</b></p> <p>% of calls logged in the customer relationship management system resolved at first point of contact</p> <p>Q1 – 76.46%</p> <p>Q2 – 71.88%</p> <p>Q3 – 70.93%</p> <p>Q4 figure not available at time of writing report.</p>	<p>Whole team activity</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		<p>% of waste emails resolved at first point of contact                      Q1 – 76%                      Q2 – 79%                      Q3 – 75%                      Q4 figure not available at time of writing report</p> <p>Development and support</p> <p>New waste service</p> <ul style="list-style-type: none"> <li>- Supporting ECSS and waste services with the roll out of the new service</li> <li>- Advising and directing residents via phone, email and online enquiries</li> <li>- Recruitment and training of two new fix term staff to manage increased call volumes to keep abandon call rate low allowing existing staff to advise on all other enquiries (Start date 9<sup>th</sup> March 2026)</li> </ul> <p>Bartech Project</p> <ul style="list-style-type: none"> <li>- CRM integration with Bartec live, work with digital team for adding and removal bins at addresses and assisted collections.</li> <li>- Integration with Customer Administration</li> <li>- Assisted waste collection renewal.</li> </ul> <p>Supported</p> <ul style="list-style-type: none"> <li>- Black bag distribution</li> <li>- Process changes and improvements to service and customer journey-advising on new waste service.</li> </ul>	
<p>Respond to Building Control and Planning copy requests within five working days</p>	<p>100%, annually</p>	<p><b>Target Exceeded</b></p> <p>514 requests received to date. Figures will be updated when February and March figures are available.</p> <ul style="list-style-type: none"> <li>- 75% requests responded to within 24 hours</li> <li>- 7% requests responded to within 2 days</li> <li>- 8% requests responded to within 3 days</li> <li>- 6% requests responded to within 4 days</li> <li>- 4% of requests responded to within 5 days</li> </ul>	<p>Customer Services Team Leader                      Customer Service Advisors and Apprentice</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Attend and make an effective contribution to monthly ARP Customer Service meetings and develop an action plan that supports and demonstrates commitment to the ARP Better Connected Journeys programme</p>	<p>100%, annually</p>	<p><b>Target Achieved</b></p> <p>Attended Strategic, Tactic and Buddy meetings.</p> <p>Supported:</p> <ul style="list-style-type: none"> <li>- Continued development of new contact us form</li> <li>- Paperless billing campaign</li> <li>- Pension credit campaigns</li> <li>- Letters review</li> <li>- Customer service standards</li> <li>- Transfer of eligible claimants to Universal credit</li> </ul>	<p>Customer Services Manager Customer Services Team Leader Customer Service Advisor</p>

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
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**Council’s strategic outcome:** Safe, vibrant and inclusive communities. Community sustainability.

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Promote and provide an assisted digital service for customers claiming Housing Benefit, Council Tax Support and Universal Credit and provide uptake figures to the Director Legal and Anglia Revenues Partnership	100%, annually	<p><b>Target Achieved</b></p> <p>219 forms completed to date. 294 ARP general enquiry forms completed on behalf of customer, via email and or face to face contact.</p> <p>Figure to be up dated figure for full financial year available</p>	Customer Services Team Leader Customer Service Advisors and Apprentice

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Ensure all members of the Customer Service team receive adequate training to fulfil their role	100%, annually	<p><b>Target Achieved</b></p> <p>Complete in accordance with corporate training and individual training plans. Training this year has included:</p> <ul style="list-style-type: none"> <li>• Fraud Awareness</li> <li>• Cyber data protection</li> <li>• Fraud awareness</li> <li>• Telephone conflict training</li> <li>• Bomb threat</li> <li>• Fire extinguisher</li> <li>• Mental Health first aid</li> <li>• LGO complaints training</li> <li>• Prevent training</li> <li>• Suicide prevention</li> <li>• Hate crime reporting</li> <li>• What matters to you (wellbeing hub)</li> </ul>	Customer Services Manager Customer Services Team Leader
Team meetings	Minimum 4 a year, annually	<p><b>Target exceeded.</b></p> <p>Completed ten team meetings this year outside of office hours, which were well attended.</p>	Customer Services Manager Customer Services Team Leader
One to one meeting’s	Minimum 4 a year, annually	<p><b>Target on track- 2 more meetings to go</b></p>	Customer Services Manager Customer Services Team Leader
Appraisals completed annually and within timeframe set by HR.	100%, annually	<p><b>Target on track – started meetings, accountabilities added to skillgate and dates in diaries at time of writing report</b></p>	Customer Services Manager Customer Services Team Leader
Regularly review corporate risks including:	Minimum annually, annually	<p><b>Target Achieved</b></p> <p><b>Disaster recovery</b></p>	Customer Services Manager Customer Services Team Leader

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<ul style="list-style-type: none"> <li>disaster recovery to provide continuous front facing services to the public in the event of a minor or major system outage.</li> <li>GDPR (General Data Protection Regulation) compliance to protect personal data, council reputation and provide confidence in online services.</li> <li>information security to protect personal data, prevent financial penalties, protect council reputation and provide confidence in online services.</li> <li>health and safety of members of the public visiting the Council offices</li> </ul>		<p>Remote working rota ensures we can continue to provide front line services away from The Grange if necessary. This is tested weekly.</p> <p>Mobile phone contingency plan in place to minimise disruption during telephone system issues or an outage.</p> <p><b>GDPR &amp; Information Security</b></p> <p>Five minor data breaches to date-Customer Services handling high volumes of customer of customer data. Data Protection training complete. Data archived in line with corporate retention policy.</p> <p><b>Health &amp; Safety</b></p> <p>Risk Assessment last reviewed July 2025. Discussed at monthly team meetings,</p> <p>Customer Services Team Leader is a member of the Council’s Health and Safety Working Party</p>	

Digital Services & Information Services end of the year report 2025 to 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Monitor customer feedback and service performance and provide quarterly service reports to Service Leads and Management Team and monthly reports to East Cambs Street Scene (ECSS)	Sound financial management	100%, annually	<p><b>Target Achieved</b></p> <p>100% Service performance reports issued to Service Leads and CMT</p>	Digital Services & Information Manager Digital Services Officers	<p><b>Completed - Target Achieved</b></p> <p>Quarterly 1, 2 &amp; 3 service reports issued to Service Leads and CMT. Monthly reports Apr 2025 – Jan 2026 provided to ECSS. Q4 and Feb &amp; Mar 2026 ECSS reports will be provided when available.</p> <p>Reports include contact volumes, contact type, method of contact, performance against service targets and % of contact resolved at first point of contact.</p> <p>The Digital Services team share all feedback with the relevant service and ensure that any changes that are required are implemented, or any improvement suggestions are reviewed and actioned as appropriate.</p>
Measure the Council’s website accessibility compliance monthly and achieve or exceed a great rating and 90% compliance with WCAG 2.1 accessibility standard	Sustainable Communities	Monthly - 90%, annually	<p><b>Target Achieved</b></p> <p>Compliance 92%</p>	Digital Services & Information Manager Digital Services Officers	<p><b>Completed - Target Not Met</b></p> <p>Compliance 89% Compliance Score rated ‘great’ (85%-94% = Great)</p> <p>April - 83% May - 89% June - 92% July - 93% Aug - 93% September - 90% October - 90% November - 79%</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
					<p>December - 90% January – 92%</p> <p>February and March figures are not available at the time of writing the report.</p> <p>The slight underachievement is due to the inclusion of PDFs within the accessibility guidelines as of September 2025. The website contains a substantial volume of historic PDF documents, which are currently under review. We are working closely with service teams to convert these into accessible web content where appropriate. In addition, we are taking active steps to significantly reduce the publication of new PDF content moving forward.</p>
<p>Ensure the website has up to date accurate information</p>	<p>Sustainable Communities</p>	<p>Twice Annual Service Meeting</p>	<p><b>New Performance Measure</b></p>	<p>Digital Services &amp; Information Manager Digital Services Officers</p>	<p><b>Completed - Target Achieved</b></p> <p>Implementation of one-on-one meeting with service representatives scheduled twice annually. First round of meetings have been completed.</p> <p>Working with services to ensure up to date webpage content and that all required online forms are in place. Services are also advised they can request to amend / update / create content at any point.</p>
<p>Monitor avoidable contact and work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority</p>	<p>Sound financial management</p>	<p>As required, annually</p>	<p><b>Target Achieved</b></p> <p>Partnership working – 100% annually</p>	<p>Digital Services &amp; Information Manager Digital Services Officers</p>	<p><b>Completed - Target Achieved</b></p> <p>Partnership work with services to reduce failure demand has included:</p> <ul style="list-style-type: none"> <li>- Assisting Press and PR with numerous press releases</li> <li>- Updating fees on all online forms</li> <li>- Supporting planning policy with web page additions and changes</li> <li>- Rot analysis of website content (redundant, obsolete and trivial) prior to transfer to new website.</li> </ul>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<p>Continue to provide a frontline service for ECSS, support the development of their service throughout 2025 to 2026</p>	<p>Sound financial management</p>	<p>As required, annually</p>	<p>Development and Support Bartech Project Assisted with Bartech, black bag distribution, brown bin renewals.</p>	<p>Digital Services &amp; Information Manager Digital Services Officers</p>	<p><b>Completed -Target Achieved</b></p> <p>Reporting</p> <ul style="list-style-type: none"> <li>- Produce monthly CRM reports</li> <li>- Produce monthly service performance reports</li> </ul> <p>Bartec System</p> <ul style="list-style-type: none"> <li>- Add and remove assisted collections</li> <li>- Create and update collection schedules</li> <li>- Implement service and schedule changes</li> <li>- Add and remove additional bins</li> <li>- Maintain alternative service arrangements</li> <li>- Developer requests, ensuring new properties are correctly configured for service delivery</li> <li>- Update and maintain holiday collection schedules</li> <li>- Provide support to Customer Services and Waste by responding to queries and assisting with Bartec-related issues</li> </ul> <p>New Rounds</p> <ul style="list-style-type: none"> <li>- Data cleansing and preparation</li> <li>- Deliver in house training and ongoing operational support to ECSS and depot staff</li> <li>- Liaison with Bartec to support system configuration and changes</li> <li>- Supporting the migration of all collection rounds into the test environment</li> <li>- Rebuild and maintain the waste collection calendar</li> </ul> <p>System Development and Integration</p> <ul style="list-style-type: none"> <li>- Maintain and support integration between the Bartec system and the CRM system.</li> <li>- Develop and maintain ECSS waste CRM forms</li> </ul>
<p>Achieve 99% website availability each month</p>	<p>Sound financial Management</p>	<p>Monthly – 99.9%, annually</p>	<p>Compliance 99.9%</p>	<p>Digital Services &amp; Information Manager Digital Services Officers</p>	<p><b>Completed - Target Not Met</b></p> <p>Compliant 99.8%</p> <p>April - 98.1% May - 100% June - 100% July - 100%</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
					<p>August - 99.7%            September - 99.9%            October - 100%            November - 100%            December - 100%            January - 100%</p> <p>February and March figures are not available at the time of writing the report.</p> <p>Slight underachievement April and August 2025.</p> <ul style="list-style-type: none"> <li>April's incident resulted in 6hr 50 min outage and August's incident resulted in a nine-minute outage. Both incidents were due to high bot traffic (incident reports available).</li> </ul>
<p>Achieve website engagement rate of 63%</p>	<p>Sound financial Management</p>	<p>Monthly 63%, annually</p>	<p>The 2024/25 average engagement was reported at 65.8%. However, please note that the data used to assess this was inaccurate, the confirmed average for 24/25 was 62.3% and therefore below target.</p>		<p><b>Completed - Target Not Met</b></p> <p>Average monthly engagement 58.6%</p> <p>April - 62.9%            May - 63.0%            June - 64.1%            July - 62.3%            August - 61.9%            Sept - 61.7%            October - 60.0%            November - 54.3%            December - 48.8%            January - 46.7%</p> <p>February and March figures are not available at the time of writing the report.</p> <p>Visitors must spend more than 10 seconds on a webpage for their engagement to be recorded in Google Analytics. The underachievement can be attributed to the following factors:</p> <ul style="list-style-type: none"> <li>Improved navigation has enabled users to find the information they need more quickly, reducing the time spent on individual pages.</li> </ul>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
					<ul style="list-style-type: none"> <li>Several high-traffic pages during this period were signposting pages. These pages primarily direct users to external websites, meaning visitors typically spend only a short amount of time on them before navigating away.</li> </ul>
Complete delivery of the final phase of the new East Cambs Website and Intranet by 1 <sup>st</sup> December 2025	Sound Financial Management	By 1 <sup>st</sup> December 2025	The new Phase 1 Intranet went live on 26 November 2024. The new Phase 1 Website went live on 28 November 2024.		<p><b>Not Completed - Target Not Met</b></p> <p>The Phase 2 website went live on 26 February 2026.</p> <p>The new intranet is scheduled to go live week commencing the 2<sup>nd</sup> of March 2026.</p> <p>The website launch was deferred to allow time to confirm the website's accessibility, functionality, and overall appearance.</p>
Ensure all members of the Digital Services & Information team receive adequate training to fulfil their role	Sound financial management	100%, annually	Complete in accordance with corporate training and individual training plans	Digital Services & Information Manager Digital Services Officers	<p><b>Completed – Target Achieved</b></p> <p>Training this year has included:</p> <ul style="list-style-type: none"> <li>Manual Handling</li> <li>Prevent Duty Awareness</li> <li>Cyber Data Protection</li> <li>Display Screen Equipment</li> <li>Fire Safety</li> <li>Fraud Awareness</li> <li>Basic Local Gov Drupal training</li> <li>Bartec training</li> <li>Local Government Drupal workshops</li> </ul>
Team meetings	Sound financial management	Minimum monthly	Completed 11 team meetings	Digital Services & Information Manager Digital Services Officers	<p><b>Completed - Target Exceeded</b></p> <p>Weekly team meetings held since Digital Services &amp; Information Manager in post.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
One to one meetings	Sound financial management	Minimum 4 a year, annually		Digital Services & Information Manager Digital Services Officers	<b>Completed - Target Achieved</b>  One on one meetings held since Digital Services & Information Manager in post.
Complete appraisals annually and within the time frame set by HR	Sound financial management	100%, annually		Digital Services & Information Manager Digital Services Officers	<b>Target on Track</b>  Accountabilities added to Skillgate and dates in diaries at the time of the writing report.
Regularly review corporate risks including: <ul style="list-style-type: none"> <li>disaster recovery to provide continuous front facing services to the public in the event of a minor or major system outage.</li> <li>GDPR (General Data Protection Regulation) compliance to protect personal data, Council reputation and avoid financial penalties.</li> <li>information security to protect personal data, prevent council reputation and provide confidence in online services.</li> <li>health and safety of members of the public visiting the Council offices</li> </ul>	Sound financial management	100%, annually	Digital Services Business Continuity Plan reviewed annually.  No data or security breaches recorded.  Data archived in line with corporate retention policy.  Risk assessment last reviewed Nov 2024.	Digital Services & Information Manager Digital Services Officers	<b>Completed - Target Achieved</b>  <b>Disaster recovery</b> All Digital Services Officer are able to work remotely without issue.  <b>GDPR &amp; Information Security</b> No data or Security breaches reported in 25/26. All officers have completed their Data Protection refresher training. Data archived in line with corporate retention policy.  <b>Health &amp; Safety</b> Risk Assessment last reviewed February 2025 and discussed at team meeting. Working from Home set ups reviewed and authorised by both ICT and HR. The Digital Services Manager is a member of the Council's Health and Safety Working Party.
Achieve council's website carbon digital carbon emissions below 0.3 MTCO <sub>2</sub> e per year (MTCO <sub>2</sub> e means metric tonnes of carbon dioxide equivalent, not million tonnes)	Cleaner, greener East Cambridgeshire	100%, annually	<b>New Performance Measure</b>	Digital Services & Information Manager Digital Services Officers	<b>Completed - Target Exceeded</b>  April - not recorded May - not recorded June - 0.234 MTCO <sub>2</sub> e July - 0.238 MTCO <sub>2</sub> e

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
					<p>August - 0.021 MTCO<sub>2</sub>e                      Sept - 0.022 MTCO<sub>2</sub>e                      October - 0.017 MTCO<sub>2</sub>e                      November - 0.037 MTCO<sub>2</sub>e                      December - 0.044 MTCO<sub>2</sub>e                      January - 0.056 MTCO<sub>2</sub>e</p> <p>February and March figures are not available at the time of writing the report.</p>



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## Digital Services Service Delivery Plan 2026 to 2027

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### Overview of the service

The Digital Services Team provides a frontline service, enabling residents to access Council services and staff to access the intranet.

The team is responsible for the development, maintenance, and continuous improvement of the Council's website, intranet, and self-service portal. Usability and accessibility are central priorities, ensuring residents can access Council services online 24/7.

The team actively monitors customer needs, creating new webpages and regularly updating published content to maintain accuracy and relevance. Ongoing engagement with Service Leads ensures that service pages remain up to date, accessible, and aligned with organisational priorities, while also identifying opportunities for improvement.

We maximise the use of technology by promoting self-service and online access to Council services, helping to drive channel shift and reduce corporate costs.

By ensuring that residents are provided with easy access to our services 24 hours a day, we not only meet their expectations of modern service delivery, but we also reduce demand on alternative channels, such as the telephone contact team. This approach ensures that residents who prefer non-digital channels can access advice and support more quickly.

We actively encourage customer feedback to understand what works well and where improvements are needed. All feedback is carefully reviewed and addressed where appropriate to support continuous improvement.

### Cost of service

The cost to run the service for year 2026/2027 is £162,530

## Staffing Information

1 Digital Services & Information Manager (0.34 FTE)

1 Full time Digital Services Officer

2 Part time Digital Services Officers

## Forward planning for Councillors

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

## Digital Services & Information Service Delivery Plan 2026 to 2027

This Service Delivery Plan describes what Digital Services & Information will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council’s strategic outcomes and Corporate Plan 2025 to 2026.

**Council’s Strategic Outcome:** Customers are at the heart of everything we do

**Digital Services’ Strategic Objective:** Be accessible, responsive and flexible to customer’s digital wants and needs

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Monitor customer feedback and service performance and provide quarterly service reports to Service Leads and Management Team and monthly reports to East Cambs Street Scene (ECSS)	100%, annually	Monitor website feedback via online forms. 273 feedback forms received: 237 Good, 11 Average, 25 Poor. Feedback actioned as appropriate. Monthly performance reports issued to Services & ECSS. Quarterly reports issued to Service Leads.	Digital Services Officers
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	Compliant score rated 89%  The slight underachievement is due to the inclusion of PDFs within the accessibility guidelines as of September 2025. The website contains a substantial volume of historic PDF documents, which are currently under review. We are working closely with service teams to convert these into accessible web content where appropriate.  In addition, we are taking active steps to significantly reduce the publication of new PDF content moving forward.	Digital Services Officers

**Council’s Strategic Outcome:** Customers are at the heart of everything we do

**Digital Services’ Strategic Objective:** Work proactively to support the customer’s digital experience.

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Ensure the website has up to date and accurate information	100% Twice Annual Service Meeting	<p><b>New Performance Measure</b></p> <p>Implementation of one-on-one meeting with service representatives, twice annually. First round of meetings have been completed.</p> <p>Working with services to ensure up to date webpage content and that all required online forms are in place. Services are also advised they can request to amend / update / create content at any point.</p>	Digital Services Officers
Monitor avoidable contact and work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority	As required, annually	<p>Examples of partnership working to reduce failure demand include:</p> <ul style="list-style-type: none"> <li>- Assisting Comms with press releases and news</li> <li>- Web Updates</li> <li>- Twice Annual Service Review Meetings</li> <li>- Elections support</li> <li>- Business as Usual</li> <li>- Maintaining customer services FAQ database and proactively updating the web from popular FAQ responses</li> <li>- Ongoing ROT (Redundant, Obsolete, and Trivial) analysis of website content</li> </ul>	Digital Services Officers
Continue to provide a frontline service for ECSS, support the development of their service and the new bin roll out throughout 2026 to 2027	As required, annually	<p>Reporting</p> <ul style="list-style-type: none"> <li>- Produce monthly CRM reports</li> <li>- Produce monthly service performance reports</li> </ul> <p>Bartec System</p> <ul style="list-style-type: none"> <li>- Add and remove assisted collections</li> <li>- Create and update collection schedules</li> <li>- Implement service and schedule changes</li> <li>- Add and remove additional bins</li> <li>- Maintain alternative service arrangements</li> <li>- Developer requests, ensuring new properties are correctly configured for service delivery</li> <li>- Update and maintain holiday collection schedules</li> <li>- Provide support to Customer Services and Waste by responding to queries and assisting with Bartec-related issues</li> </ul> <p>New Rounds</p>	Digital Services Officers

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		<ul style="list-style-type: none"> <li>- Data cleansing and preparation</li> <li>- Deliver in house training and ongoing operational support to ECSS and depot staff</li> <li>- Liaison with Bartec to support system configuration and changes</li> <li>- Supporting the migration of all collection rounds into the test environment</li> <li>- Rebuild and maintain the waste collection calendar</li> </ul> <p>System Development and Integration</p> <ul style="list-style-type: none"> <li>- Maintain and support integration between the Bartec system and the CRM system.</li> <li>- Develop and maintain ECSS waste CRM forms.</li> </ul>	

**Council’s Strategic Outcome:** ‘Can do’ approach and open for business

**Digital Services’ Strategic Objective:** Create and sustain digital solutions that provide easy access to information and services 24/7

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p><b>Achieve 99.9% website availability each month</b></p>	<p>Monthly - 99.9%, annually</p>	<p>Compliant score rated 99.8%</p> <p>February and March figures are not available at the time of writing the report.</p>	<p>Digital Services &amp; Information Manager Invuse</p>
<p><b>Achieve website engagement rate of 63% each month</b></p>	<p>Monthly - 100% annually</p>	<p>Average 58.6%</p> <p>Visitors must spend more than 10 seconds on a webpage for their engagement to be recorded in Google Analytics. The slight underachievement can be attributed to the following factors:</p> <ul style="list-style-type: none"> <li>• Improved navigation has enabled users to find the information they need more quickly, reducing the time spent on individual pages.</li> </ul>	<p>Digital Services Officers</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		<ul style="list-style-type: none"> <li>Several high-traffic pages during this period were signposting pages. These pages primarily direct users to external websites, meaning visitors typically spend only a short amount of time on them before navigating away.</li> </ul> <p>February and March figures are not available at the time of writing the report.</p>	

**Council’s Strategic Outcome:** Safe, vibrant and inclusive communities. Community sustainability

**Digital Services’ Strategic Objective:** Make a positive contribution to the health and wellbeing within our district

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Measure the Council’s accessibility compliance monthly and achieve or exceed an excellent rating and 90% compliance with WCAG 2.1 and WCAG 2.2 accessibility standard</p>	<p>Monthly - 90%, annually</p>	<p>Compliance Score rated ‘great’ (85%-94% = Great)</p> <p>February and March figures are not available at the time of writing the report.</p> <p>The slight underachievement is due to the inclusion of PDFs within the accessibility guidelines as of September 2025. The website contains a substantial volume of historic PDF documents, which are currently under review. We are working closely with service teams to convert these into accessible web content where appropriate.</p> <p>In addition, we are taking active steps to significantly reduce the publication of new PDF content moving forward.</p>	<p>Digital Services &amp; Information Officers and Manager</p>

**Council’s Strategic Outcome:** Be an excellent employer

**Digital Services’ Strategic Objective:** Support the continued professional development of Digital Service. Ensure that the Council’s corporate risks are managed effectively

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Ensure all members of the Digital Services &amp; Information team receive adequate training to fulfil their role</p>	<p>100%, annually</p>	<p><b>Target Achieved</b></p> <p>Complete in accordance with corporate training and individual training plans. Training this year has included:</p> <ul style="list-style-type: none"> <li>• Manual Handling</li> <li>• Prevent Duty Awareness</li> <li>• Cyber Data Protection</li> <li>• Display Screen Equipment</li> <li>• Fire Safety</li> <li>• Fraud Awareness</li> <li>• Basic Local Gov Drupal training</li> <li>• Bartec training</li> <li>• Local Government Drupal workshops</li> </ul> <p>Training planned</p> <ul style="list-style-type: none"> <li>• Power BI (reporting)</li> <li>• Microsite development</li> </ul>	<p>Digital Services &amp; Information Officers and Manager</p>
<p>Team meetings</p>	<p>Minimum monthly</p>	<p><b>Target Exceeded</b></p> <p>Weekly team meetings held since Digital Services &amp; Information Manager in post.</p>	<p>Digital Services &amp; Information Manager</p>
<p>One to one meetings</p>	<p>Minimum 4 a year, annually</p>	<p><b>Target Achieved</b></p> <p>One on one meetings held since Digital Services &amp; Information Manager in post.</p>	<p>Digital Services &amp; Information Manager</p>
<p>Appraisals completed annually and within timeframe set by HR</p>	<p>100%, annually</p>	<p><b>Target On Track</b></p> <p>Accountabilities added to Skillgate and dates in diaries at the time of the writing report.</p>	<p>Digital Services &amp; Information Manager</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Regularly review corporate risks including:</p> <ul style="list-style-type: none"> <li>disaster recovery to provide continuous services to the public in the event of a minor or major system outage</li> <li>GDPR (General Data Protection Regulation) compliance to protect personal data, council reputation and provide confidence in online services</li> <li>information security to protect personal data, prevent financial penalties, protect council reputation and provide confidence in online services</li> <li>health and safety of officers working both in the Council offices and remotely</li> </ul>	<p>100%, annually</p>	<p><b>Target Achieved</b></p> <p><b>Disaster recovery</b> All Digital Services Officer are able to work remotely without issue.</p> <p><b>GDPR &amp; Information Security</b> No data or Security breaches reported in 25/26. All officers have completed their Data Protection refresher training. Data archived in line with corporate retention policy.</p> <p><b>Health &amp; Safety</b> Risk Assessment last reviewed February 2025 and discussed at team meeting. Working from Home set ups reviewed and authorised by both ICT and HR. The Digital Services Manager is a member of the Council's Health and Safety Working Party.</p>	<p>Digital Services &amp; Information Manager</p>


<p>To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption</p>	<p>100% Weekly Workstream subgroup meetings</p> <p>Quarterly CRM open case review</p>	<p><b>New Performance Measure</b></p> <p>Working with other councils discussing options on how digital data can be brought together.</p> <p>Removing out of date information from the website in preparation for data sharing.</p> <p>Cleaning up CRM database. Currently there are over 8000 open CRM cases. We have provided reports to services to review these. We have created a new 'assigned to me' CRM option, enabling officers to review cases allocated specifically to them. We are proactively closing historic cases.</p> <p>Participation in LGR workstreams:  <b>ICT, Digital and Customer Services</b> - ensuring smooth customer transition from day one  <b>Governance, Democracy, Election, and Civic</b> - co-ordinating security, reliability and sharing of data</p> <p>Ensuring Digital Service Officers are kept up to date with LGR processes and responsibilities. Providing appropriate training where necessary.</p>	<p>Digital Services &amp; Information Manager &amp; Digital Services Officers</p>
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**Council’s Strategic Outcome:** A clean, green and attractive place

**Digital Services’ Strategic Objective:** Undertake activities which help to mitigate/adapt to climate change

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Achieve council’s website carbon digital carbon emissions below 0.3 MTCO<sub>2</sub>e per year (MTCO<sub>2</sub>e means metric tonnes of carbon dioxide equivalent, not million tonnes)</p>	<p>100%, annually</p>	<p><b>Target Exceeded</b></p> <p>April - not recorded                      May - not recorded</p>	<p>Digital Services Officers and Digital Services &amp; Information Manager</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		June - 0.234 MTCO <sub>2</sub> e July - 0.238 MTCO <sub>2</sub> e August - 0.021 MTCO <sub>2</sub> e Sept - 0.022 MTCO <sub>2</sub> e October - 0.017 MTCO <sub>2</sub> e November - 0.037 MTCO <sub>2</sub> e December - 0.044 MTCO <sub>2</sub> e January - 0.056 MTCO <sub>2</sub> e	
		February and March figures are not available at the time of writing the report.	

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## Service Delivery Plan 2026-2027

### Environmental Health Service

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#### Overview of the service

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

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

#### Commercial Team

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

#### Home Improvement Agency

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

#### Domestic Team

- housing conditions – officers undertake a range of housing functions, the aim being to tackle poor housing conditions in all sectors and to develop strategies and procedures that address and improve housing standards. Formal enforcement action is taken to secure compliance with standards when required
- environmental protection – the core function is statutory and relates to the protection of public health and the environment by the regulation and support of individuals and

## Appendix 1(g)

businesses in areas such as air quality review and strategy, contaminated land, nuisance investigations, Environmental Pollution Prevention Control permits, pest control advice and enforcement and stray dog services; the department is a statutory consultee for planning and licensing applications

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

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

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

Looking forward to 2026-27 and onwards, the major challenge for the service will be to take on the significant additional work required as the result of new legislation aimed at improving housing conditions in the privately rented sector. This is likely to impact the more vulnerable residents in the district and additional staff resources are already being sought for this additional work.

### Cost of service

The cost of the service totals £877,022

### Staffing information

Director Operations	Part time
Waste and Environmental Services Manager	Part Time
Senior Environmental Health Officer (EHO) Domestic team	Full Time
EHO - Domestic x 2 FTEs	Full Time
Housing Compliance Officer	Fulltime
Technical Officer - Domestic x 3.6 FTEs	Full Time
Scientific Officer	Full Time

**Appendix 1(g)**

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

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Quarter 1 Performance Report	July/August 2026	Operational Services
Food Safety Policy Approval.	July/August 2026	Operational Services
Quarter 2 Performance Report	November 2026	Operational Services
Half year report 2026 to 2027	November 2026	Operational Services
Quarter 3 Performance Report	January 2027	Operational Services
End of year report 2026-27 Service Delivery Plan 2027-28	March 2027	Operational Services

**Environmental Health Service Delivery Plan 2026 to 2027**

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

Each performance measure relates to the Council’s strategic outcomes and Corporate Plan 2026 to 2027.

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

**Environmental Health service priorities:**

- Reduce environmental crime across the district
- Support our residents to live happy and healthy lives
- Support our businesses to thrive in East Cambridgeshire

**Links to Corporate Plan:**

- Development of the Environment Crime Action Plan
- Work to maximise Better Care Fund spend on DFGs
- Respond positively to new requirements in housing standards legislation in the private rented sector.

Performance measure	Target and reporting timescale	Baseline/output from 2025-2026	Owner and co-owners
Continue to work with Sanctuary Housing and maintain commitment to provide 40% of the cost towards Disabled Facilities Grants within their stock.	£157,000, annually	Although Sanctuary has in principle agreed to fund £180K towards adaptations on their properties, at the time of writing this report, no payment has been received for the 2025-26 year.	Senior Caseworker, HIA
Maintain fee income of £120,000 by 31 March 2024	£120,000 end of March, annually.	£120K ECDC and £115K Fenland but this varies as DFGs are demand led.	Senior Caseworker, HIA
Support the Council’s growth agenda by undertaking a fees and charges review	By December Annually	Annual review complete by November 2025	Senior EHOs

Performance measure	Target and reporting timescale	Baseline/output from 2025-2026	Owner and co-owners
Meet all statutory duties relating to the protection of the natural and built environment	100%, annually	100%	Senior EHO (Domestic) Environmental Health (Domestic) Team
Undertake targeted promotional or press releases aimed at increasing public awareness to reduce incidence of Environmental Crime, littering and dog fouling	5 targeted campaigns, annually		Senior EHO (Domestic) Environmental Health (Domestic) Team
Meet all statutory duties relating to official controls of food and food hygiene	100%, annually	100%	Senior EHO (Commercial) Environmental Health (Commercial) Team
Deliver the Home improvement Agency service in line with contract requirements for Fenland District Council	100% KPI's within contract Annually	100%	Senior Caseworker HIA HIA Team
Meet all statutory duties relating to the allocation of Disabled facilities Grants funding	100% Annually	Including the roll forward from the previous year and additional uplift announced in February our total budget this year is £1,264,996. Our spend to date is £993,493. We currently have committed costs of £338K where grants have been approved but works not yet paid. In addition, there are already estimated pipeline costs in the system of grants not yet approved of £300K	Senior Caseworker HIA HIA Team
Implement all forthcoming statutory requirements within the Renters Rights Act 2025.	100% annually	Whilst the council has a statutory duty to meet this target, with new legislation giving tenants more rights of complaint and protection, it is anticipated that there may well be a significant rise in demand for our services, when the new legislation comes into force	Senior EHO (Domestic) Environmental Health (Domestic) Team
Meet all statutory duties relating to official controls over poor housing standards in the private sector.	100% annually	100%	Senior EHO (Domestic) Environmental Health (Domestic) Team

Housing and Community Advice End of the Year report 2025 - 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
Meet all of our statutory duties relating to the Housing Act 1996 as amended	Sustainable communities	100%, 31 March 2026	100%.	Housing & Community Advice Team	<p><b>Completed – Target Met</b></p> <p>For every resident that has approached as homeless or threatened with homelessness a homeless application has been triggered and the prevent or relief duty has started.</p>
Ensure that 100% of the discretionary Housing Fund is fully utilised to prevent homelessness	Sustainable communities	100%, 31 March 2026	<p>The DHP budget for the year was £67,716.00</p> <p>108% of this is committed to be spent</p>	Housing & Community Advice Team	<p><b>Completed – Target Met</b></p> <p>The DHP budget for 25/26 was £67,716.00 we are predicted to have spent £71,376.71 (topped up by Anglia Revenues Partnership) as at 31 March 2026. This budget is used to top up shortfalls in residents rent payments, deposits, rent in advance and removals services.</p>
To assist 100% of residents to relieve or prevent their homelessness	Sustainable communities	100%	100%	Housing & Community Advice Team	<p><b>Completed – Target Met</b></p> <p>99%</p> <p>132 households had their homelessness prevented</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
					127 households had their homelessness relieved with alternative accommodation.
Ensure 100% of clients are seen within 15 minutes of attending drop-in services and explore the possibility of more interview rooms	Sustainable communities	100%, 31 March 2026	97%, average waiting time of 5 minutes, lack of interview rooms an issue for not seeing 100% of clients within 15 minutes	Housing & Community Advice Team	<b>Completed – Target Not Met</b> 98% of 2,734 individual clients were seen via our drop-in service within 15 minutes, ongoing issues with lack of interview rooms
Ensure 100% of clients are offered assistance in reducing their energy costs	Sustainable Communities	100%, 31 March 2026	New Performance Measure	Community Advice Team	<b>Completed – Target Exceeded</b> 57 Households received assistance in reducing their energy costs.
Carry out 100% of welfare checks with our Ukrainian guests within a week of arriving at their host properties and continue to work in partnership on the Asylum Dispersal and Afghan Resettlement Scheme	Sustainable Communities	100%. 31 March 2026	100% of all checks carried out within 7 days	Resettlement Officers	<b>Completed – Target Met</b> 100% - 12 carried out within 7 days of arriving
To ensure at least one officer undertakes training and are qualified to provide residents with immigration advice to enhance the service provided by the Community Advice Team	Sustainable Communities	100%, 31 March 2026	1 Officer	Resettlement Officers	<b>Completed – Target Exceeded</b> 2 officers are now qualified via OISC (Office of the Immigration Services Commissioner) level 1.  A 3 <sup>rd</sup> officer has started the course.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
Support residents in the private sector and social housing in any court appearances, including assisting with all relevant court paperwork	Sustainable Communities	100%, annually	42 court appearances with 38 evictions prevented	Court Officer	<b>Completed – Target Met</b> 49 court appearances with 47 successful outcomes
Improve communications by updating our website and leaflets, relationships with registered providers and the private sector. Including regular promotional work to make residents aware of services available	Sustainable Communities	As required, annually	Updated as and when needed	Housing & Community Advice Team	<b>On-going</b> Updated as and when needed
Avoid the use of Bed and Breakfast (B&B) accommodation where possible unless in an absolute emergency, high risk clients and there is no other accommodation available to the client	Sound financial management	90% 31 March 2026	85% 14 high risk clients placed in B&B accommodation	Housing & Community Advice Team	<b>Completed – Target Not Met</b> 83% 18 high risk clients placed into B&B accommodation (including early prison release)
To secure alternative accommodation for high-risk clients to avoid the use of B&B accommodation	Sound financial management	31 March 2026	New performance measure	Housing & Community Advice Manager	<b>On-going</b> 6 Self-contained units identified, waiting for works to be completed.
Recoup monies loaned to clients for deposits, storage and removals	Sound financial management	85%, 31 March 2026	82% of all monies loaned collected	Income and Recovery Officer	<b>Completed – Target Not Met</b> 82%, collection rates have been impacted by the cost-of-living crisis,

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
with a collection rate of 85%					re payments have been reduced in line with affordability
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 are received.	Sound financial management	31 March 2026	New performance measure	Senior Allocations and Lettings Officer	478 applications processed compared to 24/25 211 applications processed.
Reduce our paper usage within the service by 10%	Cleaner, greener East Cambridgeshire.	31 March 2026	-4.5%	Housing & Community Advice Team	<p><b>Completed – Target Not Met</b></p> <p>-4.5%, when completing benefit forms with clients a copy is printed for their records, for example a PIP application is 60 pages plus supporting evidence, Attendance Allowance 40 pages plus supporting evidence</p>



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## Housing and Community Advice Service Delivery Plan 2026 to 2027

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### Overview of the service

#### Housing Advice

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

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

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

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

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

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

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

### Community Advice

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

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

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

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

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

## **Cost of service**

The gross cost of running the Housing and Community Advice service for 2026/27 is £1,492,738 with a net cost to the authority of £326,611 the remainder of £1,166,127 is covered by Department for Levelling Up, Housing and Communities grant funding.

## **Staffing information**

Housing and Community Advice Manager (part time)

Housing Options Team Leader (full time)

Housing Options Officer (4 full time)

Tenancy Sustainment Officer (full time)

Income and Recovery Officer (full time)

Traveller Liaison Officer (part time)

Community Advice Team Leader (full time)

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

Community Advice and Resettlement Officer (3 full time)

Housing & Community Advice Office Manager (1 full time)

Senior Allocations and Lettings Officer (full time)

Home Energy Advisor (part time)

## Forward planning for Councillors

<b>Proposed item</b>	<b>Proposed date of decision</b>	<b>Committee</b>
Half year report 2026 to 2027	November 2026	Operational Services
End of year report 2026 to 2027	March 2027	Operational Services
Service Delivery Plan 2027 to 2028	March 2027	Operational Services

## Housing and Community Service Delivery Plan 2026 to 2027

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

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

**Service Name's Strategic Objective:** Maximising income via the re charging policy and reduce the risk of temporary accommodation.

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Avoid the use of Bed and Breakfast (B&B) accommodation where possible unless in an absolute emergency, high risk clients and there is no other accommodation available to the client	90%, annually	83%	Housing Options Team
To secure alternative accommodation for high-risk clients to avoid the use of B&B accommodation.	April 2026	Ongoing	Housing & Community Advice Manager
Recoup monies loaned to clients for deposits, storage and removals with a collection rate of 85%.	85%, annually	82%	Income and Recovery Officer
To manage and administer the Councils Housing Register in line with the HomeLink good practice guide. Validate all applications within 10 days once all required documents received.	100%, annually	100%	Senior Allocations and Lettings Officer
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption, including staff training and awareness, reviewing service delivery.	April 2028	New performance measure	Housing & Community Advice Team

**Council's Strategic Outcome:** Sustainable Communities.

**Reprographics' Strategic Objective:** Provide a holistic Housing and Community Advice service with the emphasis on preventing homelessness and offering a fully accessible Community Advice Service.

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

<b>Performance measure</b>	<b>Target and reporting timescale</b>	<b>Baseline/output from 2025 to 2026</b>	<b>Owner and co-owners</b>
Meet all of our statutory duties relating to the Homeless Act 1996 as amended and to implement the action plan from the Homelessness and Rough Sleeper Strategy.	100% annually	100%	Housing & Community Advice Team
Ensure that 100% of the discretionary Housing Fund is fully utilised to prevent homelessness.	100%, annually	100%	Housing & Community Advice Team
To assist 100% of residents to relieve or prevent their homelessness	100%	99%	Housing Options Team
To assist 50 households into private rented accommodation with landlord incentives.	100%, annually	54	Housing & Community Advice Team
To continue to implement the DAHA accreditation including providing DA survivors with essential packs of sanitary products and essential clothing and bedding to support when fleeing.	100%, annually	100%	Housing & Community Advice Team
Ensure 100% of clients are seen within 15 minutes of attending drop-in services and explore the possibility of more interview rooms	100%, annually	98%	Housing & Community Advice Team
To assist residents with applying for UPE2 (Ukraine Permission Extension Visa) which is an additional 24 month extension and continue to work in partnership on the Asylum Dispersal and Afghan Resettlement Scheme.	100%, annually	100%	Community Advice and Resettlement Officers
Work in partnership with Environmental Health to ensure all Houses in Multiple Occupation (HMO's) are licensed and meet the required standards prior to any placements within the private landlord remit including upskilling another housing officer to carry out HRSS	100%, annually	100%	Housing Options Team

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
property inspections			
Support residents in the private sector and social housing in any court appearances, including assisting with all relevant court paperwork.	100%, annually	100%	Housing Options Court Officer
Ensure 100% of all unauthorised traveller encampments are visited within 24 hours and working with partner agencies to arrange planned move-ons or evictions.	100%, annually	100%	Traveller Liaison Officer
To assist 55 households in reducing their energy costs.	100%, annually	57	Home Energy Advisor
To imbed the LIFT (low income family tracker) programme including hosting a new post funded by Cambs County Council.	April 2027	New performance measure	Housing & Community Advice Team
To Successfully implement year 1 of the Crisis and Resilience Fund (replacing the Household support fund).	April 2027	New performance measure	Housing & Community Advice Team

**Council's Strategic Outcome:** A clean, green and attractive place.

**Reprographics' Strategic Objective:** Undertake activities which help to mitigate/adapt to climate change.

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Reduce our paper usage within the service 10%.	10% reduction, annually	-1.14%	Housing and Community Advice Team

Leisure and Active Lifestyles Service End of the Year report 2025 - 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 - 2025	Owner and co-owners	Outcome or output 2025 - 2026
Supporting the district leisure facilities with their delivery plans and facility developments	Sustainable communities	Work with facilities that require support and advice up to March 2026.  Annual review	Partnership meeting held biannually in May and November. Burwell Community Sports centre provided support with ideas around new activities and funding. Anglian Leisure Bottisham underwent an environmental study as part of Sport England funding. Littleport Leisure received safeguarding support and training with other sites also offered support linked in with the Active Partnership.	Leisure and Active Lifestyles Manager	<b>Completed - Target Met</b> The district facilities have been supported as requested by signposting to funding opportunities, business cases and support with delivery programmes running out of some of the facilities to engage with those physically inactive.  Partnership meeting was held in November 2025.
Support Leisure facilities and partners through grant funding (ECDC and external)	Sustainable communities	Work with partners to allocate remaining Community Sports Fund Grant by March 2026.  Where opportunity presents provide support on external grants available up to March 2026.  6 monthly review, annually	Project ideas discussed but no applications submitted to date for Community Sports Facility Grant. Varying factors have impacted on this measure. Funding to be carried forward.  Anglian Leisure Bottisham boiler replacement and triple glazing works taken place with Sport England funding of £61.5k. Support provided to Fresh (Ely) and Soham Community Gym with funding for delivery programmes to engage with inactive residents.	Leisure and Active Lifestyles Manager	<b>On Going</b> Ely Outdoor Sports Association awarded £10k for new Padel courts which opened in September 2025.  Burwell Community Sports Centre application submitted in February 2026 for new sports hall floor to be considered by the Operational Services committee in March 2026.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 - 2025	Owner and co-owners	Outcome or output 2025 - 2026
Deliver the Council's Health and Wellbeing strategy and action plan 2024 – 27 and raise the profile of healthier lifestyles	Sustainable communities	<p>To complete the relevant actions within the strategy and plan required by March 2026.</p> <p>Attend 20 events to raise the profile of healthier lifestyles by March 2026</p> <p>6-monthly review, annually</p>	<p>Action plan on track including delivery of Health and Well fair event in September and Community Appointment Day in January. Parish Conference in February had a health theme to engage a bottom-up approach.</p> <p>New health targeted sessions delivered and links with Princess of Wales (musculoskeletal) and Healthy You tier 2 (falls prevention) established to support pathways.</p> <p>32 Council and partner staff trained in Measure Yourself Concerns and Wellbeing training.</p> <p>Updated Action Plan attached for further detail.</p>	<p>Leisure and Active Lifestyles Manager</p> <p>Project Coordinator (Health &amp; Wellbeing)</p>	<p><b>Completed - Target Met</b> Key actions from within the strategy have been delivered, including the Health &amp; Welfare event in Soham, targeted physical activity programmes for those with health inequalities and to reduce medical waiting lists for healthier weights and frailty.</p> <p>Community Appointment Day for parents with children on neurodevelopmental waiting lists planned for March 2026.</p> <p>Over 20 events attended to promote Health &amp; Wellbeing services through talks and practical sessions.</p>
Continued implementation of Public Health funded Physical Activity ("Healthy You") programme and explore options for future delivery/funding	Sustainable communities	<p>600 new residents to take part in Healthy You programmes and at least five new strength and balance sessions added across the district by March 2026</p> <p>Explore options to extend programme beyond September 2025.</p> <p>6 month review, annually</p>	<p>550 new residents taken part in Healthy You programmes up to 31<sup>st</sup> Jan 25.</p> <p>Wellbeing walks, lets run groups and walking sports sessions included as well as some new community classes in Stretham and Witchford.</p> <p>Seven new community strength and balance classes added in Fordham, Sutton, Soham and Ely.</p>	<p>Leisure and Active Lifestyles Manager</p> <p>Active Lifestyles Coordinator</p> <p>Project Coordinator (Health &amp; Wellbeing)</p>	<p><b>Completed – Target Met</b> Delivery of the Healthy You programme for the final 8 months of the contract was very successful. The targets for the final part of the contract were exceeded with 815 new individuals engaged in physical activity programmes, 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.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 - 2025	Owner and co-owners	Outcome or output 2025 - 2026
					<p><b>On Going</b>            Joint bid with Ely Primary Care Networks for new healthy lifestyles behaviour change contract was unsuccessful. Contract ended in November with new provider starting in December 2025. Impact and options are being explored whilst new contract is still in mobilisation phase.</p>
<p><b>Development of programmes and services to support health inequalities through physical activity</b></p>	<p>Sustainable communities</p>	<p>Deliver four further Active for Health programmes and investigate implementing new health targeted classes such as Escape Pain and Cancer Rehab.</p> <p>6 monthly review, annually</p>	<p>Five Active for Health programmes delivered in Littleport, Bottisham and Ely. Three Aqua Aerobics for Health session delivered at the Hive. Supporting 135 residents.</p> <p>Two new community Active for Health Lite sessions in Ely and Witchford to commence in March.</p> <p>Cardiac phase IV class planned to commence by end of March at the Hive.</p>	<p>Leisure and Active Lifestyles Manager</p> <p>Active Lifestyles Coordinator</p> <p>Project Coordinator (Health &amp; Wellbeing)</p>	<p><b>Completed – Target Met</b>            Active for Health programmes have again been very popular with sessions taking place in Ely, Littleport and Bottisham. Aqua for Health at the Hive has had regular waiting lists.</p> <p>112 residents have benefitted from the six programmes delivered. Case studies have detailed the significant positive impact the programmes have had on people’s health and overall wellbeing.</p> <p>A staff member at the Hive is undergoing Level 4 Cancer Rehab qualification to be able to deliver a targeted programme at the centre once qualified. Potential start date in March 26.</p>
<p><b>Develop and implement operational arrangements and service plans in consultation with the appointed Operator GLL at The Hive; ensure</b></p>	<p>Sound financial management</p>	<p>Meet monthly with the operator and. Carry out a yearly full site inspection</p> <p>Monthly reviews</p>	<p>Monthly meetings held to discuss ongoing performance and delivery.</p>	<p>Leisure and Active Lifestyles Manager</p>	<p><b>Completed – Target Met</b>            Monthly meetings held to discuss ongoing performance and delivery.</p> <p>Support provided with healthier weight Aqua for Health programmes.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 - 2025	Owner and co-owners	Outcome or output 2025 - 2026
continuing high performance and service standards compliance			<p>Quest review took place in August and the assessment score was rated as Good.</p> <p>Full site inspection took place in January 2025 alongside Council H&amp;S Officer.</p> <p>Facility supported with Healthier Weight funding to deliver Active for Health and Aqua Aerobics for Health courses.</p> <p>Wellbeing Walks course run for staff aswell as access to Measure Yourself Concerns and Wellbeing training.</p>		Formal annual site inspection planned for February 2026.
<p>Regularly review risks associated with Leisure Services, including:</p> <ul style="list-style-type: none"> <li>loss of facilities or services of trust operated centres</li> <li>regulatory breaches at Council or trust-operated facilities</li> </ul>	Sound Financial Management	<p>Ongoing risk reviews of services, utilising monthly meetings with operator to manage.</p> <p>End of Healthy You contract in September 2025, opportunity to bid for new tender.</p> <p>Report annually</p>	Services reviewed and no issues	Leisure and Active Lifestyles Manager	<p><b>Completed - Target Met</b> Services reviewed and no issues</p> <p><b>On Going</b> Healthy You contract ended 30<sup>th</sup> November 2025. Impact and options are being explored whilst new contract is still in mobilisation phase.</p>
Monitor the net impact/improvement of fitting solar panels at The Hive during 2025/6	Cleaner, greener East Cambridgeshire	<p>Review quarterly reports with GLL to assess the impact and measure energy and cost savings.</p> <p>Quarterly review</p>	SGS Energy appointed as contractor in February with timeline of completion by end of April with forecast spend to be under budget.	Leisure and Active Lifestyles Manager	<p><b>Target On Track</b> The Solar panels were installed in April with works completed on 25/04/25. As of the 4<sup>th</sup> February 2026 the panels have generated 84,732kwh of energy with a saving of £16,975.</p>

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Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 - 2025	Owner and co-owners	Outcome or output 2025 - 2026
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Performance is on track to achieve the estimated savings in year one.

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## Leisure and Active Lifestyles Service Delivery Plan

### 2026 to 2027

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#### Overview of the service

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

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

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

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

The scope of the team's work is:

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

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

### Cost of service

The cost of service for 2026/27 is £140,454.

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

Additional funding to support focused strength and balance programmes for older adults is currently up until 30 June 2026

### Staffing Information

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

Leisure and Active Lifestyles Manager (full time)

Project Coordinator (Health & Wellbeing) (full time)

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

## Forward planning for Councillors

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<b>Proposed item</b>	<b>Proposed date of decision</b>	<b>Committee</b>
Half year report 2026 to 2027	November 2026	Operational Services
End of year report 2026 to 2027	March 2027	Operational Services
Service Delivery Plan 2027 to 2028	March 2027	Operational Services

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## Leisure and Active Lifestyles Service Delivery Plan 2026 to 2027

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

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

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

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<b>Supporting the district leisure facilities with their delivery plans and facility developments</b>	<p>Work with facilities that require support and advice up to March 2027.</p> <p>Annual review, annually</p>	<p>The district facilities have been supported as requested by signposting to funding opportunities, business cases and support with delivery programmes running out of some of the facilities to engage with those physically inactive.</p> <p>Partnership meeting was held in November 2025.</p> <p>Ely Outdoor Sports Association awarded £10k for new Padel courts which opened in September 2025.</p> <p>Burwell Community Sports Centre application submitted in February 2026 for new sports hall floor to be considered by the Operational Services committee in March 2026.</p>	Leisure and Active Lifestyles Manager
<b>Deliver the Council's Health and Wellbeing strategy and action plan 2024 – 27 and raise the profile of healthier lifestyles</b>	<p>To complete the relevant actions within the strategy and plan required by March 2027.</p> <p>Attend 10 events to raise the profile of healthier lifestyles by March 2026</p> <p>6-monthly review, annually</p>	<p>Key actions from within the strategy have been delivered, including the Health &amp; Welfare event in Soham, targeted physical activity programmes for those with health inequalities and to reduce medical waiting lists for healthier weights and frailty.</p> <p>Community Appointment Day for parents with children on neurodevelopmental waiting lists planned for March 2026.</p> <p>Over 20 events attended to promote Health &amp; Wellbeing services through talks and practical sessions.</p>	Leisure and Active Lifestyles Manager Project Coordinator (Health & Wellbeing)

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Development of programmes and services to support health inequalities and social inclusion through physical activity	<p>Support the delivery of physical activity programmes across the district over the next 12 months.</p> <p>Deliver the wellbeing walks scheme during 26/27</p> <p>6-monthly review, annually</p>	<p>Active for Health programmes have again been very popular with sessions taking place in Ely, Littleport and Bottisham. Aqua for Health at the Hive has had regular waiting lists.</p> <p>112 residents have benefitted from the six programmes delivered. Case studies have detailed the significant positive impact the programmes have had on people’s health and overall wellbeing.</p> <p>A staff member at the Hive is undergoing Level 4 Cancer Rehab qualification to be able to deliver a targeted programme at the centre once qualified. Potential start date in March 26.</p>	Leisure and Active Lifestyles Manager Project Coordinator (Health & Wellbeing)

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Develop and implement operational arrangements and service plans in consultation with the appointed Operator GLL at The Hive; ensure continuing high performance and service standards compliance	<p>Meet monthly with the operator and. Carry out a yearly full site inspection</p> <p>Monthly reviews</p>	<p>Monthly meetings held to discuss ongoing performance and delivery.</p> <p>Support provided with healthier weight Aqua programmes.</p> <p>Formal annual site inspection planned for February 2026.</p>	Leisure and Active Lifestyles Manager

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Regularly review risks associated with Leisure Services, including:</p> <ul style="list-style-type: none"> <li>• loss of facilities or services of trust operated centres</li> <li>• regulatory breaches at Council or trust-operated facilities</li> </ul>	<p>Ongoing risk reviews of services, utilising monthly meetings with operator to manage.</p> <p>Report annually</p>	<p>Services reviewed and no issues</p> <p>Healthy You contract ended 30<sup>th</sup> November 2025. Impact and options are being explored whilst new contract is still in mobilisation phase.</p>	<p>Leisure and Active Lifestyles Manager</p>

**Council’s Strategic Outcome:** Customers at the heart of everything we do, maintain sound finances, improve systems and practices, be an excellent employer

**Leisure Service Strategic Objective:** Support the health and wellbeing of residents, with a focus on leisure and physical activity


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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.</p>	<p>Support staff with training requirements ahead of LGR, review skills and capacity against future requirements.</p> <p>Identify data ownership and retention requirements</p>	<p>New performance measure</p>	<p>Leisure &amp; Active Lifestyles Manager</p>

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Monitor the net impact/improvement of the solar panels at The Hive during 2026/7</p>	<p> Review quarterly reports with GLL to assess the impact and measure energy and cost savings.</p> <p>Quarterly review</p>	<p>The Solar panels were installed in April with works completed on 25/04/25. To the 4 Feb 2026 the panels have generated 84,732kwh of energy with a saving of £16,975.</p> <p>Performance is on track to achieve the estimated savings in year one.</p>	<p>Leisure and Active Lifestyles Manager</p>

## Licensing Service end of year report 2025 to 2026

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owners and co-owners	Outcome or output 2025 to 2026
Support the Council's growth agenda and undertake a fees and charges review	Sound financial management	By December annually	Fees reviewed October 2024	Licensing Manager	Fees reviewed November 2025 Completed - Target Met
100% of valid new vehicle licence applications to be ready for collection within 3 working days	Sustainable communities	100%, annually	100% (133 total)	Licensing Manager	100% (2430 total) Completed - Target Met
100% of valid vehicle licence renewal applications to be ready for collection within 3	Sustainable communities	100%, annually	100% (179 total)	Licensing Manager	100% (194 total) Completed - Target Met

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owners and co-owners	Outcome or output 2025 to 2026
working days, or by the expiry date of the licence (where an applicant submits their application more than 3 working days in advance of their expiry date)					
100% of valid vehicle licence variation applications to be processed by the close of the next working day	Sustainable communities	100%, annually	100% (80 total)	Licensing Manager	100% (399) Completed - Target Met
100% of valid Temporary Event Notices to be processed and determined by the close of the next working day	Sustainable communities	100%, annually	100% (273 total)	Licensing Manager	100% (257 total) Completed - Target Met

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owners and co-owners	Outcome or output 2025 to 2026
100% of valid personal licences processed within the statutory period	Sustainable communities	100%, annually	100% (38 total)	Licensing Manager	100% (36 total) Completed - Target Met
100% of enquiries responded to within 3 working days	Sustainable communities	100%, annually	100% (1634 CRM enquiries plus unknown number of direct dialled and emailed enquiries).	Licensing Manager	100% (1512 CRMs, plus unknown number of direct calls and emails in total) Completed - Target Met
Ensure website and online options are up to date	Sustainable communities	As identified, annually	Ongoing	Licensing Manager	Up to date, but this is an on-going piece of work due to the nature of the performance measure. Completed - Target Met
Ensure staff are all up to date on latest policies and procedures	Sustainable communities	As identified, annually	Ongoing	Licensing Manager	Up to date, but this is an on-going piece of work due to the

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owners and co-owners	Outcome or output 2025 to 2026
					nature of the performance measure. Completed - Target Met
100% of complaints received will be responded to within 3 working days	Sustainable communities	100%, annually	100% (10 total)	Licensing Manager	100% (18 total) Completed - Target Met
Inclusivity Service Plan for Taxis and Private Hire – Making transport more inclusive (DfT Best Practice recommendation)	Sustainable communities	Make transport more inclusive  Create an ISP for adoption by November 2025	N/A	Licensing Manager	Commenced, but behind schedule due to other priority work entering the department – estimated implementation mid 2026/2027 Target not met

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owners and co-owners	Outcome or output 2025 to 2026
Ensure all required animal welfare inspections are arranged within the statutory time frame	Sustainable communities	100%, annually	100% (9 total)	Licensing Manager	100% (29 total) Completed - Target Met
Ensure all biennial private hire operator base audits are completed on time	Sustainable communities	100%, annually	100% (18 total)	Licensing Manager	N/A - Non-routine inspection year Completed - Target Met
100% of staff appraisals undertaken by the corporate deadlines	Sound financial management	100%, annually	100% (3 total)	Licensing Manager	100% (9 total) Completed - Target Met
Ensure all training requirements are met by the specific deadline	Sound financial management	100%, annually	Ongoing	Licensing Manager	Up to date, but this is an on-going piece of work due to the nature of the performance measure. On-going

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owners and co-owners	Outcome or output 2025 to 2026
Work towards providing a full complement of online forms and paperless solutions	Cleaner, greener East Cambridgeshire	As identified, annually	Up to date, but this is an on-going piece of work due to the nature of the performance measure.	Licensing Manager	Up to date, but this is an on-going piece of work due to the nature of the performance measure. On-going
Reduce paper use through the customer journey where possible by using IT solutions	Cleaner, greener East Cambridgeshire	5% reduction in paper usage, annually	4,357 prints	Licensing Manager	3,704 prints, representing a reduction of 15% Completed – Target Exceeded



## Licensing Service Delivery Plan 2026 to 2027

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### Overview of the service

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

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

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

## Cost of service

Gross operational cost of the service of £580,813 with income achieved of £683,026, leaving an estimated underspend of £102,213.

## Staffing Information

Licensing Manager (full time)

Senior Licensing Officer (full time)

Licensing Officer (Enforcement) x 2 (full time)

Licensing Support Officer x 2 (full time)

Licensing Administration Assistant x 5 (full time)

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2026 to 2027	November 2026	Operational Services
Fees review	By December 2026	Licensing Committee
Inclusivity Service Plan	By November 2026	Licensing Committee
Service Delivery Plan 2027 to 2028	March 2027	Operational Services
End of year report 2026 to 2027	March 2027	Operational Services

## Licensing Service Delivery Plan 2026 to 2027

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

**Council's strategic outcome:** Customers at the heart of everything we do, maintain sound finances, improve systems and practices, be an excellent employer

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Support the Council's growth agenda and undertake a fees and charges review	By December annually	Annual review completed in November 2025	Licensing Manager
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	Support staff with training requirements ahead of LGR, review skills and capacity against future requirements. Audit and cleanse data ready for migration by April 2028	New performance measure	Licensing Manager Senior Licensing Officer

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
100% of licence applications, registrations and notices to be determined, and inspections conducted within the terms of the controlling legislation	100%, annually	100%	Licensing Manager Senior Licensing Officer
100% of enquiries, complaints and inspections to be actioned within required timelines	100%, annually	100%	Licensing Manager Senior Licensing Officer

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Creation of an Inclusivity Service Plan for Taxis and Private Hire	Create an ISP for adoption by November 2026	New performance measurement	Licensing Manager

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

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Reduce paper use through the customer journey where possible by using IT solutions	5% reduction in paper usage, annually	3,704 prints produced	Licensing Manager Senior Licensing Officer

Planning Services End of the Year report 2025 - 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 – 2026
Major applications to be determined within agreed timescales	Sound Financial Management	90%, annually	89% 24 out of 28 applications on time	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	<b>Target not met - 77%</b> 17 out of 22 on time  Major Application performance is on an increasing trend reporting +5.84% against half year update.  Of those not determined on time: 1 x recommended for refusal 2 x delays due to S106 drafting 1 x Committee Request for further information 1 x delay in Consultee Response
Minor applications to be determined within agreed timescales	Sound Financial Management	80%, annually	84% 137 out of 163 applications on time	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	<b>Target Exceeded - 87%</b> 151 out of 174 on time  Minor applications remain above annual target +4.28% against 6-month update.
Householder applications to be determined within agreed timescales	Sound Financial Management	90%, annually	95% 295 out of 309 applications on time	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	<b>Target Exceeded - 98%</b> 296 out of 302 on time  Householder applications remain consistent with a slight uplift against the half year update (+0.42%) update

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 – 2026
All other applications to be determined within agreed timescales	Sound Financial Management	90%, annually	90% 112 out of 124 applications on time	Strategic Planning & Development Management Manager Planning Team Leaders All Planning Officers (including Seniors and Planning Assistant)	<b>Target Met - 94%</b> 174 out of 182 on time  Other applications have remained consistent with a slight uplift against the half year update (+1.49%)
Tree Preservation Order, Trees in Conservation Areas or compliance with tree condition applications to be determined within agreed timescales	Sound Financial Management	100%, annually	99% 294 out of 296 applications on time	Trees Officer Strategic Planning & Development Management Manager	<b>Target Not Met - 98%</b> 312 out of 315 on time  Tree Applications remain slightly off-track, with no new applications determined outside of our agreed timescales for the EOY update.
Discharge of condition applications determined within agreed timescales	Sound Financial Management	75%, annually	75% 195 out of 261 discharge application on time	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant) Office Team Leader Technical Support Officers	<b>Target Met - 72%</b> 156 out of 218 on time  Performance has improved marginally against the 6-month update (+1.07%) however remains off-track.  Planning Team Leaders undertaking an exercise to review and upskill Planning Officers with regard to Partial Discharge of Condition. It has been identified that these applications are being left open until conditions can be fully discharged.
All applications determined within 26 weeks unless otherwise agreed extension	Sound Financial Management	100%, annually	99% 682 out of 686 decisions	Strategic Planning & Development Management Manager Planning Team Leaders Conservation Officer All Planning Officers (including Seniors and Planning Assistant)	<b>Target Off Track - 91%</b> 1095 out of 1202 within 26 weeks or an agreed extension of time  24 – Recommendation for

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 – 2026
					<p>Refusal            3 – Planning Committee required further clarity            3 – Appeal for Non-Determination            62 – DISA (24 relating to Partial Discharge)            15 – Determined out of timescale without an EOT</p> <p>Of the above applications, there have not been any refunds raised for applications determined outside of 26 weeks.            weeks</p>
Applications validated within 5 working days	Sound Financial Management Housing Cleaner, Greener East Cambridgeshire	85%, annually	90% 1101 out of 1223 applications.	Strategic Planning & Development Management Manager Office Team Leader Senior Support Officer All Technical Support Officers	<b>Target Exceeded - 90%</b> 1123 out of 1253 on time
Continue work on the Cambridgeshire Local Heritage List Project (CLHLP), within the next year: <ul style="list-style-type: none"> <li>complete data for candidate list entries</li> <li>continue vetting process via county assessment panel</li> </ul> commence rolling consultation programme with owners and parishes for adoption of new entries on a parish-by-parish basis	Cleaner, Greener, East Cambridgeshire	As identified, annually	Total eligible entries = 693 Total locally listed = 398 Total parishes adopted = 26 (out of 35)	Conservation Officer Strategic Planning & Development Management Manager	<b>Target On Track –</b> 34 out of 35 Parish consultations completed with 1 (Ely) in progress. Expanded ECDC Local List fully adopted in 34 Parishes (565 sites as of 23/2/26).

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 – 2026
<p>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</p>	<p>Cleaner, Greener, East Cambridgeshire</p>	<p>Meet bi-weekly</p>	<p>Major Projects Team have been meeting fortnightly to discuss and agree options on major planning applications. Reduced outstanding major application to 24 cases.</p>	<p>Strategic Planning &amp; Development Management Manager                      Planning Team Leader                      All Planning Officers as needed</p>	<p><b>On-going</b>                      Team continues to meet bi-weekly, there are currently 25 Major Applications, 6 Pre-Apps and 2 Appeals tracked via this forum. .</p>
<p>Achieve consistency across S106 agreements and timing of Committee decisions                      Aim to require agreed and completed S106 agreement before reporting planning applications to Committee.                      Display draft legal agreements on website before decisions are made and before Committee resolutions                      Monitor throughput of S106 agreements through</p>	<p>Housing                      Cleaner, Greener, East Cambridgeshire                      Improving Transport                      Social and Community Infrastructure</p>	<p>As identified, annually</p>	<p>In the process of recruiting an S106 Officer. Once in position, their priority will be this area.</p>	<p>Strategic Planning &amp; Development Management Manager                      Planning Team Leaders                      All Planning Officers as needed</p>	<p><b>On-going</b>                      S106 officer has been in post since 1<sup>st</sup> October 2025. They have been prioritising collating and updating all existing information to identify gaps and be in a position to respond to queries in the most efficient way possible.                       As well as this, the new Chief Exec has highlighted prioritising the recording of provision of Affordable Housing under S106 Agreements.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 – 2026
action tracker and other project management tools					
Contribute to the implementation of the Council's Climate and Environment Action Plan	Housing Cleaner, Greener, East Cambridgeshire Improving Transport Social and Community Infrastructure	As identified, annually	Achieved a further 19% in paper reduction.	Cross-Council activity Planning Team Leader	<b>On-going</b> Ongoing project, the department responds to queries as required.
Monitor 20% of approved tree works	Cleaner, Greener East Cambridgeshire	20%, annually	20% 74 application sites reviewed/visited	Trees Officer Strategic Planning & Development Management Manager	<b>Target Off Track - 19%</b> 61 application sites reviewed/visited of 315 determined applications  This is a reduction of 3.6% against the half year update.  EOY application volumes were projecting to total 300 in the half year update, they are now projecting to total 348 by 31 <sup>st</sup> March 2026, a 16% uplift. The increase in applications received between September – January has impacted achieving this performance metric. Total volumes remain consistent YoY.
Review Tree Strategy to reflect changes to service provision	Cleaner, Greener East Cambridgeshire	As identified, annually	Strategy is out of date and doesn't reflect changes to the service, identified by policy team as a project to be done by them. This performance measure will be removed.	Trees Officer Strategic Planning & Development Management Manager	<b>Target Completed -</b> Tree Strategy Withdrawn

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 – 2026
80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt	Cleaner, Greener East Cambridgeshire	80%, annually	100%	Strategic Planning & Development Management Manager Planning Enforcement Team Leader All Planning Enforcement Officers	Target Exceeded - 100% 209 of 209 cases on time
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.	Sustainable Communities	As identified, annually	542.5 hours completed by 18 members of staff resulting in 30 hrs/person average.	Strategic Planning & Development Management Manager	Target Met 24 hours  This includes webinars relating to the new NFPP, Customer Service Face-to-Face Training, Uniform Supervisor and Document Template Training, BESS Fire Safety, and other Continuous Professional Development.
Regularly review high level corporate risks, including judicial review – the decision making process has not been carried out lawfully, which could lead to a financial risk on the Authority and judicial review by aggrieved party	Sustainable Communities	As required, annually	No Judicial Reviews	Strategic Planning & Development Management Manager	Completed - Target Met All new legislation shared in Monthly Planning Service Meeting
Parish councils to be invited to training session and tree and conservation advice when required	Sustainable Communities	As required, annually	Next training and update session due to take place mid 2025..	Strategic Planning & Development Management Manager All Officers	On-going Parish Council Conference attended Thursday 12 <sup>th</sup> February by Services Development and Technical Support Team Leader, Senior Strategic Planning Officer, Trees, Conservation, Major Projects and Planning

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 – 2026
					<p>Officer.</p> <p>Further plans to send out questionnaire to Parish Councils to understand what future training/information they would like in future planning-specific forums.</p>
<p>Implementation of further electronic working processes and procedures within 1 year – measuring the cost for printing for next year</p>	<p>Sustainable Communities</p>	<p>As identified, annually</p>	<p>Two datasets have now been published and the TPO dataset is close to completion. The focus is now on Neighbourhood Plans and allocated sites. We are on track to start recording all Solar Farms mid 2025.</p>	<p>Strategic Planning &amp; Development Management Manager Office Team Leader Senior Technical Support Officer</p>	<p>On-going Improvement across all categories:</p> <ul style="list-style-type: none"> <li>•Digital &amp; Design Skills – Level 1 to Level 3</li> <li>•Tech &amp; Products – Level 2 to Level 3</li> <li>•Procurement – Level 1 to Level 4</li> <li>•Leadership &amp; Governance – Level 2 to Level 4</li> <li>•Culture &amp; Ways of Working – Level 2 to Level 3</li> <li>•Citizen engagement, working with others – Level 2 to Level 3</li> </ul>



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## Planning Services Service Delivery Plan 2026 to 2027

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### Overview of the service

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

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

The service leads on delivering the council's statutory functions relating to plan-making and the determination of planning applications. Planning applications should be determined in accordance with adopted planning policies contained in the Local Plan and adopted neighbourhood plans, taking into account material considerations including national planning policies. The Planning service operates in the public interest and its main purpose is to facilitate sustainable development throughout the District. Place making is an important objective for the team, alongside the protection and enhancement of the built and natural environment. Close working with internal and external bodies forms an important part of the planning process to ensure the service functions in an efficient and transparent manner.

### Cost of service

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

The budgeted income for 2026 to 2027 from planning applications and pre-application advice is £1,133,348 and £75,192 respectively.

## Appendix 1(k)

The level of income received to date from 1 April 2025 to 31 January 2026 for planning applications is £1.16m and pre-application advice is £128k.

In the year of 2025 to 2026 (01 April 2025 to 31 January 2026) the Planning service dealt with a total of 1430 valid applications, the breakdown of which is:

- majors - 25
- minors - 201
- others (includes householders, listed buildings, adverts, conditions, amendments, certificate of lawfulness, prior notifications) – 854
- trees - 350

## Staffing Information

The Planning service includes a number of functions. The team consists of a total of 34.8 full time equivalent (FTE) staff members. The team is broken into several different sections that all fall under the remit of the Strategic Planning & Development Manager. The Planning team consists of Planning Team Leaders, Senior Planning Officers, Planning Officers and a Planning Assistant.

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

<b>FTE</b>	<b>Role title</b>
1.0	Strategic Planning & Development Management Manager
2.0	Planning Team Leaders
3.0	Major Projects Planning Officer
1.0	Development Management & Technical Support Team Leader
1.0	Enforcement Team Leader
1.0	Strategic Planning Team Leader
1.0	Tree Officer
1.0	Conservation Officer
10.0	Career Grade Planning Officers (Senior/Planning Officer/Assistant)
1.6	Enforcement Officers
1.0	Senior Planning Support Officer
7.2	Planning Support Officers
2.0	Senior Strategic Planning Officer
1.0	Performance & Monitoring Officer
1.0	Section 106 Officer

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
<b>Planning Committee</b>	First Wednesday of every month	Planning
<b>Member training</b>	In house by Planning Manager, as required	Planning
<b>Half year report 2026 to 2027</b>	November 2026	Operational Services
<b>End of year report 2026 to 2027</b>	March 2027	Operational Services
<b>Service Delivery Plan 2026 to 2027</b>	March 2027	Operational Services
<b>Neighbourhood Plan Fund Monitoring Report</b>	November 2026	Finance and Assets Committee

## Planning Services Service Delivery Plan 2026 to 2027

This Service Delivery Plan describes what the Planning service will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2026 to 2027.

**Council's strategic outcome:** Customers at the heart of everything we do, maintain sound finances, improve systems and practices, be an excellent employer

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Major applications to be determined within agreed timescales	90%, annually	77%	Strategic Planning & Development Management Manager Planning Team Leaders All Planning Officers (including Seniors and Planning Assistant)
Minor applications to be determined within agreed timescales	80%, annually	87%	Strategic Planning & Development Management Manager Planning Team Leaders All Planning Officers (including Seniors and Planning Assistant)
Householder applications to be determined within agreed timescales	90%, annually	94%	Strategic Planning & Development Management Manager All Officers
All other applications to be determined within agreed timescales	90%, annually	94%	Strategic Planning & Development Management Manager All Officers
Tree Preservation Order, Trees in Conservation Areas or compliance with tree condition applications to be determined within agreed timescales	95%, annually	99%	Strategic Planning & Development Management Manager All Officers
Discharge of condition applications determined within agreed timescales	75%, annually	72%	Strategic Planning & Development Management Manager All Officers
All applications determined within 26 weeks unless otherwise agreed extension	100%, annually	91%	Strategic Planning & Development Management Manager All Officers
Applications validated within 5 working days	85%, annually	90%	Strategic Planning & Development Management Manager All Officers
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	As identified, ongoing	New performance measure	Strategic Planning & Development Management Manager Planning Team Leaders All Planning Officers (including Seniors and Planning Assistant)
Play an active role in sub-regional Strategic and national planning work, including participation in	Ongoing, annually	New performance measure	Strategic Planning Team Leader Senior Strategic Planning Officer

<p><b>national planning consultations (including Land Use Framework work), attendance at Cambridgeshire and Peterborough Planning Policy Forum (6 weekly); contribute to Combined Authority Strategic Planning Activities.</b></p>			
<p>To enable high quality decision making by DM services and be able to undertake statutory data returns, monitor and report on past development and projected pipeline. Includes, publication of an Authority’s Monitoring Report (AMR) and Five Year Land Supply Report covering period to 31 March 2027, which reports on the performance of the previous year in terms of planning matters (statutory item)</p>	<p>Annually, and ad hoc when trigger points reached</p>	<p>New performance measure</p>	<p>Strategic Planning Team Leader Senior Strategic Planning Officer</p>
<p>To ensure customers are provided with high-quality service, regular customer service feedback will be obtained and actions tracked through the Planning Review Forum</p>	<p>Establish baseline for 2026</p>	<p>New performance measure</p>	<p>Strategic Planning &amp; Development Management Manager All Team Leader Positions</p>

**Council’s strategic outcome:** A clean, green and attractive place. Improve the public realm, enhance the natural environment

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

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p><b>Continue work on the Cambridgeshire Local Heritage Project (CLHP), within the next year:</b></p> <ul style="list-style-type: none"> <li>• complete data for candidate list entries</li> <li>• continue vetting process via county assessment panel</li> <li>• commence rolling consultation programme with owners and parishes for adoption of new entries on a parish-by-parish basis</li> </ul>	As identified, annually	34 out of 35	Conservation Officer Strategic Planning & Development Management Manager
<p><b>Project manage major applications as a team (approx. 50+ dwellings and commercially important schemes) through action tracker management and other project management tools</b></p> <p><b>Build collective understanding of major projects and business focus for customers</b></p> <p><b>Manage expectations of stakeholders and build in resilience across the team for complex project management</b></p> <p><b>Seek consistency across outcomes</b></p>	As identified, annually	25 Major Applications, 6 Pre-Apps and 2 Appeals	Strategic Planning & Development Management Manager Planning Team Leaders All Planning Officers as needed
<p><b>Achieve consistency across S106 agreements and timing of Committee decisions</b></p> <p><b>Aim to require agreed and completed S106 agreement before reporting planning applications to Committee.</b></p> <p><b>Monitor throughput of S106 agreements through action tracker and other project management tools</b></p>	As identified, annually	In situ since 1 <sup>st</sup> October 2025	Strategic Planning & Development Management Manager Planning Team Leaders All Planning Officers as needed
<p><b>Work with those communities wishing to undertake Neighbourhood Planning, ensure ECDC meets its statutory requirements</b></p>	<p>As required, in response to applications</p> <p>Annually, report to Finance and Assets Committee</p>	New performance Measure	Strategic Planning & Development Management Manager Strategic Planning Team Leader
<p><b>Undertake/advise/take action on statutory plan-making duties as applicable in light of</b></p> <ul style="list-style-type: none"> <li>• legislative requirements</li> </ul>	Ongoing	New performance measure	Strategic Planning & Development Management Manager Strategic Planning Team Leader

<ul style="list-style-type: none"> <li>• ongoing planning reform; and</li> <li>• status of policies within the Local Plan plus associated guidance and their fit for purpose with respect to service's statutory duty to determine planning applications</li> </ul>			
Monitor 20% of approved tree works	20%, annually	19%	Trees Officer Strategic Planning & Development Management Manager
80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt	80%, annually	100%	Strategic Planning & Development Management Manager Planning Enforcement Team Leader All Planning Enforcement Officers
To reduce the amount of paper used by the Department in relation to its day-to-day work	10%, annually	22%	Strategic Planning & Development Management Manager Planning Team Leaders All Planning Officers (including Seniors and Planning Assistant)
Contribute to the implementation of the Council's Climate and Environment Action Plan	As identified, annually	Responds to queries as required	Cross-Council activity Planning Team Leader

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

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

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
20hrs average of CPD per person to be identified and to be provided annually (pro-rata for part time positions); following attendance of courses/seminars staff to feedback and discuss with the team and the next team meeting.	As identified, annually	Average 24 hours per person	Strategic Planning & Development Management Manager All Officers
<p>Regularly review high level corporate risks :</p> <ul style="list-style-type: none"> <li>• new legislation, impacting on work in progress</li> <li>• new legislation, resulting in a resource pressure to implement</li> <li>• status of policies within the Local Plan</li> <li>• 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</li> </ul>	As required, annually	All new legislation shared in Monthly Planning Service Meeting	Strategic Planning & Development Management Manager
Implementation of further electronic working processes and procedures within 1 year – measuring the cost for printing for next year	As identified, annually	<p>Improvement across all categories:</p> <ul style="list-style-type: none"> <li>•Digital &amp; Design Skills – Level 1 to Level 3</li> <li>•Tech &amp; Products – Level 2 to Level 3</li> <li>•Procurement – Level 1 to Level 4</li> <li>•Leadership &amp; Governance – Level 2 to Level 4</li> <li>•Culture &amp; Ways of Working – Level 2 to Level 3</li> <li>•Citizen engagement, working with others – Level 2 to Level 3</li> </ul>	Planning Manager Office Team Leader Senior Support Officer
<p>Undertake/advise/take action on statutory plan-making duties as applicable in light of</p> <ul style="list-style-type: none"> <li>• legislative requirements</li> <li>• ongoing planning reform; and</li> <li>• status of policies within the Local Plan plus associated guidance and their fit for purpose with respect to service’s statutory duty to determine planning applications</li> </ul>	Ongoing	New performance measure	Strategic Planning & Development Management Manager Strategic Planning Team Leader
Continually review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Council’s website	Ongoing, as required	New performance measure	Strategic Planning & Development Management Manager All Officers



## Waste and Environmental Health End of Year Report 2025 to 2026

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/Output from 2024-25	Owner and Co-owners	Outcome or Output 2025-26
<b>Waste and Street Cleansing</b>					
<b>Monitor performance of ECSS to ensure KPI's are met within the MoA</b>	Cleaner, greener East Cambridgeshire Sound financial Management	Quarterly monitoring reports to Operational Services Committee Regular performance meetings with client team.	Ongoing but with new arrangements for client team and changes in service delivery through the year	Director Operations Waste and Environmental Services Manager Senior Waste Management Officer	<b>Target Completed</b> Reports submitted as required to Operational Services Committee. Remedial action taken where necessary.
<b>Ensure that the council's corporate risks (finance, operational, reputation) related to the service are managed effectively and mitigations are put in place to reduce impact.</b>	Cleaner, greener East Cambs. Financial Sustainability	Ongoing reviews, with reporting to Operational Services Committee as required	Ongoing	Director Operations Waste and Environmental Services Manager	<b>Target on track</b> Corporate Risk reviewed as per Audit Committee and Full Council meetings throughout year. Financial, Operational and Reputational risks reviewed and added to risk registers and or actioned as necessary.
<b>Review Cambridgeshire and Peterborough Waste Strategy by December 2025</b>	Cleaner, greener East Cambridgeshire	By December 2025	Carried forward from the 2024-25 workplan	Waste and Environmental Services Manager Senior Waste Management Officer	<b>Target Completed</b> Draft Strategy approved at Ops Services Committee January 26. Final version to be published by County Council TBC
<b>Develop and ensure the new waste service is ready for implementation as approved by Council, in 2026</b>	Cleaner, greener East Cambridgeshire	Operational Services Committee agreement for additional service delivery policies September 2025 Waste Service change preparations complete March 2026	Carried forward from 2024-25 workplan. Project Plan milestones in place	Waste and Environmental Services Manager Senior Waste Management Officer	<b>Target on track</b> New service rollout on track to start 1 June 2026

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/Output from 2024-25	Owner and Co-owners	Outcome or Output 2025-26
Develop and agree the new street cleansing service specification, ready to implement on April 1 2026	Cleaner, greener East Cambridgeshire	By 1 April 2026	New Measure	Waste and Environmental Services Manager Senior Waste Management Officer	<b>Target on track</b> Specification agreed and new contract being written to start 1 April 2026
Ensure the MRF and associated contracts continue to deliver value for money and maximise opportunities to recycle.	Cleaner, greener East Cambridgeshire	Ongoing	New Measure	Waste and Environmental Services Manager Senior Waste Management Officer	<b>Target on track</b> Monthly contract meetings in place
Undertake a programme of communication and promotional campaigns to maintain residents' engagement in waste related behaviour change.	Cleaner, greener East Cambridgeshire	Ongoing	New Measure	Waste and Environmental Services Manager Senior Waste Management Officer	<b>Target on track</b> Updates to members via Operational Services Committee and in-house communication channels. Wide range of comms and promotional activity covering business as usual recycling and contamination and increasingly, as part of the waste service change project

**Environmental Health**

Continue to work with Sanctuary Housing and maintain commitment to provide 40% of the cost towards Disabled Facilities Grants within their stock.	Sound financial management	£157,000 by end of March, annually.	Whilst these funds are no longer ringfenced, East Cambs. is still the only area that Sanctuary Housing commit to paying 40% of the DFG cost.	Senior Caseworker, Housing Improvement Agency (HIA)	<b>Target Off Track</b> We are advised that Sanctuary is still committed to contributing; however, no funds towards the grants have been approved this financial year. Officers will continue to work with them, and it is hoped future funding can be obtained.
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Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/Output from 2024-25	Owner and Co-owners	Outcome or Output 2025-26
Maintain fee income of £120,000 by 31 March 2024	Sound financial management	100% annually	£138,000 in 2024-25, but this varies as DFGs are demand led.	Senior Caseworker, HIA	<b>Target Exceeded</b> The total fee income paid at 05/02/2026 was £213,426. This is split between East Cambs. £105,926 and Fenland £107,500. This figure will increase by the end of the year as grants are completed.
Support the Council's growth agenda by undertaking a fees and charges review	Sound financial management	By December, annually		Senior Environmental Health Officers (EHOs)	<b>Target completed</b> Fees and charges reviewed. 2026/27 increases agreed at Committee on 29 <sup>th</sup> Jan 2026.
Meet all statutory duties relating to the protection of the natural and built environment	Cleaner, greener East Cambridgeshire	100% annually	100% completed	Senior EHO (Domestic) Environmental Health (Domestic) Team	<b>Target completed</b> Statutory duties include investigations for environmental crime, noise and other nuisances, pollution, industrial process controls, private water supplies, air quality, stray dogs, pest control etc.
Undertake targeted promotional or press releases aimed at increasing public awareness to reduce incidence of Environmental Crime, littering and dog fouling	Cleaner, greener East Cambridgeshire	3 targeted campaigns by March 2026	7 targeted campaigns	Senior EHO (Domestic) Environmental Health (Domestic) Team	<b>Target exceeded</b> 4 promotions/outreach events attended, 4 posts advertising successful convictions and 8 appeals for information.
Meet all statutory duties relating to official controls of food and food hygiene	Sustainable communities	100% annually	100% completed	Senior EHO (Commercial) Environmental Health (Commercial) Team	<b>Target on track</b> Official controls currently expected to be completed but affected by premises mothballed over the winter, that can't be inspected, and staffing issues due to national shortage of EHOs.

Performance measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline/Output from 2024-25	Owner and Co-owners	Outcome or Output 2025-26
Deliver the Home improvement Agency service in line with contract requirements for Fenland District Council	Sustainable communities	100% KPI's within contract Annually	100% achieved	Senior Caseworker HIA HIA Team	<b>Target Completed</b> In addition, the service has now rolled out the framework contract installers, and we are already seeing reduced timescales for clients as a result.
Meet all statutory duties relating to allocation of Disabled facilities Grants funding, with 100% available funding committed.	Sustainable communities	100% annually	All Better Care Funding for the year was committed. However, roll forward budget from previous years still left £211K unallocated. Work ongoing to address client delays (through partnership working), eligible works costs (council policy), and contractor delays (new framework contract).	Senior Caseworker Housing Improvement Agency Team	<b>Target Exceeded</b> The year's BCF allocation has been spent, and this includes some of the roll forward from last year. With committed grants where works not yet completed, the entire budget is accounted for. We also have pipeline grant costs already in the system of approx. £537K This is in part due to operating a framework for the contractors, meaning residents waiting times are reducing.
Meet all statutory duties relating to official controls over poor housing standards in the private sector	Sustainable communities	100% annually	100% completed	Senior EHO (Domestic) Environmental Health (Domestic) Team	<b>Target Completed</b> We have taken several housing enforcement actions this year but our collaboration with Justice for Tenants will support East Cambs increased enforcement and civil penalty regime into 2026/27 and beyond. The aim being to rigorously address poor housing standards and illegal practices in the private rented sector when the Renters Rights Act 2025 comes into force on 1 <sup>st</sup> May 2025.



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## Waste Service Delivery Plan 2026 to 2027

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### Overview of the service

The Waste and Street Cleansing Service delivers high-profile, universal services to residents across East Cambridgeshire, including:

- Household waste and recycling collections (c. 5.5 million collections annually)
- Street cleansing across the district
- Contract management of the Materials Recycling Facility (MRF)
- Delivery of service changes in preparation for national legislative reform
- Environmental communications and behaviour change campaigns

Operational delivery is undertaken by East Cambridgeshire Street Scene Ltd (ECSS) under a formal contract with defined KPIs and performance standards. The Council retains strategic client oversight.

### Purpose of the Service Delivery Plan

This Service Delivery Plan sets out the strategic priorities, performance measures and key projects for the Waste and Street Cleansing Service for 2025–2026. It demonstrates how the service will deliver against the Council's Corporate Plan objectives while maintaining statutory compliance, financial discipline and high standards of service for residents.

The Plan focuses on measurable outcomes and areas of change, rather than business-as-usual activity, and provides a framework for monitoring performance and reporting progress throughout the year.

### Operational priorities and challenges

The service operates in a high-profile, resident-facing environment, delivering approximately 5.5 million household collections per year alongside district-wide street cleansing responsibilities.

During 2025–26, the service faces several significant challenges:

- Mobilisation and implementation of new waste collection arrangements
- Adapting to national waste reform requirements
- Managing volatility in recycling markets

- Maintaining high service reliability during change
- Addressing environmental and climate expectations
- Operating within increasing financial pressures

These challenges require strong contract management, robust project governance and proactive risk management to ensure service continuity and resilience.

### **Our vision, priorities and outcomes**

The vision for the Waste and Street Cleansing Service is to deliver a resilient, efficient and environmentally responsible service that supports a Cleaner, Greener East Cambridgeshire while providing value for money.

In 2025–26 the service will focus on:

- Successfully implementing new waste service arrangements
- Improving recycling performance and reducing contamination
- Maintaining high street cleanliness standards
- Strengthening financial sustainability
- Supporting climate and environmental objectives
- Engaging residents to drive positive behaviour change

Success will be demonstrated through clear performance measures, improved environmental outcomes and continued high levels of service reliability.

### Conclusion

This Service Delivery Plan sets a focused and measurable direction for 2025–26. It balances transformation and improvement with strong operational oversight, ensuring that residents continue to receive reliable services while the Council responds to legislative, environmental and financial challenges. By improving performance to reduce waste and increase recycling, the service will contribute directly to East Cambridgeshire’s environmental ambitions and cleaner, greener vision.

### Cost of service

The budget for 2026/27 has been set at £5.8 million and covers all aspects of waste management, including staffing and fleet costs, as well as the collection and processing of waste and recycling. This total also accounts for income received from recycling credits and the Government’s packaging Extended Producer Responsibility (pEPR) payments.

Please note that the budget is currently based on estimates and does not account for a whole year of costs or income. The budget for 2027/28 will reflect actual costs and income target.

### Staffing information

The Waste team is made up of the following staff:

1 Waste and Environmental Services Manager (part time)

1 Senior Waste Management Officer

1 Environmental Services Officer

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Project Highlight Report	June 2026	Operational Services Committee
Project Highlight Report	September 2026	Operational Services Committee
Half year report 2026 to 2027	November 2026	Operational Services Committee
End of year report 2026 to 2027	March 2027	Operational Services Committee
Service Delivery Plan 2027 to 2028	March 2027	Operational Services Committee

Waste Service Delivery Plan 2026 to 2027

This Service Delivery Plan plays a central role in delivering the objectives of the Council’s Corporate Plan 2023–2027. Each performance measure and operational priority is directly aligned with the Council’s strategic priorities and actions, ensuring that the Waste and Street Cleansing Service effectively contributes to achieving its overarching goals.

**Council’s Strategic Outcome:**

- Cleaner, Greener East Cambridgeshire
- Sound Financial Management

**Service Name’s Strategic Objective:**

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

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Monitor performance of ECSS to ensure KPI’s are met within the contract and that wider performance is maintained at a high standard. Ensure service delivery issues are rectified	All KPIs met for the service (excluding period of implementation for new waste service)  Quarterly monitoring reports reviewed by client team	Refer to contract for specific KPIs as set	Waste and Environmental Services Manager  Senior Waste Management Officer
Develop and embed efficient and effective management of the plastic Extended Producer Responsibility (pEPR) scheme which be formally released by DEFRA at a date TBC.	TBC by DEFRA	New objective	Senior Waste Management Officer
Ensure that the council’s corporate risks related to the service, including finance, operational, health and safety and reputation, are managed effectively and mitigations are put in place to reduce impact.	Regular reviews, reporting negative changes to Operational Services Committee	Ongoing	Director Operational Services  Waste and Environmental Services Manager
LGR Service Engagement and Readiness: To ensure the service contributes to the LGR programme, facilitating and engaging where required and is operationally ready to transition into the new authority model without service disruption.	2027	-	Waste and Environmental Services Manager

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<b>Mobilisation of new Waste Collection Service</b>	By December 2026 within approved budget and achieve 95% service reliability within first 3 months of implementation.	New objective	Waste and Environmental Services Manager Senior Waste Management Officer
<b>Implement new Street Cleansing Service</b>	Achieve and maintain contract KPIs with quarterly performance reports reviewed by client team	New objective	Waste and Environmental Services Manager Senior Waste Management Officer
<b>Ensure the MRF and associated contracts continue to deliver value for money and maximise opportunities to recycle.</b>	Monthly and annual reporting	Carried forward from 2025-26 workplan	Waste and Environmental Services Manager Senior Waste Management Officer
<b>Deliver targeted resident engagement to reduce contamination and residual waste.</b>	Reduce contamination compared to the 2025-26 baseline by 31 March 2027.  Reduce waste collected in the black bin compared to the 2025-26 baseline by 31 March 2027	Carried forward from 2025-26 workplan	Senior Waste Management Officer
<b>Deliver and embed the Bartec Portal to further improve management of the waste collection service from operational, customer and Client management perspectives and to embed additional efficiencies in dealing with issues as they arise.</b>	Procure and install by end of 2026.	New objective	Waste and Environmental Services Manager Senior Waste Management Officer

**Title: Housing Enforcement and Financial Civil Penalties Policies 2026**

Committee: Operational Services Committee

Date: 23<sup>rd</sup> March 2026

Author: Senior Environmental Health Officer

Report number: AA160

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## **1.0 Issue**

- 1.1. To consider the update Housing Enforcement and Civil Penalties policy in light of the introduction of the Renters' Rights Act 2025.

## **2.0 Recommendations**

Members are recommended to:

- 2.1. Approve the Housing Enforcement and Financial Civil Penalty Policies 2026 (Appendix 1 and 2) in preparation for implementation on 1st May 2026.
- 2.2. Provide delegated authority for the Director Operations to make operational changes in this fast-changing area of regulation.

## **3.0 Background**

- 3.1. Private sector housing plays a significant part in housing provision within East Cambridgeshire. We recognise that most of this housing is in good condition and professionally managed, however in some circumstances this is not the case.
- 3.2. The Renters' Rights Act 2025 introduces a significantly expanded civil penalty framework with the intention of allowing a faster resolution of breaches of legislation than would be achieved via prosecution. The Act also places new duties on the Council to enforce a broader range of landlord obligations. To meet these requirements, the Council must ensure its policies are fully aligned with the new legislative framework.
- 3.3. Our current Private Sector Housing Enforcement Policy was approved and adopted at Committee on the 12th September 2022. It does not reflect the suite of new offences or the statutory amendments to civil penalty or evidential thresholds.

- 3.4. The proposed new Policies provide an operational framework for issuing robust and fair financial penalties for both existing housing offences and the new breaches/offences introduced under the 2025 Act, in line with current statutory guidance.
- 3.5. The Renters Rights Act will become law on 1st May 2026.
- 3.6. This Council aims to support landlords who operate lawfully and who provide safe and well-maintained homes. However, it is also recognised there are a minority of landlords who operate outside of the legal framework and who knowingly rent out unsafe or substandard accommodation and we are determined to robustly address this.
- 3.7. The Council's current Private Sector Housing Enforcement Policy was developed within a regulatory framework where local authorities retained broad discretion to resolve non-compliance through informal or advisory action, reflecting the principles of the Regulators' Code. That approach assumed enforcement was generally discretionary and that informal resolution would often be appropriate as a first response.
- 3.8. The Renters' Rights Act represents a fundamental shift from that position. Section 107 places a statutory duty on local housing authorities to enforce 'landlord legislation', altering the balance between informal action and formal enforcement.
- 3.9. Where breaches of the defined 'landlord legislation' are identified, the Council must now actively consider enforcement action to meet this duty, rather than defaulting to advice or informal resolution in the first instance.
- 3.10. As a result, the Regulators Code can no longer be relied upon to justify informal action as the starting point for compliance under the Renters' Rights Act.
- 3.11. Historically, enforcement of private rented sector legislation has varied significantly between local housing authorities. Differences in local policy frameworks, penalty setting mechanisms and approaches to escalation have led to what is termed by some as a 'postcode lottery' for landlords, where similar breaches may result in markedly different enforcement outcomes depending on the authority involved.
- 3.12. This inconsistency risks undermining confidence in the regulatory system, creates uncertainty for landlords operating across multiple areas and increases the likelihood of challenge to enforcement decisions. This also results in discrepancies to the level of tenant protections.
- 3.13. In response to these concerns, the Association of Chief Environmental Health Officers (ACEHO), in conjunction with the not for profit, legal advice organisation, Justice for Tenants (JFT), have developed a suite of national model policies, including a Civil Penalty Policy and an Enforcement Policy. A further policy, on Civil Penalty Debt Recovery, is currently in development. These policies are intended to promote greater consistency, transparency, and robustness in local authority enforcement approaches, while allowing for appropriate local discretion where appropriate.
- 3.14. It should be noted that at operational level, the Council has signed up to using JFT for much of the legal support around this work and especially where the Council is levying civil penalties. The approval of these policies will assist officers to deliver

enforcement where it is necessary, to recover civil penalty debts but, most importantly, it will enhance protections for tenants.

- 3.15. The Housing Enforcement and Civil Penalties Policies cannot take effect until 1 May 2026, with transitional arrangements in place to ensure legal and procedural continuity. For a limited period of approximately 6 months, both the existing Private Sector Housing Enforcement Policy 2022 and the new policies will operate in tandem, with the applicable policy determined by the date on which the offence was committed. Once legacy cases have been resolved, the existing policy will be formally withdrawn, leaving a single, updated policy framework in place.

#### 4.0 Arguments/Conclusions

- 4.1. Without updated policies, there is a risk of inconsistent enforcement, legal challenge to decisions and reduced ability to demonstrate compliance with statutory guidance and best practice. Updating our Policies is therefore essential to ensure the Council can continue to meet its statutory obligations as of 1 May 2026.
- 4.2. The new Policies provide an operational framework for issuing robust and fair financial penalties for both existing housing offences and the new breaches/offences introduced under the 2025 Act, in line with current statutory guidance.
- 4.3. The new Policies comply with the requirements under the Housing Act 2004, the Housing and Planning Act 2016 and the Renters’ Rights Act 2025, together with the applicable statutory guidance on civil penalties issued by the Secretary of State. The aim of such guidance is to ensure that penalty decisions are consistent, legally robust, and less susceptible to successful challenge on appeal.
- 4.4. Providing delegated authority to the Director Operations to approve minor variations to processes and operational policies, will enable the Council to maintain a policy aligned with any updates to statutory guidance and further commencement phases under the Renters’ Rights Act 2025, without the requirement to bring further reports containing statutory amendments back to committee.

#### 5.0 Additional Implications Assessment

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

<b>Financial Implications</b> Y	<b>Legal Implications</b> Y	<b>Human Resources (HR) Implications</b> N
<b>Equality Impact Assessment (EIA)</b> N	<b>Carbon Impact Assessment (CIA)</b> N	<b>Data Protection Impact Assessment (DPIA)</b> N

(a) Financial implications

Implementation of these policies will have a positive effect. A greater range of financial penalties are being introduced with the RRA resulting in increased income to partially offset the cost of enforcement. However, it is difficult to forecast the level of income from such penalties.

**(b) Legal implications**

Support for implementation of these policies will be through the legal services of JFT and their civil penalty generator, which has been adopted to support officers in administering the civil penalty regime. Additional legal support will be provided by JFT on a case-by-case basis, and then only if further assistance is deemed a requirement by officers or the legal team.

**6.0 Appendices**

Appendix 1

East Cambridgeshire District Council **Housing Enforcement Policy** – May 2026

Appendix 2

East Cambridgeshire District Council **Civil Penalties under the Renters' Rights Act 2025 and other housing legislation policy** – May 2026

**7.0 Background documents**

Housing Act 2004

Housing and Planning Act 2016

Renters Rights Act 2025

Renters' Rights Act: MHCLG guidance for local authorities and councils (Nov 2025)

All other associated Acts, Regulations and current guidance.

# East Cambridgeshire District Council

## Housing Authority Enforcement Policy

This policy sets out the Council's principles for enforcing and executing its duties as a Housing Authority under the relevant statute.

S3 Housing Act 2004 imposes a duty on Councils to keep housing conditions in their district under review with a view to identifying any action that may need to be taken by them.

S107 Renters' Rights Act 2025 imposes a duty on the Council to enforce the Landlord Legislation. The Landlord Legislation is comprised of the following:

- Chapters 3 and 6 of Part 1 of the Renters' Rights Act 2025,
- Part 2 of the Renters' Rights Act 2025,
- Sections 1 and 1A of the Protection from Eviction Act 1977, and
- Chapter 1 of Part 1 of the Housing Act 1988.

S110 Renters' Rights Act 2025 imposes a duty on the Council to report to the Secretary of State on the exercise of its functions under the Landlord Legislation.

In this policy, the term 'landlord' should be read as including letting agents, managing agents, licensors, property owners, directors of corporate landlords and any other person involved in the letting or management of privately rented accommodation.

In this policy, the terms 'House of Multiple Occupation' or 'HMO' are defined by the Housing Act 2004.

### Aims of the Policy

The purpose of this enforcement policy is to provide guidance for authorised officers to ensure enforcement action is taken in line with the provisions of the Renters' Rights Act 2025 and mandatory guidance to local authorities.

The Act and the 'Landlord Legislation' (as defined by S107) sit outside of the Regulators' Code, and its provisions do not apply.

Part 1 of the Housing Act 2004 is also outside of the code's scope.

Notwithstanding this, certain housing legislation and its enforcement does come within the Legislative and Regulatory Reform (Regulatory Functions) Order 2007 and is therefore within the scope of the Regulators Code and the principles of good regulation. Of particular relevance to private sector housing enforcement:

- Parts 8, 9 and 10 of the Housing Act 1985
- Parts 2 to 4 of the Housing Act 2004

This policy document sets out what owners, landlords, their agents or any other person involved in the letting or management of privately rented accommodation, and tenants of private rented sector properties, can expect from officers when dealing with non-compliance.

All enforcement action taken will be in accordance with relevant statutory Codes of Practice, Council procedures and protocols, and official guidance from central and local government bodies.

As a public body under the Human Rights Act 1998, the Council will apply the principles of the European Convention for the Protection of Human Rights and Fundamental Freedoms.

### Approach to Enforcement

The Council wants to support responsible landlords to raise housing standards. However, the Council expects landlords to have a good understanding of the housing standards and management issues that should be met in privately rented accommodation.

S5 Housing Act 2004 places a duty on Councils to take appropriate enforcement action where a Category 1 hazard exists.

S7 Housing Act 2004 gives Councils a discretionary duty to take action where a Category 2 hazard exists. The Council will usually take action where a Category 2 hazard exists.

In addition, Council officers will often investigate and identify the need to take enforcement action through a range of routes, including (but not limited to): proactive inspections of dwellings through licensing provisions; in response to a complaint or request for assistance; and referrals from other public bodies. All investigations will be carried out in accordance with the relevant statutory requirements. The Council will ensure that appropriate governance is in place to ensure that action is taken in accordance with appropriate policies.

The Council may commence enforcement with formal action instead of informal action in the first instance. In deciding whether to do so, the circumstances of the case will be taken into account. Relevant factors may include, but are not limited to:

- Where there is a risk to public health
- Where there is a blatant or deliberate contravention of the law
- Where there is history of non-compliance

The Council will usually take formal action in the first instance if there has been:

- Non-compliance with previous formal or informal action
- Offences in relation to the licensing of HMOs

The Council will take formal enforcement action in the first instance for breaches of the Landlord Legislation.

### Investigatory powers

In addition to the Council's informal and formal powers of enforcement, there are investigatory powers relating to the collection of information and relating to the entry of premises including, but not limited to, the powers detailed below.

#### Power to Investigate

S114 Renters' Rights Act 2025 gives the Council power to issue a notice to a relevant person to require the person to provide specified information to the Council.

This notice may be given to any person with an estate or interest in the land; the licensor; their agents; or a marketer of a property. It may be given in regard to any offence under the following Legislation:

- Sections 1 and 1A of the Protection from Eviction Act 1977;
- Chapter 1 of Part 1 of the Housing Act 1988;
- Section 83(1) or 84(1) of the Enterprise and Regulatory Reform Act 2013;
- Sections 21 to 23 of the Housing and Planning Act 2016;
- Chapter 3 of Part 1 and Part 2 of the Renters' Rights Act 2025.

Failure to comply with a s114 notice is an offence under s131 Renters' Rights Act 2025, as is being obstructive and intentionally or recklessly making false or misleading statements in response to a s.114 notice.

S115 Renters' Rights Act 2025 permits the Council when it reasonably suspects a breach of the Rented Accommodation Legislation to issue a notice to any person requiring them to provide the information specified. This may only be done to investigate whether a breach has occurred under the Rented Accommodation Legislation, or to determine the amount of a penalty. For the purposes of this section, the Rented Accommodation Legislation means:

- Sections 1 and 1A of the Protection from Eviction Act 1977;
- Chapter 1 of Part 1 of the Housing Act 1988;
- Parts 1 to 4 and 7 of the Housing Act 2004 ;
- Section 83(1) or 84(1) of the Enterprise and Regulatory Reform Act 2013;
- Sections 21 to 23 of the Housing and Planning Act 2016;
- Chapter 3 of Part 1 and Part 2 of the Renters' Rights Act 2025.

Where an individual has not complied with a s115 notice, s116 Renters' Rights Act 2025 enables the Council to make an application to the Court to enforce the provisions of the notice and seek reimbursement for the costs of the application.

S131 Renters' Rights Act provides that, in addition to the offence of non-compliance with a s114 notice, it is an offence for an individual to obstruct a Council officer seeking to exercise their powers without reasonable excuse. It is also an offence to fail to give an officer any additional assistance or information which they reasonably require without reasonable excuse.

S235 Housing Act 2004 allows the Council to issue a notice to relevant individuals, including occupiers, directing them to provide specified documents under their control for the purpose of

investigating whether an offence has been committed under Parts 1 to 4 of the Housing Act 2004 or exercising the Council's functions under Parts 1 to 4 of the Housing Act 2004.

S16 Local Government (Miscellaneous Provisions) Act 1976 also permits the Council to issue a notice to an occupier, manager, or individual with an interest in the land to compel them to provide the Council with information on the nature of their interest and the names and addresses of current occupiers and of any others with an interest in the land.

### Entry to Premises

S118 Renters' Rights Act 2025 permits Council officers to enter business premises of relevant people (including landlords, letting agents, and marketers) if it is necessary for the production or seizure of documents under s122-s123 Renters' Rights Act 2025. This power will be exercised without a warrant.

S121 Renters' Rights Act 2025 allows a Council officer named in a warrant to enter premises used for a rental sector business which is not mainly accommodation if there are documents on the premises which the officer could require under s122 or seize under s123. In addition, for this power to be exercised, one of the following conditions must be met:

- That access to the premises has been or is likely to be refused, and the Council has provided notice of their intention to apply for a warrant to the occupier;
- Those documents on the premises would likely be concealed or interfered with if notice of entry were to be given;
- That no occupier is present, and waiting for their return might defeat the purpose of the entry.

Following a s118 or s121 Renters' Rights Act 2025 entry, s122 allows an officer at any reasonable time to require a relevant person on the premises to produce any documents relating to the business and to take copies of them. This may only be exercised to ascertain whether there has been a breach of the Rented Accommodation Legislation where an officer reasonably suspects there has been a breach or an offence; or to ascertain whether the documents may be required in evidence for proceedings regarding a breach or offence.

Following a s118 or s121 Renters' Rights Act 2025 entry, s123 authorises Council officers to seize and detain documents that the officer reasonably suspects may be required as evidence in proceedings relating to a breach of, or an offence under, the Rented Accommodation Legislation. When doing so, the officer will provide evidence of the officer's identity and authority if reasonably practicable. The officer will take reasonable steps to inform the person from whom documents have been seized that they have been seized, and will provide that person with a written record of what has been taken.

S126 Renters' Rights Act 2025 permits the Council to enter residential premises used for a tenancy at a reasonable time if the officer considers it necessary as part of an investigation into potential offences specified in subsection 1(b). Where required, the Council will give at least 24 hours' notice of this to the occupier and individuals with an interest in the property as per subsection 1(c), detailing in writing why the entry is necessary and the suspected offences.

Where there are occupiers found on the premises, the officer will provide evidence of the officer's identity and authority to at least one of the occupiers if reasonably practicable.

In addition, s239 Housing Act 2004 permits Council officers to enter, if necessary and at a reasonable time, a property in order to carry out a survey or examination. This may be done if any one of the following is met:

- to determine if any Part 1-4 enforcement functions should be exercised;
- the premises are part of an Improvement Notice or Prohibition Order;
- a management order is in force under Chapter 1 or 2 of Part 4 on the premises.

In certain circumstance the Council may obtain a warrant to enter, by force if necessary, under s240 Housing Act 2004.

### Informal action

Informal action taken by the Council may be written or verbal advice. Additionally, a visit may be made at the outset by Council Officers in cases where the initial complaint or contact indicates that an immediate investigation by a Council officer is warranted.

In cases where officers visit an address, whether this is a result of a landlord's failure to adequately resolve a highlighted issue or as part of an audit or other investigation, written or verbal advice may be deemed sufficient should the inspection highlight only very minor deficiencies.

Where written advice is deemed appropriate by the Council and is provided, timescales will normally be included to undertake any specified work or actions.

While the Council will use its discretion on whether to carry out informal action for a Category 2 hazard, it does not need to provide written or verbal advice before commencing formal action.

### Formal action

If formal action is considered appropriate, the following options are available to the Council.

#### Housing Act 2004 Part 1

- issue an Improvement Notice in respect of any Category 1 hazards and any Category 2 hazards on the property. This requires the person to whom it is served to undertake the remedial action specified on the Notice within a given timeframe. The mandated work and the timeframe will be determined by the Council depending on the nature and scale of the work.
- issue a Prohibition Order in respect of any Category 1 hazards and any Category 2 hazards on the property. This prevents occupation of whole or part of the property, or can be used to limit occupant numbers, within a specified time frame.
- issue a Hazard Awareness Notice in respect of any Category 1 hazards and any Category 2 hazards on the property. This makes the owner and occupiers aware of the hazards identified; however, it does not require remedial action. As a result, and because it does not secure risk-reducing works within a specified timeframe, a Hazard Awareness

Notice will not usually be the most appropriate course of action where remedial works are necessary to reduce the risk of harm to occupiers or potential occupiers.

- Demolition and Clearance are options for both Category 1 or Category 2 hazards.
- S30 Housing Act 2004 provides that failure to comply with a Improvement Notice is a criminal offence, which will normally be followed by prosecution or the issuing of a civil penalty.
- S32 Housing Act 2004 provides that failure to comply with a Prohibition Order is a criminal offence, which will normally be followed by prosecution.
- Other formal notices served by the Council may not relate to the landlord undertaking remedial works but may cover a range of other matters including, but not limited to, exercising a right of entry under s.239 of the Housing Act 2004 and a request to provide information or the need to abate or avoid overcrowding.

### Work in default

The enforcement options for non-compliance with formal Notices or breach of licence conditions include the carrying out of works specified in the Notice. This power may be exercised in addition to other enforcement proceedings taken for non-compliance. The Council has no duty to undertake works in default and it will be at its discretion.

### Emergency or suspended enforcement action

Where there is a Category 1 hazard present, s43 Housing Act 2004 permits the Council to issue an Emergency Prohibition Order. This immediately prohibits the use of all or part of a dwelling if there is an imminent risk of serious harm to the health or safety of the occupants or others.

S40 Housing Act 2004 allows the Council to undertake Emergency Remedial Action on the Category 1 hazard without prior notice. The Council may then seek reimbursement of costs incurred on the work and the administration of the scheme.

The Council also has the power to suspend action taken under Part 1 Housing Act 2004 in situations where it has the power or duty to take enforcement action through the service of an Improvement Notice or Prohibition Order. This will be at the Council's discretion and will normally be considered for the purpose of minimising inconvenience to the current occupiers.

### HMO Licence Conditions

Conditions can be added to HMO licences to require work to meet specified standards or to address HMO Management Regulation requirements. In general, authorities should seek to identify, remove or reduce category 1 or category 2 hazards in the house by the exercise of Part 1 functions and not by means of licence conditions however this does not prevent the authority from imposing licence conditions relating to the installation or maintenance of facilities or equipment even if the same result could be achieved by the exercise of Part 1 functions;

Failure to comply with these conditions is a criminal offence, which may result in prosecution or the issuing of a civil penalty

### Other Legislative alternatives

There may be other legislative alternatives available to remedy deficiencies that cause Category 2 hazards which an authority may choose as a more appropriate enforcement approach.

### Prosecution

Where a Civil Financial Penalty is an available alternative to prosecution, the Council will only consider using its power to prosecute under Part 1 Housing Act 2004 in more serious cases.

The decision to prosecute will be determined by the evidential strength of the Council's case and the relevant public interest factors set down by the Director of Public Prosecutions in the Code for Crown Prosecutors.

In many circumstances, where an offence is committed by a body corporate, legislation enables local authorities to pursue persons involved with the body corporate in addition to, or instead of, the body corporate. These include company officers and, where applicable, company members.

The Council will determine, on a case-by-case basis, whether to take enforcement action against any person or persons that they consider fall within the scope of this category in addition to prosecuting the body corporate.

### Civil Financial Penalties for specified offences

The Council has the power to impose a Civil Financial Penalty for the following:

- Unlawful eviction and harassment of occupier as defined under the Protection from Eviction Act 1997
- Failure to comply with an Improvement Notice [s30 Housing Act 2004]
- Offences in relation to licensing of Houses in Multiple Occupation (HMOs) [s72 Housing Act 2004]
- Offences in relation to the Selective Licensing of 'houses' [s95 Housing Act 2004]
- Failure to comply with an Overcrowding Notice [s139 Housing Act 2004]
- Failure to comply with a management regulation in respect of an HMO [s234 Housing Act 2004]
- Offences in relation to Regulation 3 of the Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020
- Failure to comply with a banning order [s21 Housing and Planning Act 2016]
- Failure to give a written statement of terms under section 16D of the Housing Act 1988
- Failure to give an existing tenant information about changes made by the Renters' Rights Act under paragraph 7(2) of schedule 6 to the Renters' Rights Act 2025
- Attempting to let a property for a fixed term under section 16E of the Housing Act 1988
- Attempting to end a tenancy orally or by service of a notice to quit under section 16E of the Housing Act 1988
- Serving an eviction notice that attempts to end a tenancy outside the prescribed section 8 process under section 16E of the Housing Act 1988
- Relying on a ground where the person does not reasonably believe that the landlord is/will be able to obtain possession under section 16E of the Housing Act 1988

- Relying on a ground knowing the landlord would not be able to obtain possession or being reckless as to whether they would under section 16J of the Housing Act 1988
- Failing to provide a tenant with prior notice that a ground which requires it may be used under section 16E of the Housing Act 1988
- Reletting or remarketing a property before expiry of the 12 month no-let period after using the moving and selling grounds under sections 16E and 16J of the Housing Act 1988
- Discriminating against prospective tenants during the letting process on the grounds that those tenants are in receipt of benefits or have children under sections 33 and 34 of the Renters' Rights Act 2025
- Marketing a letting without stating the proposed rent under section 56 of the Renters' Rights Act 2025
- Inviting or encouraging any person to offer to pay an amount of rent under the proposed letting that exceeds the stated rent under section 56 of the Renters' Rights Act 2025
- Accepting an offer from any person to pay an amount of rent under the proposed letting that exceeds the stated rent under section 56 of the Renters' Rights Act 2025

Civil Financial Penalties in respect of these offences operate according to their own independent standalone policy, formally adopted and in operation from 1<sup>st</sup> May 2026.

### Rent Repayment Orders

Part 2 of the Housing and Planning Act 2016 permits the Council to seek a Rent Repayment Order at the First Tier Tribunal Property Chamber to require the landlord of the property where the offence(s) has been committed to refund rent to the tenants or the Council. S48 of the Housing and Planning Act 2016 places a duty on the Council to consider applying for Rent Repayment Orders.

Where a landlord has been convicted or received a Civil Financial Penalty in respect of the offence, the Tribunal must award the maximum applicable amount, except in exceptional circumstances.

This power will be considered in response to all qualifying offences and where there is sufficient evidence for a successful application to the First Tier Tribunal.

The qualifying offences are:

- Unlawful eviction and harassment of occupier as defined under the Protection from Eviction Act 1997
- Failure to comply with an Improvement Notice [s30 Housing Act 2004]
- Offences in relation to unlicensed HMOs [s72(1) Housing Act 2004]
- Offences in relation to unlicensed houses [s95(1) Housing Act 2004]
- Failure to comply with a Prohibition Order [s32(1) Housing Act 2004]
- Breach of a Banning Order [s21 Housing and Planning Act 2016]
- Using Violence to secure entry [s6(1) Criminal Law Act 1977]
- Knowingly or recklessly misusing a possession ground [s16J(1) Housing Act 1988]

- Letting or marketing of a property within twelve months of using the ‘moving in’ or ‘selling’ ground of eviction [s16J(2) Housing Act 1988]
- Continuous breach of certain tenancy reform requirements [s16J(3) Housing Act 1988]

An application for an RRO may be in addition to other formal action, such as prosecution proceedings or the imposition of a Civil Penalty. Where the Council has issued a Civil Financial Penalty or pursued prosecution, it will usually apply for a Rent Repayment Order where public funds have been paid to a landlord who has committed a qualifying offence.

S49 of the Housing and Planning Act 2016 enables the Council to assist tenants in applying for Rent Repayment Orders. The Council will usually assist tenants by referring or signposting them to a relevant organisation.

### Banning Orders

Part 2, Chapter 2 of the Housing and Planning Act 2016 permits a Council to apply for a Banning Order against a person who has been convicted of one or more of the relevant offences. This would prevent the landlord from:

- Letting housing in England;
- Engaging in English letting agency work;
- Engaging in English property management work; or
- Doing two or more of those things.

The Council may consider a Banning Order for the more serious offenders. It will take into account the seriousness of the offence(s), whether the landlord has committed other offences (or received any Civil Penalty in relation to a Banning Order offence) and any history of failing to comply with their obligations or legal responsibilities. It will also take into account other relevant factors, including but not limited to:

- The harm, or potential harm, caused to the tenant;
- The need to punish the offender;
- The need to deter the offender from repeating the offence;
- The need to deter others from committing similar offences.

### Costs and Charges

The Council incurs costs in carrying out its functions. Where legislation allows, the Council will seek to recover reasonable costs and expenses associated with its enforcement, licensing and wider regulatory activity. This may include (non-exhaustively) costs arising from inspections, investigation, evidence gathering, notices and other statutory documentation, follow-up action, compliance monitoring, and works or other interventions.

Recovery may be pursued using all available lawful routes, which may include civil action, local land charges, and enforcement against the property.

Where permitted, interest may be applied to outstanding sums until paid.

### Complaints

Contact may be made with the Council about any matters listed here by visiting our website at [East Cambridgeshire District Council | East Cambridgeshire District Council](#)

Or by calling us on 01353 665555 or emailing us at [ContactUs@eastcambs.gov.uk](mailto:ContactUs@eastcambs.gov.uk)

If you wish to make a complaint, we encourage you to contact either the Customer Services team, the individual department or person you have been dealing with directly via any of the methods above. All our staff will always listen to you and try to resolve any grievances quickly and informally.

A service user can still make a complaint in cases where the Council has instigated legal proceedings. However, making a complaint will not stop any impending legal action.

[Feedback | East Cambridgeshire District Council](#)

Where statutory notices have been served, making a complaint does not replace the statutory rights of appeal or the right to make representations. It also does not allow extra time to comply with any notice or order.

If a service user disagrees with a statutory notice, they should take action as specified in the notice or order to make an appeal, if any exists. Reference should be made to any notes that may accompany the notice or order for more detail.

### Appendix 1 – Statement of principles to determine the amount of a penalty charge under Part 4 of The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 as amended by The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 (“the Regulations”)

Section 13 of the Regulations requires local housing authorities to prepare and publish a statement of principles which they propose to follow in determining the amount of a penalty charge.

The Regulations introduced legal requirements on relevant landlords to:

1. Equip a smoke alarm on each storey of the premises on which there is a room used wholly or partly as living accommodation.
2. During any period when the premises were occupied under the tenancy, to ensure that a carbon monoxide alarm is equipped in any room of the premises which is used wholly or partly as living accommodation and which contains fixed combustion appliance other than a gas cooker.
3. Carry out checks by or on behalf of the landlord to ensure that each prescribed alarm is in proper working order on the day the tenancy begins if it is a new tenancy.
4. Where, following a report made on or after 1st October 2022 by a tenant or by their nominated representative to the landlord, a prescribed alarm is found not to be in proper working order, the alarm is repaired or replaced.

For the purposes of the legislation, living accommodation includes a bathroom or lavatory.

Where the Council believe that a landlord is in breach of one or more of the above duties, the Council must serve a remedial notice on the landlord. The remedial notice is a notice served under Regulation 5 of the Regulations.

If the landlord then fails to take the remedial action specified in the notice within the specified timescale, the Council can require a landlord to pay a penalty charge and can arrange for remedial action to be taken under certain circumstances. The power to charge a penalty arises from Regulation 8 of the Regulations. Failure to comply with each remedial notice can lead to a fine of up to £5,000. Fines will be applied per breach, rather than per landlord or property.

The Council will impose a penalty charge where it is satisfied, on the balance of probabilities, that the landlord has not complied with the action specified in the remedial notice within the required timescale.

A landlord will not be considered to be in breach of their duty to comply with the remedial notice if they can demonstrate they have taken all reasonable steps to comply. Where there is evidence, including written correspondence, of repeated and consistent efforts to obtain access to the property, with access repeatedly being prevented by the occupant(s) of the property, a landlord will

not be considered to be in breach of their duty to comply with the remedial notice. A landlord will be expected to have:

- Communicated the risk of harm that the lack of functioning alarms posed to all occupants in writing on multiple occasions
- Requested access to comply with the remedial notice on a regular basis of no longer than every seven days in writing

In considering the imposition of a penalty, the Council may look at the evidence concerning the breach of the requirement of the notice. A non-exhaustive list of methods that may be used to obtain relevant evidence includes, but is not limited to:

- Evidence obtained from a property inspection
- Evidence provided by the tenant or agent
- Evidence provided by the landlord demonstrating compliance with the Regulations by supplying dated photographs of alarms, together with installation records
- That all detector heads have not passed their expiration or replacement date

Landlords need to take steps to demonstrate that they have met the testing requirements at the start of the tenancy requirements. A non-exhaustive list of methods that may be used to evidence compliance with these testing requirements includes, but is not limited to:

- Tenants signing an inventory form which states that they observed the alarms being tested and confirming that the alarms were in working order at the start of the tenancy

Where a landlord is in breach, the local housing authority may serve a remedial notice. Failure to comply with each remedial notice can lead to a fine of up to £5,000. Fines will be applied per breach, rather than per landlord or property

When determining the amount of the penalty charge, regard will be had to whether this is a first breach under the Regulations.

### **Determining the amount of the penalty charge for a first breach**

The minimum amount of a penalty charge for a first breach of the Regulations will be £2500. Only in exceptional circumstances may the Council depart from the application of this statement of principles and issue a penalty charge for less than £2500. Exceptional circumstances are rare and unusual and are not established merely by the presence of multiple mitigating factors

The starting level of a penalty charge for a first breach of the Regulations will be £3000. The penalty charge amount will then be varied depending on aggravating and mitigating factors.

Aggravating factors include, but are not limited to:

- The number of alarms not working or missing (the Regulations state there should be one per storey)
- Other fire safety concerns/defects in the property which increase the risk posed to the occupants
- The length of time the offence is believed to have been on-going
- The frequency of complaints by the occupiers to the landlord about the non-working or missing alarms

- The costs of any remedial work the Council have carried out in response to the breach
- Whether the property is let as a HMO (which increases the overall risk)
- The number of occupants living in the property
- Presence of vulnerable occupiers such as elderly, children or disabled people
- Any history of previous enforcement or non-compliance of the landlord
- Attempts to obstruct the investigation

Mitigating factors include, but are not limited to:

- The property being small and low-risk (for example a one-bedroom ground floor flat with a large number of fire escapes including large windows)
- A single occupant living in the property
- Evidence that all required alarms were checked and in working order at the start of the tenancy
- Written evidence that some efforts to gain access and comply with the remedial notice were made and access was prevented by the occupant

### **Determining the amount of the penalty charge for a subsequent breach**

The penalty for subsequent breaches by the same landlord will be £5000. Only in exceptional circumstances may the Council depart from the application of this statement of principles and issue a penalty charge for less than £5000. Exceptional circumstances are rare and unusual and are not established merely by the presence of multiple mitigating factors.

### Appendix 2: Statement of principles to determine the amount of a penalty charge for a breach of minimum energy efficiency standards (MEES) with respect to domestic privately rented property

The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 (“the Regulations”) make it unlawful to rent out a domestic property if it has an EPC (Energy Performance Certificate) rating of F or G (unless a valid exemption has been registered on the PRS Exemptions register).

The Regulations make it unlawful to fail to comply with a compliance notice served by the Council.

The Regulations cover all relevant properties, even where there has been no change of tenancy.

The Regulations were introduced to improve the energy efficiency of housing in the private rented sector and to reduce greenhouse gas emissions and tackle climate change. They should help make tenants’ homes more thermally efficient.

An energy performance certificate (EPC) gives the property an energy efficiency rating – A rated properties are the most energy efficient and G rated are the least efficient. It’s valid for 10 years and must be provided by the owner of a property, when it is rented or sold.

If you are a landlord and you fail, when requested, to provide an EPC for the start of a tenancy, you will be in breach of the Regulations.

An EPC contains information about the type of heating system and typical energy costs. It also gives recommendations about how the energy use could be reduced, lowering running costs. You can find the recommended energy efficiency improvements on the current EPC.

If you’re a private landlord, you must either:

- ensure your rented properties have an EPC with a minimum ‘E’ rating
- register a valid PRS exemption on the PRS exemptions register

Failure to do either of these is a breach of the Regulations.

The Council investigates any potential breaches of the regulations. If the Council is satisfied that you are, or have at any time in the 18 months preceding the date of service of the penalty notice, breached the Regulations, you may be subject to a penalty notice imposing a financial penalty. The Council may also impose a publication penalty.

The “publication penalty” means publication, for a minimum period of 12 months, or such longer period as the Council may decide, on the PRS Exemptions Register of such of the following information in relation to a penalty notice as the Council decides:

- Where the landlord is not an individual, the landlord’s name
- Details of the breach of these Regulations in respect of which the penalty notice has been issued
- The address of the property in relation to which the breach has occurred, and
- The amount of any financial penalty imposed.

The Council will impose the following financial penalties:

- (a) letting a property with an F or G rating for less than 3 months: £2,000
- (b) letting a property with an F or G rating for more than 3 months: £4,000
- (c) registering false or misleading information on the PRS exemptions register: £1,000
- (d) failing to provide information to the Council demanded by a compliance notice: £2,000

The Council may not impose a financial penalty under both subsections (a) and (b) above in relation to the same breach of the Regulations. But they may impose a financial penalty under either paragraph (a) or paragraph (b), together with financial penalties under paragraphs (c) and (d), in relation to the same breach. Where penalties are imposed under more than one of these paragraphs, the total amount of the financial penalty may not be more than £5,000.

**END OF POLICY**

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East Cambridgeshire  
District Council

# **Civil penalties under the Renters' Rights Act 2025 and other housing legislation**

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Written by Waste and Environmental Services (Domestic Team)

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## 1. Introduction

This policy applies once the council has made a decision to commence civil penalty proceedings.

In this policy, the term 'landlord' should be read as including letting agents, managing agents, licensors, property owners, corporate landlords, directors of corporate landlords, registered providers of social housing and any other person involved in the letting or management of accommodation.

In this policy, the term 'corporate landlord' should be read as referring to a body corporate that meets the definition of 'landlord' above.

In this policy, the terms 'House in Multiple Occupation (HMO)' are defined by the Housing Act 2004.

The following breaches are subject to a civil penalty with a statutory maximum of £7,000:

- failure to give a written statement of terms and any other prescribed information under section 16D of the Housing Act 1988
- attempting to let a property for a fixed term under section 16E of the Housing Act 1988
- attempting to end a tenancy by service of a notice to quit under section 16E of the Housing Act 1988
- attempting to end a tenancy orally or requiring that it is ended orally under section 16E of the Housing Act 1988
- serving an eviction notice that attempts to end a tenancy outside the prescribed section 8 process under section 16E of the Housing Act 1988
- relying on a ground where the landlord does not reasonably believe that the landlord is/will be able to obtain possession under section 16E of the Housing Act 1988
- failing to provide a tenant with prior notice that a ground which requires it may be used under section 16E of the Housing Act 1988
- failure to give an existing tenant prescribed information about changes made by the Renters' Rights Act 2025 in the prescribed form and timeframe under paragraph 7(2) of schedule 6 to the Renters' Rights Act 2025
- discrimination relating to children in the lettings process under section 33 of the Renters' Rights Act 2025
- discrimination relating to benefits in the lettings process under section 34 of the Renters' Rights Act 2025
- failure to specify proposed rent within a written advertisement or other under section 56 of the Renters' Rights Act 2025
- inviting, encouraging or accepting any other of rent greater than the stated rate under section 56 of the Renters' Rights Act 2025

The breach of duty under Regulation 3, 3B, 3C, and 3D of The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 is subject to a civil penalty with a statutory maximum of £40,000.

The following offences are subject to a civil penalty with a statutory maximum of £40,000:

- unlawful eviction and harassment of occupier under section 1 of the Protection from Eviction Act 1977
- continuation of conduct subject to a relevant penalty (under s.16I or s.16K Housing Act 1988) after the 28-day period (or, if appealed, after conclusion of the appeal) where the final notice has not been withdrawn under section 16J of the Housing Act 1988
- conduct giving rise to liability under s.16I, where within the preceding five years the landlord has either (i) had a relevant penalty (under s.16I or s.16K Housing Act 1988) imposed for different conduct and the final notice has not been withdrawn, or (ii) been convicted under s.16J for different conduct under section 16(J) of the Housing Act 1988
- relying on a ground knowing the landlord would not be able to obtain possession or being reckless as to whether they would under section 16J of the Housing Act 1988
- breach of restrictions relating to reletting (s16(E)(2) Housing Act 1988) or remarketing (s16(E)(3) Housing Act 1988) a property within restricted period after using Grounds 1 or 1A of Schedule 2 Housing Act 1988 under section 16J of the Housing Act 1988
- breach of a banning order under section 21 of the Housing and Planning Act 2016
- failure to comply with an Improvement Notice under section 30 of the Housing Act 2004
- contravention of an overcrowding notice under section 139 of the Housing Act 2004
- failure to obtain a selective licence under section 95 of the Housing Act 2004
- failure to obtain an HMO licence under section 72 of the Housing Act 2004
- knowingly permitting over-occupation of an HMO under section 72 of the Housing Act 2004
- failure to comply with management regulations in respect of HMOs under section 234 of the Housing Act 2004
- failure to comply with HMO licence conditions under section 72 of the Housing Act 2004
- failure to comply with selective licence conditions under section 95 of the Housing Act 2004
- if a landlord has committed multiple breaches or offences, a separate civil penalty can, and usually will, be imposed for each breach and offence; in each case, the level of any civil penalty imposed will be determined in accordance with this policy

If multiple landlords have committed the same breach or Offence at the same property, a separate civil penalty can, and usually will, be imposed on each offender. In each case, the level of civil penalty imposed on each offender will be in accordance with this policy.

This policy outlines the council's methodology and mechanism for assessing and setting the level of a civil penalty at all stages where a civil penalty is under consideration, including the preparation of a notice of intent, and where a final decision has been made to impose a civil penalty.

When applying the civil penalties matrix, interim calculations at individual stages may result in figures that exceed the statutory maximum. Where the final amount reached following application of all relevant steps exceeds the statutory maximum, the civil penalty will be reduced to the applicable statutory maximum.

The council considers the need for transparency and consistency to be of primary importance to ensure fairness in the discharge of its functions. The general objective of this policy is, therefore, to promote both transparency and consistency in the imposition of financial penalties so that those involved in the letting or management of accommodation (a) know how the council will generally penalise relevant breaches and offences and (b) are assured that, generally, like cases will be penalised similarly, and different cases penalised differently.

The council recognises that, despite its best efforts, landlords may operate unlawfully for a significant period without detection, and that only a proportion of those committing relevant breaches and offences will be identified. Accordingly, the council seeks to ensure that civil penalties are set at a level that makes it clear to the landlord concerned and to others that operating unlawfully as a landlord is financially disadvantageous when compared to operating lawfully.

The council has a duty to act fairly, transparently and consistently when assessing civil penalties. To maintain fairness between all landlords, the council will not give weight to claims advanced as factors that might reduce the amount of a civil penalty unless those claims are supported by evidence that the council reasonably considers to be relevant, reliable, credible, and sufficient in scope and detail to enable proper assessment of the claim, having regard to the nature of the claim, the information ordinarily available to the landlord, and the need for consistent and fair decision-making. Allowing inadequately evidenced assertions to influence outcomes would risk rewarding those who provide incomplete or misleading information and would create an unfair advantage over landlords who provide a full and properly evidenced account. Accordingly, the council expects landlords against whom a civil penalty is being considered to provide all documents and records that would ordinarily exist if their account were accurate. Where such evidence is not provided, and no explanation that the council considers adequate is given, the council may draw an adverse inference.

Where claims are advanced without sufficient supporting evidence, the council may request specified supporting material before determining whether to issue a final notice or whether any mitigation has been sufficiently evidenced so as to justify a lower civil penalty.

The further objectives of using financial penalties in particular as a means of enforcing the above breaches and offences are explained below.

## 2. Statutory guidance

The government has issued statutory guidance entitled ‘Civil penalties under the Renters’ Rights Act 2025 and other housing legislation’. The council has regard to this guidance in the exercise of their functions in respect of civil penalties.

The council has considered the following factors in developing this civil penalty policy to help ensure that the civil penalty is set at an appropriate level.

**Severity of the breach or offence.** The more serious the breach or offence, the higher the penalty should be.

**Culpability and track record of the offender.** A higher penalty will be appropriate where the offender has a history of failing to comply with their obligations and/or their actions were deliberate and/or they knew, or ought to have known, that they were in breach of their legal responsibilities.

**The harm caused to the tenant.** This is a very important factor when determining the level of penalty. The greater the actual harm or the potential for harm, principally to the tenant but also potentially the local community, the higher the penalty should be.

**Punishment of the offender.** The penalty should, in a way that is fair, both punish the offender and demonstrate the consequences of not complying with their responsibilities.

**Deter the offender from repeating breaches or offences.** The ultimate goal is to prevent any further offending and help ensure that the offender fully complies with all of their legal responsibilities in future. The level of the penalty should therefore be set at a level that it is likely to have a very significant deterrent effect.

**Deter others from committing similar breaches or offences.** While the fact that someone has received a civil penalty may not be in the public domain, the civil penalty policy itself will be and local authorities should consider how their formal enforcement activity can be effectively publicised.

An important part of deterrence is the realisation on the part of landlords that the local housing authority is proactive in levying civil penalties where the need to do so exists and the civil penalty will be set at a high enough level such that operating lawfully will be the sensible financial choice.

**Remove any financial benefit the offender may have obtained as a result of committing the breach or offence.** The principle here is that it should not be in the offender’s financial interest to commit a breach or offence rather than comply, for example that the penalty for breaching licensing conditions in respect of occupancy of a property is less than the additional rent received as a result of the over-crowding. The absence of any financial benefit to the landlord does not mean though that the penalty should be reduced.

### 3. Civil penalties matrix

In determining the level of a civil penalty, officers will have regard to the matrix set out below. The matrix consists of the following sequential steps:

- 1) Determining the starting point based on the seriousness of the breach or offence.
- 2) Adjustment for factors relating to the type of landlord; size and type of portfolio controlled, owned or managed; experience of the landlord (“Landlord Type”)
- 3) Mitigating and aggravating factors the council deems significant including, but not limited to, factors relating to the track record and culpability of the landlord and the actual or potential harm to the occupants.
- 4) Financial considerations.
- 5) Applying the totality principle.

#### **Starting point based of seriousness of the breach or offence**

The Ministry of Housing, Communities and Local Government has provided statutory guidance that prescribes starting points for all breaches and offences based on the seriousness of the breach or offence. The exception to this prescription is for breaches of licensing conditions under sections 72(3) and 95(2) of the Housing Act 2004, where the Council has determined its own starting levels based on the seriousness of the specific licence condition or type of licence condition that has not be complied with.

#### **Adjustment for factors relating to the type of landlord; size and type of portfolio controlled, owned or managed; experience of the landlord (Landlord Type)**

While all landlords are expected to comply fully with their legal obligations, the council considers that a higher standard of professionalism and regulatory awareness is reasonably expected of landlords who operate at greater scale, who have greater experience, or who are involved in more complex forms of letting. Where such landlords fail to comply with their obligations, this will ordinarily justify a higher civil penalty.

In particular, a higher degree of professionalism is expected of landlords who:

- control, own, or manage a significant portfolio of properties
- have significant experience in the letting or management of property
- are or have been involved in the letting or management of Houses in Multiple occupation (HMOs)
- are corporate landlords
- are or have been directors of corporate landlords

An upward adjustment of 20% of the applicable starting point will be applied where the landlord meets any one or more of the following criteria:

- the landlord has, at any point in time, controlled, owned, or managed six or more properties., these properties need not have been held concurrently or at the time civil penalty proceedings are brought
- the landlord has, at any point in time, controlled, owned, or managed three or more properties that operated as HMOs, whether or not concurrently
- the landlord is, or has previously been, a director of a corporate landlord
- the landlord is a corporate landlord

- the landlord has, in the council’s assessment and by reference to the available evidence, significant experience in the letting or management of property

A downward adjustment of 20% of the applicable starting point will be applied only where all of the following criteria are met:

- the landlord has, at any point in time, controlled, owned, or managed no more than two properties
- the landlord has controlled, owned, or managed no more than one property that has operated as an HMO, at any point in time
- the landlord has, in the council’s assessment and by reference to the available evidence, very limited experience in the letting or management of property

**Mitigating and aggravating factors the council deems significant including, but not limited to, factors relating to the track record and culpability of the landlord and the actual or potential harm to the occupants**

To promote fairness and consistency in the administration of civil penalties, the council will apply a structured and consistent framework when determining the extent to which mitigating and aggravating factors affect the quantum of any civil penalty.

**General approach**

Each breach or offence may have offence-specific mitigating and/or aggravating factors, which will be considered alongside the generic factors set out below. Where multiple civil penalties are issued under this policy against the same landlord at the same time, and except where expressly stated otherwise, mitigating and aggravating factors will be considered and applied separately to each civil penalty when determining the quantum of each penalty.

**Mitigating factors**

The council may reduce the level of a civil penalty by up to 20% of the applicable starting point to reflect the presence of mitigating factors. Only in exceptional circumstances may the council depart from the application of this policy in respect of mitigating factors and apply a reduction in excess of 20%. Exceptional circumstances are rare and unusual and are not established merely by the presence of multiple mitigating factors.

Within the framework of this policy, the council has not sought to provide an exhaustive list of mitigating factors, recognising that a wide range of circumstances may potentially give rise to mitigation. However, the following generic mitigating factors will be considered in respect of each breach or offence.

**Steps taken to remedy the basis of the breach or offence**

Non-exhaustive examples include:

- promptly remedying all elements of the breach or offence after receiving communication from the council
- promptly remedying all the significant elements of the breach or offence leaving only less significant elements of the breach or offence

## **A high level of cooperation**

Non-exhaustive examples include proactive provision of significant information the council reasonably considers relevant beyond that required by statutory notice.

## **Acceptance of liability**

Non-exhaustive examples include accepting liability before or within the period for representations.

Where a landlord relies on a reasonable excuse defence or otherwise contests liability, this mitigating factor will not usually apply.

## **Health circumstances**

Non-exhaustive examples include a serious health condition or medical incident experienced by the landlord during, or in the period immediately preceding, the breach or offence, where there is clear and reliable evidence that the condition had a direct and material impact on the landlord's ability to comply with the relevant legal obligation. Examples may include, but are not limited to, a heart attack, stroke, cancer diagnosis, or other acute or serious medical event causing significant incapacity or impairment.

## **Diminished culpability (limited responsibility)**

Non-exhaustive examples include:

- a joint landlord who has evidenced that compliance arrangements for the subject property were directed and controlled by another joint landlord, and not by them
- a landlord who became involved only after an unforeseen change in circumstances (such as the death of the previous landlord) and who committed the breach or offence only for a limited period while putting their affairs in order

The instruction of a managing or letting agent, or reliance on an agent's actions or omissions, will not of itself constitute diminished culpability.

## **Aggravating factors**

The council may increase the level of a civil penalty by up to 20% of the applicable starting point to reflect the presence of aggravating factors.

Only in exceptional circumstances may the council depart from the application of this policy in respect of aggravating factors and apply an increase in excess of 20%. Exceptional circumstances are rare and unusual and are not established merely by the presence of multiple aggravating factors. The following generic aggravating factors will be considered in respect of each breach or offence.

## **Previous history of non-compliance**

Non-exhaustive examples include previous successful prosecutions (including relevant spent convictions), previous civil penalties, previous rent repayment orders, previous works in default, previous simple cautions.

Concurrent investigations or proceedings relating to other civil penalties, prosecutions, or rent repayment orders will not be treated as previous non-compliance.

### **Non-cooperation with the council**

Non-exhaustive examples include:

- failure to comply with notices issued under section 16 of the Local Government (Miscellaneous Provisions) Act 1976, section 235 of the Housing Act 2004, or section 114 of the Renters' Rights Act 2025
- failing to provide a substantive response to a letter of alleged offence
- failing to attend previously agreed meetings

Where the council has prosecuted, or is pursuing a prosecution, in respect of the same act or omission involving failure to provide legally required information (including failure to comply with a statutory notice), that conduct will not also be treated as an aggravating factor for the purposes of setting the civil penalty, in order to avoid double counting.

Where multiple civil penalties are imposed against the same landlord at the same time, this aggravating factor will be applied only to the civil penalty with the highest starting point, unless there is a clear and reasoned basis for applying it differently.

### **Deliberate intent or negligence when committing the offence**

Non-exhaustive examples include:

- knowledge that the breach or offence was occurring
- continuation of offending after communication from the council
- premeditation or planning, including steps taken to prevent detection or effective investigation
- providing false or misleading information to the council
- applying pressure to occupants to deter cooperation with the council

### **The number of occupants affected**

Non-exhaustive examples include 3 to 5 occupants affected.

### **Duration of non-compliance**

Non-exhaustive examples include the offence or breach occurred over a 3 to 6 month period.

### **Vulnerability of occupants**

Non-exhaustive examples include children and young adults, persons vulnerable by reason of age, disability or sensory impairment, persons with drug or alcohol dependency, victims of domestic abuse, children in care, persons with complex health needs, persons who do not speak English as a first language, victims of trafficking or sexual exploitation, refugees, asylum seekers, and pregnant women.

## 4. Financial considerations

The council will review the quantum of the civil penalty and consider whether it is sufficient to act as an effective deterrent to future non-compliance. Where the council has evidence that it considers to be sufficiently reliable regarding rental income and/or asset value from the landlord's, it may determine that an increase in the level of the penalty is appropriate in order to achieve effective deterrence.

It is essential that, as an absolute minimum, landlords do not financially benefit from their offending behaviour.

Financial circumstances will ordinarily be considered after any written representations have been received and as part of the determination of any final notice.

Where a landlord seeks to rely on a strained or limited financial position as a basis for reducing the level of a civil penalty, that position must be supported by appropriate and verifiable evidence sufficient to enable the council to assess the landlord's financial position consistently, objectively, and transparently. Unsupported assertions, partial disclosure, or selective provision of information will not be given weight. At a minimum, and where such information exists, the following should be provided as part of any written representations:

- the last three full tax years full self-assessment tax returns filed with HMRC, including all additional and supplemental pages
- the last 3 full tax years' SA302 documents and tax year overviews
- the last 3 months' payslips
- the last 3 years P60 certificates
- the last 12 months' Universal Credit payment statements
- a list of all property assets owned or jointly owned (not limited to rental properties), together with corresponding Land Registry title documents
- a list of all property assets owned, or held on a long lease, by any corporate entity in which the landlord has a beneficial interest, together with corresponding Land Registry documentation
- the most recent annual mortgage statement for each property, or the last 12 months' mortgage statements where the mortgage has been in place for less than 12 months
- valuation statements for all ISAs held
- statements from any cryptoasset exchange accounts showing balances and valuations
- a list of all shareholdings
- recent bank statements for any account holding a balance in excess of £5,000
- recent statements for all secured and unsecured loans
- bankruptcy orders and official notifications of bankruptcy

Where the council is not satisfied that it has been provided with sufficiently reliable, complete, and accurate information to assess the landlord's financial position, the council may draw the inference that the landlord is able to pay the civil penalty as imposed.

A claimed inability to pay will not, of itself, outweigh the need to ensure effective deterrence or to remove any financial benefit obtained as a result of the breach or offence.

## 5. The totality principle

The council will have regard to the totality principle to ensure that the overall outcome of its enforcement action is just and proportionate. In exceptional cases, and having regard to the particular circumstances of the case, the council may take account of totality at an earlier stage by deciding not to pursue a civil penalty in respect of a specific breach or offence where doing so would render the overall outcome disproportionate.

In general, however, the application of the totality principle will form the final step in the council's decision-making process, undertaken after any written representations have been considered and before final notices are issued, once the level of each individual civil penalty has been assessed in accordance with this policy.

As a final step before issuing final notices, the council will consider whether multiple civil penalties being imposed under this policy against the same landlord at the same time result in an aggregate amount that is just and proportionate. Where the council concludes that the aggregate amount would not be just and proportionate, it will consider whether a proportionate reduction of the penalties is appropriate.

The totality principle does not operate across different legal persons who are separately liable in law, nor does it operate across civil penalties imposed at different times. In general, it applies only to multiple civil penalties imposed under this policy on the same person at the same time. Where, however, legislation provides that an officer of a body corporate, or a person concerned in its management, may be separately liable in relation to the same conduct as the body corporate, and that officer also holds a shareholding interest in the body corporate, the council will, where civil penalties are imposed at the same time on both the body corporate and the officer arising from that same conduct, consider whether the combined outcome results in punitive duplication and is therefore not just and proportionate.

Where a reduction is applied under the totality principle, the council will ordinarily do so by applying a uniform percentage reduction across all relevant civil penalties being issued at the same time, being those civil penalties that form part of the same totality assessment. Where, however, the application of the totality principle is required to address punitive duplication arising from a shared economic interest between a body corporate and an officer, the council may apply a differential adjustment to ensure that the overall outcome is just and proportionate.

This approach reflects the statutory guidance on the application of the totality principle and is intended to promote consistency, transparency, and proportionality, while avoiding arbitrary or selective adjustment of individual penalties.

In accordance with the statutory guidance, any rent repayment orders made in respect of the same breach or offence will be disregarded for the purposes of assessing the totality of civil penalties under this policy.

## 6. Offences and breaches where a civil penalty may be levied and relevant considerations as to the level of that penalty

### Protection from Eviction Act 1977 offences

Unlawful eviction and harassment of occupier - section 1 of the Protection from Eviction Act 1977

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£35,000	£40,000	£28,000	£35,000	£42,000

Offence-specific mitigating factors - None.

Offence-specific aggravating factors:

- violence or threats of violence
- disposal of possessions or threats to dispose of possessions
- breach or evasion of an injunction or undertaking
- loss of home

### Housing Act 1988 breaches and offences

Failure to give a written statement of terms and any other prescribed information - section 16D of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£7,000	£3,200	£4,000	£4,800

Offence-specific mitigating factors - Provision of some of the required terms and prescribed information within the required period.

Offence-specific aggravating factors - None.

Attempting to let a property for a fixed term - section 16E(1)(a) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£7,000	£3,200	£4,000	£4,800

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - None.

**Attempting to end a tenancy by service of a notice to quit - section 16E(1)(b) of the Housing Act 1988**

<b>Starting point</b>	<b>Statutory maximum civil penalty amount</b>	<b>Landlord Type downward adjustment</b>	<b>No Landlord Type adjustment</b>	<b>Landlord Type upward adjustment</b>
£6,000	£7,000	£4,800	£6,000	£7,200

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - Tenant vacates property within 4 months of the date of vacation or equivalent specified in the notice to quit.

**Attempting to end a tenancy orally or requiring that it is ended orally - section 16E(1)(c) of the Housing Act 1988**

<b>Starting point</b>	<b>Statutory maximum civil penalty amount</b>	<b>Landlord Type downward adjustment</b>	<b>No Landlord Type adjustment</b>	<b>Landlord Type upward adjustment</b>
£6,000	£7,000	£4,800	£6,000	£7,200

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - Tenant vacates property within 4 months of the date of vacation or equivalent specified in the notice to quit.

**Serving a possession notice that attempts to end a tenancy outside the prescribed section 8 process - section 16E(1)(d) of the Housing Act 1988**

<b>Starting point</b>	<b>Statutory maximum civil penalty amount</b>	<b>Landlord Type downward adjustment</b>	<b>No Landlord Type adjustment</b>	<b>Landlord Type upward adjustment</b>
£6,000	£7,000	£4,800	£6,000	£7,200

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - Tenant vacates property within 4 months of the date of vacation or equivalent specified in the notice to quit.

Relying on a ground where the person does not reasonably believe that the landlord is, will, or may be able to obtain possession on that ground and the tenant(s) surrendered the tenancy within the period of 4 months beginning with the date of the contravention, without an order for possession of the dwelling-house being made - section 16E(1)(e) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£6,000	£7,000	£4,800	£6,000	£7,200

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - None.

Failing to provide a tenant with prior notice that a ground which requires it may be used - section 16E(1)(f) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£3,000	£7,000	£2,400	£3,000	£3,600

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - None.

Failure to give an existing tenant prescribed information about changes made by the Renters' Rights Act 2025 in the prescribed form and timeframe - paragraph 7(2) of schedule 6 to the Renters' Rights Act 2025

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£7,000	£3,200	£4,000	£4,800

Offence-specific mitigating factors - Provision of some of the required prescribed information within the required period and provision of prescribed information but not in the prescribed form.

Offence-specific aggravating factors - None.

Continuation of conduct subject to a relevant penalty (under s.16I or s.16K Housing Act 1988) after the 28-day period (or, if appealed, after conclusion of the appeal) where the final notice has not been withdrawn – section 16J(3) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Double the starting level for the two constituent breaches added together	£40,000	Dependent on the constituent breaches	Dependent on the constituent breaches	Dependent on the constituent breaches

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - None.

Conduct giving rise to liability under s.16I, where within the preceding five years the person has either (i) had a relevant penalty (under s.16I or s.16K Housing Act 1988) imposed for different conduct and the final notice has not been withdrawn, or (ii) been convicted under s.16J for different conduct – section 16(J)(4) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Double the starting level for the two constituent breaches added together	£40,000	Dependent on the constituent breaches	Dependent on the constituent breaches	Dependent on the constituent breaches

Offence-specific mitigating factors - Dependent on the most recent conduct giving rise to liability to a civil penalty under section 16I of the Housing Act 1988.

Offence-specific aggravating factors - Dependent on the most recent conduct giving rise to liability to a civil penalty under section 16I of the Housing Act 1988.

Relying on a ground where the person knows that the landlord would not be able to obtain an order for possession on that ground, or being reckless as to whether the landlord would be able to do so and the tenant(s) surrendered the tenancy within the period of 4 months beginning with the date the ground was relied on, without an order for possession of the dwelling-house being made – section 16J(1) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£30,000	£40,000	£24,000	£30,000	£36,000

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - None.

Breach of restrictions relating to reletting (s16(E)(2) Housing Act 1988) or remarketing (s16(E)(3) Housing Act 1988) a property within restricted period after using Grounds 1 or 1A of Schedule 2 Housing Act 1988 - section 16J(2) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£25,000	£40,000	£20,000	£25,000	£30,000

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - None.

### **Housing and Planning Act 2016 offences**

Breach of a banning order - section 21(1) of the Housing and Planning Act 2016

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£35,000	£40,000	£28,000	£35,000	£42,000

Offence-specific mitigating factors - A single, isolated incident.

Offence-specific aggravating factors - Concealment or evasion.

## Renters Rights Act 2025 breaches

Discrimination relating to children in the lettings process – section 33(1) of the Renters’ Rights Act 2025

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£6,000	£7,000	£4,800	£6,000	£7,200

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - None.

Discrimination relating to benefits in the lettings process – section 34(1) of the Renters’ Rights Act 2025

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£6,000	£7,000	£4,800	£6,000	£7,200

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - None.

Failure to specify proposed rent within a written advertisement or other – section 56(2) of the Renters’ Rights Act 2025

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£3,000	£7,000	£2,400	£3,000	£3,600

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - None.

Inviting, encouraging or accepting any other of rent greater than the stated rate - section 56(3) of the Renters' Rights Act 2025

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£7,000	£3,200	£4,000	£4,800

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - None.

### **The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 breach of duties**

Failure to comply with The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 Regulation 3: (3)(b), (3)(d), (3)(e). Regulation 3D: (a), (b), (c), (f)

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£5,000	£40,000	£4,000	£5,000	£6,000

Offence-specific mitigating factors - The report or record evidences that the electrical installations were compliant at all points.

Offence-specific aggravating factors - The number or nature or severity of the issues observed on the report or record.

Failure to comply with The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 Regulation 3: (1)(a), (1)(b), (1)(c), (3)(a), (3)(c), (3)(ca), (5)(b), (5)(c). Regulation 3B: (1)(a), (1)(b), (1)(c). Regulation 3C: (1), (2)(a). Regulation 3D: (d), (e)

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£12,000	£40,000	£10,000	£12,500	£15,000

Offence-specific mitigating factors - The report or record evidences that the electrical installations were compliant at all points.

Offence-specific aggravating factors - The number or nature or severity of the issues observed on the report or record.

Failure to comply with The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 Regulation 3: (4), (5a), (6). Regulation 3C: (2)(b), (4)

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£20,000	£40,000	£16,000	£20,000	£24,000

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - The number or nature or severity of the issues observed on the report or record.

### Housing Act 2004 offences

Failure to comply with an improvement notice - section 30(1) of the Housing Act 2004

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£25,000	£40,000	£20,000	£25,000	£30,000

Offence-specific mitigating factors:

- the nature and extent of hazard or hazards that are present once the deadline for compliance has passed
- whether the property is unoccupied once the deadline for compliance has passed
- access to the property was prevented by the actions or refusal of the occupant or occupants and a landlord can evidence that they took steps to obtain access to the property for the purpose of carrying out the required works, but those steps fell short of establishing a reasonable excuse for non-compliance

Offence-specific aggravating factors - The nature and extent of hazard or hazards that are present once the deadline for compliance has passed.

Failure to comply with an overcrowding notice - section 139(7) of the Housing Act 2004

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£20,000	£40,000	£16,000	£20,000	£24,000

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - The level of overcrowding present.

Failure to obtain a selective licence - section 95(1) of the Housing Act 2004

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£12,000	£40,000	£9,600	£12,000	£14,400

Offence-specific mitigating factors - None.

Offence-specific aggravating factors - The landlord has knowledge or experience of licensing requirements.

Failure to obtain an HMO licence - section 72(1) of the Housing Act 2004

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£17,000	£40,000	£13,600	£17,000	£20,400

Offence-specific mitigating factors - None.

Offence-specific aggravating factors:

- the landlord has knowledge or experience of licensing requirements
- the condition of the unlicensed property

Knowingly permitting over-occupation of an HMO - section 72(2) of the Housing Act 2004

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£20,000	£40,000	£16,000	£20,000	£24,000

Offence-specific mitigating factors - There are suitable amenity and space provisions in the HMO.

Offence-specific aggravating factors - The level of over-occupation present.

**Failure to Comply with The Management of Houses in Multiple Occupation [England] Regulations 2006 and The Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007 – section 234(3) of the Housing Act 2004**

The Management of Houses in Multiple Occupation (England) Regulations 2006 impose duties on the persons managing HMOs in respect of:

- providing information to occupiers [regulation 3]
- taking safety measures, including fire safety measures [regulation 4]
- maintaining the water supply and drainage [regulation 5]
- supplying and maintaining gas and electricity, including having these services/appliances regularly inspected [regulation 6]
- maintaining common parts [regulation 7]
- maintaining living accommodation [regulation 8]
- providing sufficient waste disposal facilities [regulation 9]

The Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007 impose duties on the persons managing HMOs as defined by Section 257 Housing Act 2004 in respect of:

- providing information to occupiers [regulation 4]
- taking safety measures, including fire safety measures [regulation 5]
- maintaining the water supply and drainage [regulation 6]
- supplying and maintaining gas and electricity, including having these services/appliances regularly inspected [regulation 7]
- maintaining common parts [regulation 8]
- maintaining living accommodation [regulation 9]
- providing sufficient waste disposal facilities [regulation 10]

Where there are multiple breaches of a single management regulation at a single HMO, a single civil penalty will be imposed which will cover all the breaches of that management regulation.

Where multiple management regulations have been breached at a single HMO, a separate civil penalty will be imposed for each management regulation that has been breached.

Name of management regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to provide information to occupier	£3,000	£40,000	£2,400	£3,000	£3,600

Offence-specific mitigating factors - The nature and extent of offences within the specific regulation.

Offence-specific aggravating factors:

- the nature and extent of offences within the specific regulation
- the landlord has refused to provide any outstanding contact information more than 48 hours after it has been requested by an occupant or on behalf of an occupant

Name of management regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to take safety measures	£20,000	£40,000	£16,000	£20,000	£24,000

Offence-specific mitigating factors - The number, nature and extent of offences within the specific regulation.

Offence-specific aggravating factors - The number, nature and extent of offences within the specific regulation.

Name of management regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to maintain water supply and drainage	£20,000	£40,000	£16,000	£20,000	£24,000

Offence-specific mitigating factors - The number, nature and extent of offences within the specific regulation.

Offence-specific aggravating factors - The number, nature and extent of offences within the specific regulation.

Name of management regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to supply and maintain gas and electricity	£12,000	£40,000	£9,600	£12,000	£14,400

Offence-specific mitigating factors - The number, nature and extent of offences within the specific regulation.

Offence-specific aggravating factors - The number, nature and extent of offences within the specific regulation.

Name of management regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to maintain common parts, fixtures, fittings and appliances	£7,000	£40,000	£5,600	£7,000	£8,400

Offence-specific mitigating factors - The number, nature and extent of offences within the specific regulation.

Offence-specific aggravating factors - The number, nature and extent of offences within the specific regulation.

Name of management regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to maintain living accommodation	£7,000	£40,000	£5,600	£7,000	£8,400

Offence-specific mitigating factors - The number, nature and extent of offences within the specific regulation

Offence-specific aggravating factors - The number, nature and extent of offences within the specific regulation

Name of management regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty to provide waste disposal facilities	£7,000	£40,000	£5,600	£7,000	£8,400

Offence-specific mitigating factors - The nature and extent of offences within the specific regulation.

Offence-specific aggravating factors:

- The nature and extent of offences within the specific regulation
- The lack of sufficient refuse and/or litter containers either inside and/or outside the property has been previously reported
- The refuse and/or litter that requires disposal includes hazardous materials

## **Breach of licence conditions – Section 72(3) Housing Act 2004**

All granted HMO licences impose a set of conditions on the licence holder. It is important that the licence holder of a licensed property complies with all imposed conditions, but the council recognises that a failure to comply with certain licence conditions is likely to have a much bigger impact on the safety and comfort of residents than others.

The starting levels for each different type of licence condition breach is set out below based on the seriousness of the offence. Where a licence condition could be interpreted to fall within two different potential starting levels, the higher starting level will be chosen.

Where multiple licence conditions have been breached at a single property, a separate civil penalty will be imposed for each licence condition that has been breached.

### **Failure to comply with licence conditions related to:**

- **signage or the provision of information for tenants**
- **provision of written terms of occupancy for tenants**
- **procedures regarding complaints**
- **procedures regarding vetting of incoming tenants**
- **compliance with deposit protection legislation**
- **the recording and provision of information regarding rent payments**
- **procedures relating to rent collection**
- **the provision of information regarding occupancy of the property**
- **the provision of information regarding change of managers or licence holder details**
- **the provision of information related to changes in the property**
- **requirements relating to the sale of the property**
- **attending training courses**
- **requirements to hold insurance**
- **the provision of insurance documentation**
- **the provision of or obtaining of suitable references**
- **the provision of keys and alarm codes**
- **security provisions for access to the property**
- **the provision of suitable means for occupiers to regulate temperature**
- **carrying out items on a schedule of works not otherwise mentioned in the HMO licence conditions section of this policy, relating to non-compliance with items on a schedule of works**

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£40,000	£3,200	£4,000	£4,800

Offence-specific mitigating factors - The nature and extent of the licence condition breach.

Offence-specific aggravating factors - The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- **procedures and actions regarding Inspections**
- **procedures regarding repair issues**
- **maintenance and use of common parts (including gardens, outbuildings and property exterior) and living areas**
- **safeguarding occupiers and minimising disruption during works**
- **the provision of information regarding alterations and construction works**
- **procedures regarding emergency issues**
- **waste and waste receptacles, pests, minor repairs, alterations or decoration**
- **giving written notice prior to entry**
- **allowing access for inspections**
- **minimising risk of water contamination**
- **the compliance of furnishings or furniture with fire safety regulations**
- **carrying out items on a schedule of works in relation to provision of mechanical extraction or electrical sockets**

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£7,000	£40,000	£5,600	£7,000	£8,400

Offence-specific mitigating factors - The nature and extent of the licence condition breach.

Offence-specific aggravating factors - The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- the provision of documentation regarding energy performance certificates, fire detection and prevention, emergency lighting, carbon monoxide detection, fire risk assessments, gas installations, electric installations and appliances
- notification of legal proceedings, contraventions and other relevant information that may affect a fit and proper person status
- procedures and actions regarding anti-social behaviour (ASB)
- carrying out items on a schedule of works in relation to the provision of personal hygiene facilities, kitchen facilities or heating

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£12,500	£40,000	£10,000	£12,500	£15,000

Offence-specific mitigating factors - The nature and extent of the licence condition breach.

Offence-specific aggravating factors - The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- minimum floor areas
- occupancy rates
- occupancy of rooms or areas that are not to be used as sleeping accommodation
- limits on number of households allowed to occupy the property or part of the property

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£20,000	£40,000	£16,000	£20,000	£24,000

Offence-specific mitigating factors - The nature and extent of the licence condition breach.

Offence-specific aggravating factors - The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- the condition or existence of smoke alarms, carbon monoxide alarms, emergency lighting, gas installations, electric installations and appliances, fire detection or other fire safety features or requirements
- the provision and maintenance of safe means of escape, including requirements to keep escape routes and exits free from obstruction
- carrying out items on a schedule of works in relation to fire safety or the provision of a carbon monoxide detector

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£25,000	£40,000	£20,000	£25,000	£30,000

Offence-specific mitigating factors - The nature and extent of the licence condition breach.

Offence-specific aggravating factors - The nature and extent of the licence condition breach.

**Breach of licence conditions – Section 95(2) Housing Act 2004**

All granted selective licences impose a set of conditions on the licence holder. It is important that the licence holder of a licensed property complies with all imposed conditions, but the council recognises that a failure to comply with certain licence conditions is likely to have a much bigger impact on the safety and comfort of residents than others.

The starting levels for each different type of licence condition breach is set out below based on the seriousness of the Offence. Where a licence condition could be interpreted to fall within 2 different potential starting levels, the higher starting level will be chosen.

Where multiple licence conditions have been breached at a single property, a separate civil penalty will be imposed for each licence condition that has been breached.

**Failure to comply with licence conditions related to:**

- **signage or the provision of information for tenants**
- **provision of written terms of occupancy for tenants**
- **procedures regarding complaints**
- **procedures regarding vetting of incoming tenants**
- **compliance with deposit protection legislation**
- **the recording and provision of information regarding rent payments**
- **procedures relating to rent collection**
- **the provision of information regarding occupancy of the property**
- **the provision of information regarding change of managers or licence holder details**
- **the provision of information related to changes in the property**
- **requirements relating to the sale of the property**
- **attending training courses**
- **requirements to hold insurance**
- **the provision of insurance documentation**
- **the provision of keys and alarm codes**
- **security provisions for access to the property**
- **the provision of suitable means for occupiers to regulate temperature**
- **carrying out items on a schedule of works not otherwise mentioned in the selective licence conditions section of this policy, relating to non-compliance with items on a schedule of works**

<b>Starting point</b>	<b>Statutory maximum civil penalty amount</b>	<b>Landlord Type downward adjustment</b>	<b>No Landlord Type adjustment</b>	<b>Landlord Type upward adjustment</b>
£3,000	£40,000	£2,400	£3,000	£3,600

Offence-specific mitigating factors - The nature and extent of the licence condition breach.

Offence-specific aggravating factors - The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- procedures and actions regarding inspections
- procedures regarding repair issues
- maintenance and use of common parts (including gardens, outbuildings and property exterior) and living areas
- safeguarding occupiers and minimising disruption during works
- the provision of information regarding alterations and construction works,
- procedures regarding emergency issues
- waste and waste receptacles, pests, minor repairs, alterations or decoration
- giving written notice prior to entry
- allowing access for inspections
- minimising risk of water contamination

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£5,250	£40,000	£4,200	£5,250	£6,300

Offence-specific mitigating factors - The nature and extent of the licence condition breach.

Offence-specific aggravating factors - The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- the provision of documentation regarding energy performance certificates, fire detection and prevention, emergency lighting, carbon monoxide detection, fire risk assessments, gas installations, electric installations and appliances
- notification of legal proceedings, contraventions and other relevant information that may affect a fit and proper person status
- procedures and actions regarding ASB
- minimum floor areas
- occupancy rates
- occupancy of rooms that are not to be used as sleeping accommodation
- limits on number of households allowed to occupy the property or part of the property

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£9,375	£40,000	£7,500	£9,375	£11,250

Offence-specific mitigating factors - The nature and extent of the licence condition breach.

Offence-specific aggravating factors - The nature and extent of the licence condition breach.

**Failure to comply with licence conditions related to:**

- **the condition or existence of smoke alarms, carbon monoxide alarms, emergency lighting, gas installations, electric installations and appliances, fire detection or other fire safety features or requirements**
- **the provision and maintenance of safe means of escape, including requirements to keep escape routes and exits free from obstruction**

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£15,000	£40,000	£7,500	£15,000	£18,000

Offence-specific mitigating factors - The nature and extent of the licence condition breach.

Offence-specific aggravating factors - The nature and extent of the licence condition breach.

## 7. Process for imposing a civil penalty and the right to make written representations

### Notice of intent

Before imposing a civil penalty on a landlord, the council will give the landlord a notice of intent. The notice of intent will set out:

- the amount of the proposed civil penalty
- the reasons for proposing to impose the civil penalty
- information about their right to make written representations

### Right to make written representations

A landlord who is given a notice of intent may make written representations to the council about the proposal to impose a civil penalty. Any representations must be made within a period of 28 days beginning with the day after the date on which the notice of intent was given.

### Decision after the representations period

After the end of the period for representations the council will:

- decide whether to impose a civil penalty on the landlord
- if it decides to impose a civil penalty, decide the amount of the penalty, this amount can be higher or lower than the amount stated in the notice of intent

A landlord's rectification of the identified breach or offence during the representations period will rarely, of itself, lead the council to conclude that the imposition of a civil penalty is inappropriate. However, compliance at that stage will usually be relevant to the assessment of mitigating factors that may reduce the level of any civil penalty imposed.

Similarly, an admission of liability will rarely, of itself, lead the council to conclude that the imposition of a civil penalty is inappropriate. An admission of liability will, however, usually be relevant to the assessment of mitigating factors that may reduce the level of any civil penalty imposed.

### Final notice

If, following the receipt of written representations and/or the expiry of the time period to make written representations, the council decides to impose a civil penalty on the landlord, it will give the landlord a final notice imposing that penalty.

The final notice will set out:

- the amount of the civil penalty
- the reasons for imposing the penalty
- information about how to pay the penalty
- the period for payment of the penalty
- information about rights of appeal
- the consequences of failure to comply with the notice

## **Discount for prompt payment**

Where a civil penalty imposed by a final notice is paid in full within the period specified in that notice (normally 28 days beginning with the day after the final notice is given), the council will apply a discount of 15% to the amount of the civil penalty.

The availability of the discount is conditional upon full payment being received within the specified period. The discount period will not be extended or suspended by the bringing of an appeal. A landlord who chooses to appeal may still benefit from the discount by paying the civil penalty in full within the specified period; however, where payment is not made within that period, the discount will not apply.

## **Illustrative example of the application of the discount**

The landlord of an HMO property fails to obtain a licence. They only operate 2 HMO properties and there are no other relevant factors or aggravating features. The starting point for the offence under the council's civil penalties matrix is £17,000.

Following the issue of a notice of intent proposing a civil penalty of £17,000, the landlord makes written representations. Having considered those representations, the council determines to impose a civil penalty of £16,000, as set out in the final notice.

If the landlord pays the civil penalty in full within the payment period specified in the final notice, a 15% prompt payment discount is applied, resulting in a discounted payment of £13,600.

## **Appeals**

A landlord who is given a final notice may appeal to the First-tier Tribunal (Property Chamber) against the decision to impose a civil penalty and/or the amount of the civil penalty. Any appeal must be made within 28 days beginning with the day after the date on which the final notice was given.

Where an appeal is brought, the final notice is suspended until the appeal is finally determined or withdrawn.

An appeal to the First-tier Tribunal is by way of a re-hearing of the council's decision. In determining an appeal, the Tribunal may have regard to matters of which the council was unaware at the time the decision to impose the civil penalty was made.

The tribunal may dismiss an appeal if it is satisfied that the appeal is frivolous, vexatious, an abuse of process, or has no reasonable prospect of success.

The First-tier Tribunal may invite the parties to consider mediation or another form of alternative dispute resolution. The council will not generally agree to mediation in relation to the level of a civil penalty, as civil penalties are determined by reference to this policy to promote fair, consistent, and proportionate outcomes. Agreeing reductions outside the policy framework would risk undermining consistency and the council's enforcement objectives.

On determination of an appeal, the tribunal may:

- confirm the civil penalty
- vary the amount of the civil penalty (whether by increase or reduction)
- cancel the civil penalty

Where the tribunal varies a civil penalty by increasing its amount, it may do so only up to the applicable statutory maximum for the relevant breach or offence (£7,000 or £40,000, as applicable).

A party to the appeal may apply for permission to appeal the decision of the First-tier Tribunal to the Upper Tribunal (Lands Chamber).

End of document.

**Title: Community Sports Facilities Grant**

Committee: Operational Services

Date: 23 March 2026

Author: Leisure & Active Lifestyles Manager

Report number: AA161

Contact officer:

Martin Grey, Leisure & Active Lifestyles Manager

[martin.grey@eastcambs.gov.uk](mailto:martin.grey@eastcambs.gov.uk) 01353 616469, Room No. 002, The Grange, Ely

## **1.0 Issue**

- 1.1. To consider a grant recommendation under the Community Sports Facilities Grants programme.

## **2.0 Recommendations**

- 2.1. Members are recommended to approve a grant of £48,000 to Burwell Community Sports Centre as set out in paragraph 4.1

## **3.0 Background/Options**

- 3.1. The built leisure facility stock in East Cambridgeshire comprises of the Hive (owned by ECDC and operated by GLL) and a number of other centres operated by local trusts and academies, which are self-financing, with user charges roughly covering their normal operating costs. The centres have historically received advisory support and modest grants from the Council to support capital improvements and develop their services.
- 3.2. The Community Sports Facilities grant scheme was established to provide £300,000 of funding over three years to leisure centres to upgrade facilities and develop services to meet contemporary standards.
- 3.3. Partnership funding is requested.
- 3.4. A total of £252,000 has been allocated to date; Ross Peers Sports Centre (Soham) £179,500 for a full replacement of the sports hall roof; Ely Outdoor Sports Association £39,100 for the refurbishment of the toilet areas and £10,000 towards new Padel Courts; Littleport Leisure £12,000 for the refurbishment of the sports hall floor and £11,400 for the redevelopment of a second gym.
- 3.5. As funds remained available at the end of the three-year period, the scheme has been extended into 2025/2026.

## 4.0 Arguments/Conclusions

### 4.1. **Proposal:** Renewal of Sports Hall floor at Burwell Community Sports Centre

Anticipated Cost:	£63,410
Partnership Funding	£15,410
Grant recommended	£48,000

If the anticipated cost increases this will be met by Burwell Community Sports Centre as there is no further grant funding available.

- 4.2. The project has been developed by the centre management team and board of trustees to replace the worn-out floor and ensure that a vital community facility remains in place for existing and new users.
- 4.3. Partnership funding will come from the centre's reserves.
- 4.4. The Centre's sports hall currently provides a venue for activities including Badminton, Roller-Hockey, Table Tennis, Cricket and Football, plus many other groups and targeted programmes to benefit the community. The new flooring will support all these as well as being suitable for new opportunities such as Pickleball.
- 4.5. The sports hall supports Burwell and the surrounding communities with participants travelling from across the district to access some of the specific clubs.
- 4.6. This project will provide the opportunity to get more people active, support residents health and wellbeing, sustain and increase participation levels at the centre.

## 5.0 Additional Implications Assessment

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

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

## 6.0 Appendices

Appendix 1 – Burwell Community Sports Centre application form.

## 7.0 Background documents

None

# COMMUNITY SPORTS FACILITY GRANTS SCHEME

## Purpose

To support the operation and development of community sports facilities and associated services.

## Expected programme duration and application timeframes

The programme is expected to remain open from April 2022 to March 2025, subject to availability of funding.

## Eligibility

The scheme is open to recognised not-for-profit organisations (including educational institutions and local trusts) whose sports facilities are regularly open to the community for at least 30 hours per week.

## Funding limits

There are no set limits, and all proposals will be assessed on their individual merits, including technical quality and feasibility, expected community sports benefits, and value for money in relation to the expected outcomes. Organisations will normally be expected to have partnership funding for around 1/3 of the project cost, though this will remain flexible according to context.

Organisations are free to make more than one application over the life of the programme, and each will be evaluated on its individual merits.

## General project criteria

The programme is intended to support:

- Facility additions, enhancements or refurbishments, for example to support a change or increase in the usage of a space
- Replacement of structural elements, plant or major equipment
- One-off costs for significant service improvements, such as IT investments, specialist staff training or industry-specific quality programmes
- Significant programme or service developments to support new or increased usage and activity in the local community

All proposals will need to be supported by:

- A clear and specific business case to detail what the project is intended to achieve, how it will do so, and how this will strengthen the business or service as a whole

- A current, clear and robust business plan for the site as a whole, including financial projections; service and/or facility development plans; and marketing plan
- Up-to-date financial accounts or management accounts
- Full details (unless this information has previously been shared with ECDC officers and there have been no significant changes) of how the site is operated and used by the community, including:
  - Ownership & governance arrangements
  - Operational management arrangements and staffing
  - Typical usage agreements and programmes of use

The Council may request more detailed operational, governance or financial information as required in order to have a full understanding of the project and site operations.

Priority will be given to projects which:

- Are intended to strengthen the scope of services or sustainability of the site, or of community sports provision in the locality: projects aimed only at maintaining existing services will carry lower priority.
- Are clearly aligned with the relevant overall strategy for the site: projects aimed at increasing usage of a space, or at overall service improvements, should align with the broader business plan. Refurbishments or renewals should form part of a coherent modernisation or development plan for the facilities as a whole.

Support will not be given to or for:

- Routine operating costs or revenue deficits
- Projects on which work has already commenced
- Facilities located outside East Cambridgeshire, even if used by East Cambridgeshire residents

## General Conditions

Any grants awarded are subject to the following general conditions:

- Grants may only be used for the purposes specified in the application and otherwise as agreed in writing by ECDC. The Council must be advised of any underspend against those purposes, and the award may be adjusted accordingly.
- The grant will not be increased in the case of any over-spend, miscalculation of VAT or other tax liabilities, or addition to the original project; unless made as a condition of grant or with prior agreement in writing. In the event that VAT is recoverable in excess of that identified in the application, ECDC must be advised and the award may be adjusted accordingly.
- The balance of funding required for a project, and all necessary statutory or legal permissions, must be in place before commencement and before any grant funds are claimed from ECDC. Written documentary evidence must be submitted to the ECDC to confirm this.
- Details of the procurement process, specifications and costs should be notified to ECDC prior to commencement of works or purchase as appropriate. All works and equipment must be appropriately procured and be certifiably fit for purpose, and approval to proceed may be withheld by ECDC where there are reasonable concerns that this is not the case.
- Organisations in receipt of ECDC grant support may not transfer, assign, grant or dispose of any freehold or leasehold interest in any part of the facilities for which support has been provided; and will not sub-contract or otherwise delegate the operation of the facilities (either in whole or in part) to any third party, unless ECDC has given its prior written consent.
- In the event that the facility ceases to operate for community use, or the organisation is dissolved, the facility and assets supported by the grant may be transferred into the control of another organisation with similar aims and objectives, with the prior written consent of ECDC.
- ECDC may request relevant follow-up information in order to understand and evaluate the impact of the grant funding, and organisations in receipt of grant funds will be expected to fully cooperate in the provision of such information.
- Publicity relating to a supported project will be expected to give appropriate recognition to ECDC for its support; the nature of such recognition may vary from case to case and may be agreed with officers at the time.
- A full financial account for the project, with all relevant supporting documentation, must be provided to ECDC on completion
- Where appropriate, organisations will be asked to confirm that receipt of a grant will not infringe subsidy allowance regulations

## **GDPR & Freedom of Information**

We will process the information provided in accordance with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. The information you provide will be stored securely by East Cambridgeshire District Council and will be destroyed after 7 years from the date of decision.

The Freedom of Information Act 2000 (FOIA) applies to East Cambridgeshire District Council and therefore information provided by you may have to be disclosed by the District Council in response to a request, unless the District Council considers that a statutory exemption applies. In all cases where information is released, data relating to individuals will be redacted.

Information held by the Council is solely used for providing services and is not made available to any other party other than for the purpose of protecting public funds and the prevention and detection of crime. For more information, please see [ECDC's Privacy Statement](#)

## **Submission of applications**

Applications, supporting documents and enquiries should be submitted to:

East Cambridgeshire District Council  
The Grange  
Nutholt Lane  
Ely  
Cambridgeshire CB7 4EE

Or by email to: [martin.grey@eastcambs.gov.uk](mailto:martin.grey@eastcambs.gov.uk)

<b>COMMUNITY SPORTS FACILITIES GRANT SCHEME</b>	
<b>Organisation / Facility:</b>	Burwell Community Sports Centre
<b>Principal contact:</b>	████████████████████
<b>Email:</b>	████████████████████
<b>Telephone:</b>	01638 742125
<b>Proposed project (headline' only):</b>	<b>Renewal of sports hall floor</b>
<b>Anticipated total cost (please provide breakdown further below):</b>	<b>£63,410</b>
<b>Grant sought:</b>	<b>£48,000</b>
<b>Project Outline:</b> Please explain the proposed project in further detail, explaining:	
The key elements to the project	<p>Full replacement of existing floor (which is heavily worn and appears to date back to 1983) with new cushion-backed vinyl or semi-sprung timber.</p> <p>Necessary works may vary slightly according to final specification but include as appropriate:</p> <ul style="list-style-type: none"> <li>• removal of existing floor covering and associated adhesives;</li> <li>• laying of substrate screed</li> <li>• installation of necessary damp-proof membrane</li> <li>• Installation of sub-base and top surface as appropriate</li> </ul>
The expected timetable for implementation of the project, including any key milestones	Works anticipated summer 2026, duration approximately 2 weeks

<p>How the work or services will be procured (quotations should be attached as supporting evidence where available or provided subsequently)</p>	<p>Quotations previously obtained (2024-25) to establish likely range of costs</p> <p>Fresh quotations (minimum 2, 3 if possible) to be invited from recognised industry contractors for each potential specification</p> <p>Procurement decision to be based on quality - price combination, matrix to be determined</p> <p>NB: The cost-estimate per this application, and detailed further below, is based on a cushion-backed vinyl flooring installation, according to the most recent available quotation. This represents a realistic and appropriate solution, but the final specification will be determined by further quotations, dialogue with potential suppliers and visits to comparable facilities</p>
<p>How the project fits into the overall development plan for the facility</p>	<p>Recent improvement projects at the Centre include:</p> <ul style="list-style-type: none"> <li>• Development and extension of exercise / dance studio</li> <li>• Re-surfacing of outdoor training pitch</li> <li>• Replacement of all light fittings in sports hall, studio and circulation areas</li> <li>• Installation (nearing completion) of solar panels, air-sourced heating and EV charging facility.</li> </ul> <p>Replacement of the sports hall floor is clearly the next and most urgent priority as a consistent and comfortable playing surface is a fundamental characteristic for many users and the hall is the Centre's most important single facility component, by size, usage and income-generation.</p> <p>Further enhancement projects are expected to include modernisation of circulation areas, changing facilities, toilets and social area. The scope and timeframe for these developments will be subject to funding, whether internally generated or sought externally.</p>

<p>How the project will strengthen the organisation's services or business</p>	<p>As noted, the hall is central to the usage and income of the facility as a whole. Upgrading the floor will allow a step-change in the range and quality of sports uses, providing an enhanced coaching and competition quality facility for established sports such as badminton and roller hockey, but also build in improved provision for sports such as netball (we are already working up a new 'walk-in' participation programme in response to recent enquiries), and newer activities such as pickleball.</p> <p>It will also help to strengthen the Centre's business position, which, by reason of the Centre's not-for-profit structure, will in turn help to support more innovative forms of provision and targeted programmes as required (recent and current partnerships include the Healthy You programme for adults, and Burwell Action for Youth).</p>
<p>How the project will help to support activity-levels in the local community</p>	<p>The sports hall is the only such facility in the immediate area, and therefore an essential facility for the existing user-base - which spans two badminton clubs, a strong roller hockey programme, a table tennis club, pre-season cricket training, a junior football programme, junior badminton coaching and roller skating programmes, two weekly 'Mature &amp; Active' sessions, and a number of casual badminton players.</p> <p>Upgrading the floor will protect these existing activities, giving our resident clubs and groups a stronger foundation for their programmes and supporting their further growth. By also providing an improved level of comfort and impact absorption, it will also help to attract and accommodate additional sports activities and events and therefore extend the range of activities available locally.</p>
<p><b>Project Budget (all costs to be shown net of VAT):</b></p>	
<p>Floor preparation</p>	<p>£9,600</p>
<p>Installation of sub-base and playing surface, with door strips</p>	<p>£34,050</p>
<p>Court markings</p>	<p>£4,400</p>
<p>Irrecoverable VAT</p>	<p>£9,610</p>

Provision for inflation on quotation (Feb 2025) and contingencies	£5,750
<b>Total</b>	<b>£63,410</b>
<b>Partnership Funding</b>	
Internally generated funds (revenue reserves)	£15,410
<b>Total</b>	<b>£15,410</b>
<b>Net Project Cost &amp; Grant Requested</b>	<b>£48,000</b>
<p><b>Financial Context:</b> please give an overview of the organisation's financial position and commitments, identifying any key issues or trends, and provide a brief rationale for the partnership funding proposed.</p> <p>It is not necessary to replicate here detailed information which is contained within supporting documents.</p>	

Our current Revenue Reserve account currently has a balance of just over £10,000, though this figure tends to fluctuate with seasonal business trends. We have a separate Reserve account (designated for long-term resurfacing of the outdoor training pitch, but not formally restricted so offering some potential flexibility in the short term) with a balance of around £30,000. Our total financial assets are therefore approximately £40,000.

A closing account for the environmental improvements project will follow final commissioning and sign-off. It is envisaged that this project will lead to significant savings in overall energy costs and strengthen the Centre's revenue position, but these savings are not yet featuring within our cashflows and are difficult to quantify at this stage. We have also recently invested in strengthening our core staffing in order to build our operational capacity and support the development of our programme.

These commitments, taken alongside our current balances, frame our capacity for new capital expenditure over the short term. The replacement of the sports hall floor is a key project for the Centre so demands that we commit appropriate resources, but we believe that a commitment of £15,000 would be the maximum prudent at this stage, and our request for funding is based on this.

We understand that a request at this level, and in accordance with the scheme criteria, entails that no further funding for the project would be available from ECDC and that it will be for BCSC to ensure that the project is deliverable on these terms.

BCSC is not VAT-registered, so all VAT is irrecoverable.

**Supporting Documents (please indicate where provided):**

Independent evidence of need for the project (please specify briefly below)	
Copies of quotations (if already obtained)	Encl
Summary of operational structure & staffing	
Outline of governance arrangements, including Constitution or Memorandum & Articles of Association	
Key operational policies (eg Health & Safety, Child Protection, Equal Opportunities) as applicable	
Full Financial and / or Management Accounts for most recent year	Encl
Full operational budget for current or forthcoming year	

Current business plan	Encl
Facility development plan - outline included in Business Plan	Incl above
<b>Declaration:</b>	
<p>I confirm that the information I have given on this form and in any supporting documentation is correct to the best of my knowledge. I understand that if a grant is awarded on the basis of information which is later found to have been false or misleading, ECDC may withdraw any offer of support and / or take action to recover any monies already paid.</p>	
Signed: [REDACTED]	
Print Name: [REDACTED]	
Position in Organisation: Director / Trustee / Treasurer	
Date: 6th February 2026	

**Title: Lake View Bereavement Centre, Crematorium and Burials  
– Rules and Regulations Policy 2026**

Committee: Operational Services

Date: 26 March 2026

Author: Crematorium and Bereavement Centre Manager

Report number: AA162

Contact officer: Marisa Rogers-Jones, Crematorium and Bereavement Centre Manager  
[Marisa.rogers-jones@eastcambs.gov](mailto:Marisa.rogers-jones@eastcambs.gov) 01353 616310, room number 12, The Grange, Ely

## **1.0 Issue**

- 1.1. To consider and approve the Lake View Bereavement Centre, Crematorium and Natural Burials Rules and Regulations, including the Framework for Enforcement, to provide clear standards for the operation, use and management of the site.

## **2.0 Recommendations**

Members are requested to:

- 2.1. Approve the Lake View Bereavement Centre, Crematorium and Natural Burial Rules and Regulations (Appendix 1).
- 2.2. Delegate authority to the Crematorium and Bereavement Service Manager to implement non-material changes and manage the Rules and Regulations as the operational standard for the site, including day-to-day decision-making and enforcement in line with the approval framework.

## **3.0 Background/Options**

- 3.1. Lake View Bereavement Centre, Crematorium and Natural Burials (“Lake View Bereavement Centre”) is operated by East Cambridge District Council (“the Council”). The Council has statutory responsibility for the management and regulation of burial and cremation services, and the day-to-day management and enforcement of the proposed Rules and Regulations is delegated to the Crematorium and Bereavement Service Manager.
- 3.2. The Rules and Regulations have been developed to:
- 3.3. Set out a clear and consistent operating framework for burials, ash interments, ash scatterings, memorialisation and cremation-related services delivered from Lake View Bereavement Centre.
- 3.4. Provide clarity for funeral directors, memorial leaseholders and visitors about what is and is not permitted; and
- 3.5. Support environmental stewardship of the grounds.
- 3.6. Lake View Bereavement Centre is designated as a County Wildlife Centre and is managed in a sustainable and environmentally responsible way. The Rules and

Regulations therefore include provisions designed to protect biodiversity, preserve habitats and limit environmental harm through restrictions on materials and activities which could negatively impact the ecology of the site. The policy has also been written in consultation with Environmental Services, and considerations of the Council's already approved Environmental Crime Enforcement Policy.

- 3.7. The Council is asked to approve a formal set of Rules and Regulations to ensure transparency, fairness and consistency, and to support operational decision-making. The alternative option would be to continue operating without a formally approved and published framework, which would increase the risk of inconsistent decisions, disputes, and avoidable complaints.

#### **4.0 Arguments/Conclusions**

- 4.1. Appendix 1 sets out the full Rules and Regulations and provides the Framework for Enforcement. Key elements include:
- 4.2. Standards of conduct and site access to ensure the grounds remain a place of dignity, respect and quiet reflection, including controls on prohibited activities, photography/filming approvals, and safe access arrangements.
- 4.3. Clear visiting arrangements including opening times, vehicle access and speed restrictions, and expectations for children and dogs.
- 4.4. Environmental protections reflecting the site's status as a County Wildlife Site, including restrictions on planting, memorialisation and materials that may harm wildlife or the natural landscape.
- 4.5. Floral tribute and grave items controls including limits on non-compostable materials, a clear list of items not permitted, and time periods for removal of tributes to maintain safety, dignity and environmental standards.
- 4.6. Defined burial and ashes arrangements, including natural burial principles, grave sizes and capacities by grave type, and clear approach to ash scattering and ash interments.
- 4.7. Memorialisation controls which prevent grave markers on natural burial plots and provide approved memorial options only in designated areas, with leases and renewal expectations.
- 4.8. Cremation service standards, including documentation deadlines, coffin identification requirements, aligned with relevant professional guidance.
- 4.9. Enforcement Framework setting out a transparent and proportionate process, including standard notice periods, communication methods, storage arrangements for removed items, and circumstances where immediate action is required for safety, offence or serious non-compliance.
- 4.10. Approval of these Rules and Regulations will provide a clear, consistent and compassionate framework for the operational of Lake View Bereavement Centre, balancing the needs of bereaved families with legal compliance, public safety, operational effectiveness, and environmental stewardship. It will also support staff by providing an agreed basis for operational decisions and enforcement.

## 5.0 Additional Implications Assessment

### 5.1 Table of additional implication assessment:

<b>Financial Implications</b> NO	<b>Legal Implications</b> NO	<b>Human Resources (HR) Implications</b> NO
<b>Equality Impact Assessment (EIA)</b> YES	<b>Carbon Impact Assessment (CIA)</b> NO	<b>Data Protection Impact Assessment (DPIA)</b> NO

#### Financial implications

The Rules and Regulations confirm that fees and charges are payable in advance (except for funeral directors) and that fees are reviewed annually and published via the Lake View Bereavement Centre price list. The document also outlines administrative charges associated with changes to grave ownership and the management of associated documentations.

#### Legal Implications

These Rules and Regulations operate alongside the relevant legislative framework governing burial and cremation services, including the Authorities' Cemeteries Order 1977 (as amended), and identify relevant legal controls such as the requirement for lawful authority for exhumation under the Burial Act 1857.

Clear adoption of the Rules and Regulations provides an agreed basis for operational restrictions and enforcement actions, supporting consistency and reducing legal risk arising from unclear or informal expectations.

### 5.2. Equality Implications

Lake View is a universal service accessed by residents and non-residents, and the Rules and Regulations are intended to support fair and consistent access for all users. The document sets expectations for conduct and access and provides clear guidance on service arrangements that can accommodate religious and non-religious services.

The Rules and Regulations also formalise arrangements for witness charging and faith-sensitive facilities. Families may request to witness the moment the coffin is committed into the cremator (known as witness charging), subject to advance booking and capacity limitations to ensure safety and dignity.

In recognition of the needs of different faith communities, the facility is equipped to support religious requirements where practicable. This includes the availability of appropriate washing facilities to accommodate Islamic faith practices prior to prayer. The service remains committed to working sensitively with families and funeral directors to meet cultural and religious requirements wherever possible within operational and legal constraints.

The requirement for respectful conduct and restrictions on certain items/materials apply equally across the site. Any potential impacts (for example, restrictions on memorialisation or tributes) are mitigated through clear communication, provision of

approved memorial options, and a transparent enforcement framework with standard notice periods.

### **5.3. Carbon / Environmental Implications**

As a County Wildlife Site, Lake View is managed to protect biodiversity and minimise environmental harm. The Rules and Regulations support this directly through restrictions on planting, discouraging non-compostable tributes, limiting plastics and other harmful materials, and supporting eco-composting and reuse of natural waste within the grounds.

The approach is aligned to the Council's wider sustainability objectives and supports long-term ecological protection of the site.

### **5.4. Data Protection Implications**

The Rules and Regulations do not introduce new routine processing of sensitive personal data beyond what is required for the administration of burials, cremations and grave ownership. Where documentation is required (e.g., to confirm ownership transfer), this is managed through established administrative processes.

## **6.0 Appendices**

**Appendix 1:** Lake View Bereavement Centre, Crematorium and Natural Burials – Rules & Regulations and the framework for Enforcement of Rules and Regulations (including notice, removal and storage arrangements)

## **7.0 Background documents**

Lake View Bereavement Centre, Crematorium and Burials - Rules & Regulations

Lake View Bereavement Centre,  
Crematorium and Natural Burials

# Rules and Regulations

Committee Approval	
Policy Owner	<b>Crematorium and Bereavement Service Manager</b>
Review Date	

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All cemeteries and crematoriums operated by the local authority must follow a set of standards and conditions called the Cemeteries and Crematoriums Rules and Regulations. These are intended to explain to everyone using the cemeteries how they are managed and what requirements apply to them. They should be read alongside the legal provisions in the Local Government Act 1972, the Local Authorities Cemeteries Order 1977 (as amended), and any other relevant legislation governing this service.

If you require assistance understanding any part of the Rules and Regulations, please contact Lake View Bereavement Centre, Crematorium and Natural Burials. The Rules and Regulations may change, update, or add to the Rules and Regulations whenever it considers this necessary.

### **Lake View Bereavement Centre, Crematorium and Natural Burials**

**Address:** Chatteris Road, Mepal, Ely, Cambridgeshire, CB6 2AZ

**Email:** [LakeView@eastcambbs.gov.uk](mailto:LakeView@eastcambbs.gov.uk)

**Website:** [lakeviewbereavementcentre.com](http://lakeviewbereavementcentre.com)

**Phone:** [insert phone number]

In these rules and regulations, the terms below carry the following definitions unless the context indicates otherwise:

Crematorium	Refers to any facility supplied by the Council for cremating human remains, along with the dispersal or burial of ashes.
Bereavement Centre	A community space offered for guidance and comfort amid grief and loss.
Burial ground	Any Council-provided site for burying human remains; references to "the cemeteries" include all sites covered by these rules.
Council	East Cambridgeshire District Council
Exclusive Right of Burial	A deed-granted privilege held by the registered plot holder to decide who can be buried in or remembered on that grave. This right lasts for a fixed term of seventy-five (75) years and does not confer ownership of the land.
Exclusive Right of Burials Extension	An addition to an active exclusive right, granted in stages but never totalling more than twenty-five (25) years overall.
Grave space	The designated area allocated by the Council for a burial plot. Layouts and positions are set exclusively by the <b>Crematorium and Bereavement Service Manager</b> , with no mandate for specific orientations.

## Appendix 1

Inscription	Any marking on a memorial honouring one deceased individual, whether buried in the plot or elsewhere.
Additional Inscription	Each further marking on a memorial for another deceased person, beyond the initial one, regardless of burial location
Meadow Grave	A natural burial plot dug into meadow soil, without brick, stone, or other linings.
Memorial	Lake View Bereavement Centre offers a range of memorial options. Lease periods vary according to the option chosen and are available for five, ten, or twenty-five years. Renewal may be granted upon expiry of the lease term, subject to prevailing terms and conditions.
Office	The Bereavement Service office at Chatteris Road, Mepal, Ely, CV6 2AZ
<b>Crematorium and Bereavement Service Manager</b>	The individual currently serving as Registrar, appointed by East Cambridgeshire District Council, or their authorised deputy during any absence.
Uninscribed Vase	A vase placed in the allocated area without the deceased's surname.
Working days	Days when the office is accessible to visitors, typically Monday through Friday, excluding public holidays.

# Introduction

Lake View Bereavement Centre, Crematorium and Burials ("Lake View Bereavement Centre") at Mepal, Ely, CB6 2AZ is operated by East Cambridge District Council ("the Council") which holds statutory responsibilities for its management and regulation.

The Council has delegated authority for the day-to-day management and enforcement of these Rules and Regulations to the Crematorium and Bereavement Service Manager.

Lake View Bereavement Services office, serving Lake View Bereavement Centre, is situated just inside the main building of the entrance gates. The Crematorium and Bereavement Service Manager can be contacted there.

Operations comply with the Local Authorities' Cemeteries Order 1977, as amended by the Local Authorities (Amendment) Order 1986, and any subsequent directives from the Secretary of State.

We are committed to recognise and support individual rights and preferences where feasible. These rules and regulations set out the principles, policies and standards by which we operate. We prioritise safety for all, ensure equitable treatment, and sustain high standards of maintenance. To achieve this, adherence to these regulations is mandatory for all visitors.

Non-compliance to these rules and regulations may result in restrictions on the Exclusive Right of Burial holder's ability to authorise actions such as, installation of new memorials (only in designated areas).

Lake View Bereavement Centre is designated as a County Wildlife Site and is managed in a sustainable and environmentally responsible manner. Lake View Bereavement Centre is committed to protecting biodiversity, preserving natural habitats, encouraging wildlife and plant life to thrive.

As a result, Lake View Bereavement Centre promotes practices that respect the natural environment and minimise ecological impact. Certain activities, materials, and forms of memorialisation may therefore be restricted or managed to ensure the continued protection of wildlife, landscapes, and natural features across the site. These measures help preserve the peaceful character of the Lake View Bereavement Centre while ensuring it remains a place where nature can flourish for future generations.

# The purpose

The purpose of these Rules and Regulations is to ensure that Lake View Bereavement Centre remains a place of dignity, respect, and peace for all who visit. They are designed to protect the interests of families, uphold legal and safety standards, and preserve the natural beauty and tranquillity of the grounds. By setting out clear expectations for how the natural burial grounds and crematorium are managed and used, Lake View Bereavement Centre seeks to create a consistent, fair, and compassionate environment where bereaved families can find comfort and where loved ones are commemorated appropriately. Adherence to these standards supports the long-term care, safety, and respectful operation of all facilities under the Council's stewardship.

## General information

### Opening times

**Lake View Bereavement Centre** is open to visitors on dates and at times set periodically by the Council. We ask that all visitors respect the peace, dignity, and reverence of these facilities, as well as the needs of other users. We thank you in advance for your consideration.

### Opening Hours

Lake View Bereavement Centre grounds are open to visitors 365 days a year.

#### Office Hours

Monday to Friday: 08:45 – 17:00

The office is closed on Saturdays, Sundays, Bank Holidays, Christmas Day, Boxing Day and Easter.

**Note:** Opening times may vary seasonally as detailed below.

#### Visiting Hours

Monday to Friday: 08:45 – 16:00

**(May to August: 08:45 – 17:00)**

Weekends and Bank Holidays: 09:00 – 16:00

Christmas Day, Boxing Day and Easter: 09:00 – 16:00

Last entry to the grounds is permitted 30 minutes prior to gate closing times. Gates lock promptly at the specified hours, with no after-hours access available. Vehicles must depart before closing, as retrieval cannot occur until the following morning; all on-site parking is at the owner's risk.

### Dogs

Dogs are permitted within the grounds provided they are always kept on a short lead and under control. Owners must ensure their dogs do not disturb or interfere with other visitors, graves, or memorials. Dog fouling is strictly prohibited, and any waste must be removed immediately by the person in charge. Failure to clean up after your dog may result in a fine or prosecution.

Only assistance dogs, such as guide dogs, are permitted inside the buildings. Dogs must remain on a lead and stay on footpaths. Please note that some areas of the grounds may have restricted access for dogs, as indicated by signage.

### Children

Children under 14 years of age (or who appear to be) may only enter Lake View Bereavement Centre when accompanied by a responsible adult.

### Vehicles

Only vehicles associated with a funeral cortege, visiting the centre or those displaying a valid disabled parking permit ('blue badge') may park in the appropriate parking bays.

Motor vehicles may only be driven on designated carriageways within the grounds, with prior approval from the Crematorium and Bereavement Service Manager.

#### **All vehicles must be:**

- driven slowly keeping to the 10mph limit.
- kept to the main roadways; and
- parked in a way that does not inconvenience visitors or staff
- If a funeral procession is to be led by any vehicle other than a motor-driven funeral hearse, permission should be obtained from Crematorium and Bereavement Service Manager to ensure this can be accommodated. This includes, but is not limited to, horse-drawn hearses, gun carriages and similar vehicles.
- Vehicles must not be left unattended for long periods of time in Lake View Bereavement Centre.
- No unauthorised vehicle is to be left in front of the Lake View Bereavement Centre Office or Chapel.
- Vehicles are not allowed in the grounds beyond the main car parking area, except for the funeral directors' hearse and approved contractors, in order to provide a vehicle-free environment for pedestrians.

- The maximum speed limit around the site is 10 miles per hour.
- Driving or parking on grassed areas or pathways between sections of the grounds is not permitted, unless in exceptional circumstances agreed by the Crematorium and Bereavement Service Manager.
- All vehicles are parked at the owner's own risk. Lake View Bereavement Centre assumes no liability for loss, theft, damage or injury to vehicles or contents.

Unauthorised access outside public hours violates Section 18(2) of The Local Authorities' Cemeteries Order 1977, prohibiting:

- Causing nuisances
- Wilfully damage or interfere with any grave, memorial, flowers, plants, or similar items; or
- Engaging in games, sports, or firing weapons (except military funerals)
- Engage in games, sports, or discharge firearms (except at military funerals) within the grounds.

### Grounds Maintenance

The Council is responsible for maintaining Lake View Bereavement Centre, including activities such as mowing, weed control, removal of leaves and litter, and the care of trees, shrubs, hedges, and planted areas. These works will be undertaken at intervals set by the Lake View Bereavement Centre.

Where vegetation becomes untidy, excessively overgrown, or poses a safety risk, Lake View Bereavement Centre may prune, remove, or otherwise manage any trees, plants, shrubs, or flowers, and may carry out spraying around grave spaces as required.

When maintenance or related works are being carried out, Lake View Bereavement Centre may temporarily place soil or other materials on any grave space, whether currently in use or not. Any materials used will be cleared away and the affected area restored as soon as reasonably practicable once the work is completed.

### Flowers and floral tributes

Following a funeral service, floral tributes should be placed in front of the appropriate named stand in the Reflection Terrace. Any tributes left elsewhere will be removed, without prior notice.

Floral tributes from funeral services, if not collected by the Funeral Director, will be removed and disposed of three days after the funeral service by the staff.

All wrappings should be removed and disposed of in the bins provided.

We may from time to time remove flowers, wreaths, or other such items in the interests of maintaining the centres highest standards.

Lake View Bereavement Centre cannot be held responsible for any floral tributes that cannot be found. Floral tributes are left at the family's own risk.

### Grave flowers

Only fresh cut flowers tributes are permitted following an interment and will be removed after 7 days. We reserve the right to remove any planting or items that are unsuitable or poorly maintained.

Grass cutting and maintenance is not permitted around the natural burial plots it is the intention to allow the grave to return to its natural environment. The Meadow is only mowed twice per year to ensure it is maintained as a wildflower meadow.

The grave owner may be liable if items on or around a memorial or grave, which are in breach of regulations, cause injury to persons or damage to machinery or impact the environment.

It is not permitted to hang any item on trees within the grounds as this may damage the tree or disturb wildlife.

Planting is not permitted, any items found will be removed without prior notice by the staff.

Lakeview Bereavement Centre does not accept any encroachment into common areas or onto other graves by any individual. Any items found outside of the designated memorial areas will be removed.

Prior notice will not be given to the owner to remove any items where they may cause offence, are dangerous, pose a health and safety risk, are unbecoming of Lake View Bereavement Centre, encroach on areas where burials or scatterings may have taken place, exceed the Lake View Bereavement Centre, or where planting may grow to an unacceptable size.

Lake View Bereavement Centre reserves the right not to renew memorial leases where leaseholders are in regular breach of regulations.

### Removal of Floral Tributes and Items from Graves

Large floral tributes placed on a grave following a burial will be cleared and disposed of by the Council or the Lake View Bereavement Centre team 14 days after the funeral service.

Lake View Bereavement Centre may remove and dispose of any items placed on a grave that have deteriorated, present a safety risk, extend beyond the

allocated grave space, or have been installed without permission. This may be done without prior notice to the Deed Holder. Items subject to removal include, but are not limited to, flowers, wreaths, weeds, plants, litter, edging, fencing, glassware, decorative objects, and any unauthorised materials (see the Memorials section for further guidance).

To minimise environmental impact, the use of plastic moulds, frames, wire, netting, florist foam, oasis, or cellophane is not permitted. Any floral tribute accompanying a funeral that does not comply with these requirements must be removed immediately after the service by the family or funeral director.

Permitted tributes include natural flowers secured with string or raffia, single stems or loose petals, mosses, woven wooden frames, and bamboo without wire. All floral items must be fully compostable. Wherever possible, tributes should be created using seasonal flowers sourced from UK growers to reduce environmental impact and support local producers.

Visitors are encouraged to recycle wreaths, dead flowers, and other materials using the recycling facilities provided within the centre.

Any floral tributes or wreaths removed by the service team will be processed through an eco-composting system, with the resulting compost reused within the grounds or elsewhere in the town as required.

As the centre supports a wide range of wildlife, which may interfere with floral tributes, Lake View Bereavement Centre cannot accept responsibility for any damage or loss to items left on display.

The removal of seasonal tributes and memorabilia from all areas of the burial ground will begin four weeks after the relevant occasion (for example, items left for Christmas will be removed after 22 January).

To avoid reasonable doubt, the following items are not permitted to be placed anywhere at Lake View Bereavement Centre.

- Wind chimes, windmills, tinsels
- Artificial flowers
- Flags, clothing, toys or balloons
- Lights, Candles, Chinese lanterns
- Photos (with or without frames)
- Any kind of fencing
- Anything made of glass, ceramic or metal
- Ornaments including statues
- Alcohol or alcohol containers

- Hazardous items and sharp objects such as gardening tools, scissors etc
- Anything flammable
- Astro turf

We reserve the right to remove, without prior notice any planting or items that unsuitable or harmful to the natural environment, wildlife and do not meet the highest sustainable standards.

### Fees and Charges

All fees and charges are payable in advance to Lake View Bereavement Centre, except in the case of Funeral Directors.

All fees and charges are set out in Lake View's Bereavement Centre price list, which is available on the website or from the Lake View office. All fees and charges are reviewed annually.

Unless otherwise agreed in writing, all fees and charges must be paid by credit or debit card, or BACS transfer on the date of purchase.

In cases where the original purchaser is deceased, the new owner must demonstrate ownership of the grave by producing a) A valid Will, b) Grant of Probate, c) Letters of Administration or d) if the others are missing, a completed Statutory Declaration witnessed by a Commissioner of Oaths e.g. Solicitor (please contact office for more details).

A fee is charged for accepting this documentation which must be paid at the time the form is presented at Lake View Bereavement Centre Office. The form will be retained at the Lake View Bereavement Centre Office as a permanent record of the instruction to authorise the grave to be opened and any alterations made.

The number of joint owners will be limited to three and any change of circumstances, will require the agreement of all joint owners. Where one or two of the owners pass away, ownership is retained by the remaining owner, however, a copy of the death certificate will be required.

### Children's Funeral Fund

At the date these regulations were issued, no interment fees are charged for children under the age of 18. Lake View Bereavement Centre will recover the associated costs through the Children's Funeral Fund, which is funded by Central Government. This scheme applies to the funeral of a child under 18 years of age, or to a baby who is stillborn after the 24th week of pregnancy.

Arrangements for the interment of babies born before 24 weeks of pregnancy should be discussed directly with the Crematorium and Bereavement Service Manager.

Lake View Bereavement Centre is open to interments without restriction to residency or connection.

### Consecrated Grounds

For the avoidance of doubt, you may not request the consecration of any part of Lake View Bereavement Centre. However, individual graves may be blessed.

### Planting

All planting work will be carried out exclusively by the specialised grounds maintenance team to ensure that the introduction of new plants supports biodiversity, preserves the natural habitat, and maintains the ecological balance of the site.

### Conduct at Lake View Bereavement Centre

All visitors must enter and exit via the main entrance. Access outside published opening hours is only permitted with the express permission of the Crematorium and Bereavement Service Manager.

We reserve the right to refuse entry to, or remove, anyone who is intoxicated, under the influence of drugs, behaving in a disorderly or indecorous manner, using offensive language, or otherwise causing a public nuisance.

All visitors enter the site at their own risk. The centre accepts no liability for loss of or damage to personal property, memorials, memorabilia, or flowers, and will not be responsible for injury or damage except where caused by negligence resulting in personal injury or death. Any person responsible for damage to the grounds, walls, lawns, flower beds, memorials, or buildings may be required to meet the full cost of repairs.

Lake View is a place of quiet reflection and a working environment. Visitors are expected to behave respectfully, keep to roads and footpaths (except when attending a grave), and follow the directions of the Bereavement Services team. Visitors must not hinder staff in the course of their duties, engage them for private work, or offer gratuities. Employees and contractors must not solicit or accept gratuities.

The following activities are prohibited within the grounds:

- Causing any disturbance during a cremation or burial.
- Cycling, scootering, rollerblading, skateboarding, or similar activities (users must dismount at the gate).

- Damaging, destroying, or interfering with trees, shrubs, plants, memorials, or other property.
- Littering, except in designated receptacles.
- Selling or soliciting goods or services without authorisation.
- Gambling, picnicking, barbecuing, sunbathing, trespassing, or any anti-social behaviour.
- The consumption of alcohol or illegal substances.

Photography, filming, or audio recording requires prior approval from the Crematorium and Bereavement Service Manager. Where private graves or memorials are involved, proof of the Exclusive Right of Burial or a signed indemnity may be required. Families may photograph an individual memorial without prior approval. Commercial filming may be subject to a fee.

The use of drones is prohibited unless prior permission is granted for legitimate operational reasons. Any damage caused by drone use will be the responsibility of the operator.

Individuals contravening these provisions may be reported to the police.

### Complaints procedure

Lake View Bereavement Centre is committed to delivering a high standard of service and to ensuring that any concerns raised by service users are handled fairly, respectfully and in a timely manner. We recognise the importance of providing an effective complaints procedure that supports prompt investigation, clear communication, and where possible, early resolution.

Lake View Bereavement Centre acknowledges that when an individual takes the time to raise a concern, it is essential that the matter is considered carefully, sensitively and without prejudice. All complaints will be investigated thoroughly, and where shortcomings are identified, appropriate action will be taken to address the issue and improve future service delivery.

Where relevant, complaints may be shared with partner organisations or contractors involved in the delivery of the service, in order to support a full and fair investigation.

Lake View Bereavement Centre seeks to resolve the majority of concerns at a local level. Site teams and local managers are authorised to respond to and resolve complaints wherever possible, and service users are encouraged to raise issues directly with the appropriate centre manager in the first instance.

It is recognised that not all requests or suggestions can be accommodated and that some matters may be complex or require formal review. In such cases, the complaint will be managed in accordance with the formal complaint's procedure, which can be found on our website [add link here]

## Burials

A plan of the Lake View Bereavement Centre, showing the position of every grave, is kept at the Office and is freely accessible for everyone to use.

Burial services are scheduled at the following times:

- Chapel services: Monday to Friday 10:00 – 15:00
- Graveside services: Monday to Friday 10:00 – 15:00 **(14:30 during September and April)**

Services outside these hours require approval from the Crematorium and Bereavement Service Manager and are subject to resource availability.

## Lease

Purchasing a grave at Lake View Bereavement Centre grants the Exclusive Right of Burial for a set term: 75 years for coffin or ashes graves. This does not include freehold ownership of the grave or the plot itself.

## Approved Coffin Materials

As Lake View Bereavement Centre is designated a County Wildlife Site and is managed in a sustainable and environmentally responsible way, only coffins made from biodegradable materials are permitted.

Acceptable options include, but are not limited to, wicker, cardboard, shrouds, and mushroom-based coffins. Materials that are not fully biodegradable are not permitted, to protect the natural environment, encourage biodiversity, and maintain the ecological integrity of the site.

Lake View Bereavement Centre do not permit brick lined graves, vaults or lead or zinc lined coffins.

The Funeral Director in charge of the funeral should arrange for at least FOUR people to carry the coffin to the chapel and graveside. It is the responsibility of the Funeral Director to increase the number of bearers' subject to Health and Safety considerations.

### Grave allocation and ownership

Ownership of all graves remains with Lake View Bereavement Centre. Exclusive Rights of Burial are granted to the individuals named on the interment application form.

Ownership of the Exclusive Right of Burial holds significant importance and may be transferred either during the owner's lifetime or following their passing.

Lake View Bereavement Centre records maintain details of the registered grave owner. Grave owners must safeguard their Deed of Grant, issued at the time of purchase, and present it for each interment. Holding the Deed alone does not confirm ownership of the Exclusive Right.

Exclusive Rights of Burial may be purchased for available grave spaces, in line with these regulations and prevailing fees at the time of application. The Exclusive Rights of Burial Deed confirms the grave owner and the intend burial permitted within the grave. The Deed does not mean the grave owner owns the land. The land remains in the ownership of Lake View Bereavement Centre.

Any persons aged 18 or over may purchase the Exclusive Rights of Burial for a period of 75 years. The period of 75 years falls within the legal limit of 100 years which is the maximum that burial rights can be purchased under current legislation in England and Wales. Upon expiry of the 75 years, the lease can be renewed if the family wish. The standard fee is payable.

Graves are typically allocated sequentially within each section. New sections open only after at least 80% of the current allocation has been purchased. Plans of available grave spaces are held at the Bereavement Services office and may be viewed during office hours.

While efforts are made to accommodate the intended interment per grave, Lake View Bereavement Centre cannot accept liability if this proves impossible due to uncontrollable factors, such as ground conditions or weather.

A grant of Exclusive Right of Burial conveys solely the right to inter within the grave and does not include permissions for memorials or land ownership.

The fee for the Exclusive Rights of Burial must be paid at the time that the arrangements are made at the Lake View Bereavement Centre. A Grave Deed will be issued to the grave owner following the interment. For pre-need purchases, the grave deed will be issued at the point of purchase.

All Exclusive Rights of Burial are granted for 75 years. Extensions may be requested, though the total duration may not exceed 75 years.

Upon expiry, the original purchaser, their heirs, or successors may renew the Exclusive Right of Burial, subject to regulations in effect at that time. Renewal applications should be submitted within three months prior to expiry.

If the grant period lapses without renewal notification from the holder or their successors, Lake View Bereavement Centre may offer the grave space to another party. Where feasible, prior owners or known successors will receive notice and an opportunity to renew.

### Guidance on Transferring Grave Ownership

Lake View Bereavement Centre adheres to legal requirements governing grave and burial ownership.

Note that graves cannot be reopened for burial - including ash interments or have remains placed on the surface without the registered owner's written consent, except for the owner's own burial.

The grave owner may assign the Exclusive Right of Burial during their lifetime by completing an Assignment form.

Owners may surrender an unused Exclusive Right of Burial. The surrender value equals the original purchase price stated on the Deed of Grant, minus elapsed years and administrative costs. Submit written applications to the Crematorium and Bereavement Service Manager.

When the original owner has died, ownership transfer procedures vary based on whether a will exists.

Until ownership is confirmed, Lake View Bereavement Centre cannot authorise burials or memorials.

An Exclusive Right of Burial forms part of a deceased person's estate, requiring a formal process to transfer it to the rightful heir.

Any transfer demands satisfactory proof of entitlement and Lake View Bereavement Centre approval. Lake View Bereavement Centre will update its records accordingly. The original Deed of Grant must be presented at Lake View Bereavement Centre Office for endorsement, alongside the applicable transfer fee from published charges.

Transfer becomes necessary in these situations:

- The registered owner chooses to assign the grave to another party
- A burial request arises, but the registered owner has passed away

- The registered owner has recently died, simplifying future arrangements with a living registered owner

### Exhumation

Under the Burial Act 1857, once a person has been buried it is unlawful to disturb or remove the human remains without lawful authority. The family must apply for a licence from the Ministry of Justice to remove human remains from the ground.

The exhumation process is governed by strict regulations to ensure respect for the deceased and compliance with legal requirements.

Exhumations can only be carried out and arranged by Lake View Bereavement Centre (Burial Authority) whom will be responsible for the submission of the application form to the Ministry of Justice in order to obtain an exhumation licence.

For the avoidance of doubt, any disturbance of remains (burials or ash interments) is deemed to be an exhumation.

### Type of Grave

#### Natural Burial



A natural burial grave serves a dual role, evolving gradually into a thriving native wildflower meadow that supports lasting environmental value. It must retain a simple, undisturbed look, with no objects permitted on the surface or allowed to disrupt its natural state.

No cutting, mowing of grass is permitted. The Meadow will only be cut twice a year by a specialised grounds maintenance team. This limited mowing regime is designed to promote biodiversity, support the growth of native wildflowers, and provide a habitat for wildlife. Regular, frequent mowing is avoided to allow plants and insects to complete their natural life cycles, helping the meadow ecosystem to thrive.

Following each natural burial, the grave mound will remain in place for a period of one year from the date of interment. This allows for natural settling of the soil.

After this period, the area will be maintained by a specialised grounds team with the aim of encouraging a natural meadow habitat, supporting native flora and fauna throughout the year.

No grave markers or memorial plaques are authorised. Memorials are restricted to specified zones and must be acquired via the Lake View Bereavement Centre office, with all items requiring approval from Lake View Bereavement Centre office.

Each natural burial grave measures 4ft x 6ft deep and are excavated to accommodate a single body burial or six sets of ashes or ash scatterings within the footprint.

Every coffin presented to Lake View Bereavement Centre for either a Burial or Cremation must clearly display correct identification of the deceased. Where a coffin is enclosed in an outer covering, both the cover and the coffin must be appropriately labelled.

### Graveside Service

A direct-to-graveside burial service is a dignified and straightforward arrangement in which the interment takes place directly at the burial plot without a preceding chapel or funeral service. The deceased is conveyed from the place of rest to the graveside, where family members and close friends may gather for a brief committal ceremony. This may include selected readings, prayers, or words of remembrance offered by a celebrant or clergy member. Favoured for its simplicity and respectful focus, a direct-to-graveside service provides an atmosphere of quiet reflection and personal farewell within a modest yet meaningful setting.

### Ash scattering

Families have the option to scatter ashes in one of the three designated areas. Although specific spots are not individually marked, a memorial plaque can be purchased for placement within the communal memorial area. Full fee information is available on our website.

These areas do not grant or confer on the family any interest in land or other property rights. These areas allow others to scatter ashes in the same area.

### Ash interments

Each ashes grave measures 1.5ft x 1.5ft and is designed to provide sufficient space for two sets of ashes.

Following interments, each grave is reinstated to its original condition, maintaining the pristine, natural landscape of the centre.

## Grave measurements and depths

Industry standards employ both metric and imperial measurements depending on context. For clarity, both units appear here, but note:

Only bolded measurements represent official dimensions and must guide grave or memorial purchases and installations. Other figures serve as approximate references only.

Grave type	Measurement (Imperial)	Measurement (Metric)
Meadow Natural Burial	4ft x 6ft deep single burial	2400mm long x 1200mm wide 1300mm deep
Ash interments	1.5ft x 1.5ft	457.2 mm x 457.2 mm
Ash scattering		
Memorial Garden	1.5ft x 1.5ft	457.2 mm x 457.2 mm

Lake View Bereavement Centre retain the authority to adjust the maximum excavation depth when required.

## Memorials

Memorials may be obtained via Lake View Bereavement Centre office. All memorials require prior approval from the Lake View Bereavement Centre Office.

### **Permitted Natural and Environmentally Memorials**

All memorials installed within the centre must be made from natural or environmentally sustainable materials that do not negatively impact the site's ecology.

Materials such as wood, or other biodegradable substances are encouraged, while items containing plastics, metals, or other non-biodegradable components are not permitted. This ensures that memorials support the preservation of wildlife, maintain soil health, and align with the site's sustainable management practices.

A full list of memorial options is available at Lake View Bereavement Centre Office. This includes plaques, vases, benches, trees, Book of Remembrance entries. Other memorial options and areas may become available over time at the Lake View Bereavement Centre.

Memorial benches are available from time to time through a lease agreement. Bench locations are at the discretion of the Crematorium and Bereavement Services Management team.

Memorial trees are available from time to time through a lease agreement. It is not permitted to place or plant any other tree in the Lake View Bereavement Centre

All Regulations apply to the Memorial Garden as to other areas of Lake View Bereavement Centre.

### **Crematorium / Service Chapel**

The Crematorium Chapel may be booked for both funeral and memorial services. A variety of service arrangements are available, and if additional time is required beyond the standard period, families are encouraged to contact Lake View Bereavement Centre Office or their chosen funeral arranger to discuss this in advance.

The Chapel is suitable for both religious and non-religious ceremonies. Services may also take place at another location, such as a church, before a short committal is held at the crematorium. Families are welcome to appoint their own minister or celebrant, or your funeral director can assist in finding an appropriate officiant.

Facilities for visual tributes, live streaming, and recorded services are available, subject to booking and the relevant fees published on Lake View Bereavement Centre website. All music, visual tributes, webcasting and recording requirements must be booked at least three working days before the service via [www.obitus.com](http://www.obitus.com). It is advised to order music as soon as possible.

Lake View accepts no responsibility for incorrect music instructions received from the Funeral Directors.

Please note: If no music preferences have been received the Customer Service Team may select something considered appropriate.

With advanced notice, funeral and memorial arrangements can be customised to reflect individual preferences or cultural requirements.

Where larger gatherings are anticipated, families are asked to work closely with Bereavement Services staff and their funeral arranger to minimise disruption to other services. In these instances, extending the booked service time is often recommended.

Only assistance dogs, such as guide dogs, are permitted inside the Chapel for funeral services with prior agreement.

A central bier may be positioned at the front of the Chapel if preferred, rather than placing the coffin directly onto the catafalque. It is the responsibility of the

funeral director to safely transfer the coffin from the bier to the catafalque when required.

Candles may be used within the Chapel under controlled conditions. Up to three small tealight candles may be placed on the coffin, but these must be extinguished before the coffin proceeds into the crematory.

Lake View Bereavement Centre appreciates that funerals are deeply personal and emotional occasions. Nevertheless, punctuality is essential to ensure all services run to schedule.

Once the service concludes, the funeral director will guide attendees from the Chapel. Families may then take time to view floral tributes displayed on the reflection terrace area, where they will remain for at least 48 hours.

Families wishing to remove their floral tributes within this period are asked to notify Lake View Bereavement Centre Office in advance. We cannot accept responsibility for any tributes removed without prior notice.

### Cremators

The electric cremator and associated equipment within the Crematorium are to be maintained in good working condition, in line with manufacturers' specifications and the requirements set out in current guidance issued under the Environmental Protection Act 1990, or any subsequent legislation.

All statutory and supporting documentation required for cremation must be submitted to the Lake View Bereavement Centre Office by 09:00am, no later than three working days before the scheduled service. Failure to meet this deadline may result in a late paperwork fee and/or postponement of the funeral. Lake View Bereavement Centre cannot accept responsibility for delays caused by incomplete medical or administrative forms submitted by third parties. While every effort will be made to avoid disruption, cremations cannot legally proceed until authorisation has been granted by the appointed medical referee, as required by law.

Every coffin presented to Lake View Bereavement Centre must clearly display correct identification of the deceased. Where a coffin is enclosed in an outer covering, both the cover and the coffin must be appropriately labelled.

Lake View Bereavement Centre exercises the highest standards of care to ensure accurate identification is maintained from the time the coffin is placed on the catafalque through to the final handling and disposal of the cremated remains.

Should it be necessary to add or remove an item from the coffin after the chapel service has concluded, written consent must first be obtained from the

Crematorium and Bereavement Service Manager (or their representative) and from the applicant for the cremation.

Following each cremation, the ashes are handled with the utmost respect. They are kept separately, clearly identified, and placed in an appropriate container pending final instruction or collection.

### Direct Cremation

Funeral Directors can arrange a direct cremation by contacting Lake View Bereavement Centre to agree an appropriate date and time

Direct cremations will only be accepted under the following conditions:

- The cremation must be completely unattended
- The coffin must arrive on the agreed date and at the agreed time
- A clean, smart and suitable vehicle must be used for conveyance
- Funeral Directors and bears must attend in appropriate uniform
- There must be a sufficient number of bearers to convey the coffin to the catafalque, and this must be carried out in a respectful and dignified manner (use of Lake View's trolley or bier is permitted) All coffins will enter the crematorium via the main chapel and will be respectfully placed on the catafalque by the Funeral Director's team

### Witness Charging

Families may request to witness the moment the coffin is placed into the cremator, a process referred to as witness charging. Due to space restrictions, participation is limited to a maximum of six attendees. Advance booking is essential, and at least one working days' notice must be provided to make the necessary arrangements. Witness charging facilities are available in the chapel, family room, and witness charging room via all display screens.

### Bearing of the coffin

The decision to shoulder-carry the coffin or to use a suitable trolley or wheeled bier rests with the Funeral Director. They are responsible for providing enough bearers to place the coffin on the catafalque without assistance from Lake View team and must ensure that Health and Safety and manual handling requirements are properly considered through appropriate risk assessments completed before arrival at the crematorium.

Use of Lake View's trolley or wheeled bier may be permitted with prior agreement from the office. The Funeral Director remains responsible for confirming that any equipment used is appropriate for the safe and dignified conveyance of the coffin.

### Clothing and coffin contents

To help minimise emissions, any prosthetic devices should be removed from the deceased wherever practicable. Glass, ceramics, or similar materials should not be placed in the coffin. Footwear or other items made from polyvinyl chloride (PVC) must not be included. Body adornments made from copper, as well as any casts (for example, plaster casts), should also be removed. Heart pacemakers and any other implanted medical devices must be removed before the coffin arrives at the crematorium.

### Holding over

Lake View Bereavement Centre follows recognised professional guidance on the practice of “holding over”, which refers to retaining a coffin for a period of time after the service before cremation takes place. This is an established practice within the UK cremation sector.

Where the Applicant requires that the cremation is carried out on the same day that the coffin is received and/or the service is held, holding over will not take place. A written request for same day cremation must be received no later than three working days before the service. Direct cremations where holding over is not permitted must arrive at the crematorium by 8.45am.

Written consent will be obtained from the Applicant, or their authorised representative, for any planned holding over. If holding over becomes necessary because of mechanical failure during normal operating hours, the Applicant will be contacted via the Funeral Director to obtain consent either to hold over until the fault is resolved or to transfer the cremation to an alternative crematorium. If this occurs outside normal operating hours and it is not reasonably practicable to obtain consent in advance, holding over may be arranged as a temporary measure.

Lake View has appropriate facilities for safe and respectful storage during any period of holding over. As a general rule, the maximum holding over period will not exceed 72 hours from the time the coffin is received at the crematorium.

### Coffin construction

Coffins used for cremation must comply with the requirements of the Federation of British Cremation Authorities. <https://www.fbca.org.uk/>

- The maximum permitted coffin weight, including all fittings, is 40 stone (250kg).
- The maximum external dimensions, including all fittings, are (220 x 77 x 60) cm or (220 x 100 x 53) cm.

Coffins must be constructed from wood or wood-based materials that are readily combustible and suitable for the cremation process, without producing excessive smoke, toxic fumes, or residue. Metal components should be kept to the minimum required for safe construction and should be of a high ferrous content. Cross pieces must not be fixed to the underside of the coffin; if additional strength is needed, wooden strips may be fitted lengthways. Cardboard coffins must not contain chlorine in any wet-strength agents. External finishes must allow for clean, smokeless combustion, meaning products such as nitro-cellulose varnish, polyurethane, melamine, or any coatings containing PVC must not be used. Water-based lacquer free from heavy metals, or a suitable cloth covering, is acceptable. Polystyrene may only be used for the nameplate, which must not exceed 90g in weight.

Coffins lined with zinc or lead will not be accepted for cremation. Any packaging used for stillbirth, neonatal, or foetal remains must be free from chlorinated plastics. The use of sawdust, cotton wool, or shredded paper as packing should be avoided. Where sealing is required, only suitable non-metallic, non-rubber, and non-PVC materials may be used, and pitch or similar substances must not be used under any circumstances. Banana-leaf and sea-grass coffins are not accepted.

### Recycling of metals

Lake View Bereavement Centre may participate in a sensitive scheme for the recycling of residual metal remaining after cremation, following recognised sector guidance. Any surplus funds generated from this process may be donated to selected charities. Metal residues will be recycled unless the Applicant indicates otherwise on the cremation instruction form.

### Disposal of ashes

Each individual set of ashes will be reduced and placed in a container to await the wishes of the applicant regarding its final disposal.

Where specifically requested, ashes can be held at the Lake View Bereavement Centre, for a period not exceeding four months. A charge will be made after the initial month.

In respect of any ashes remaining at the crematorium and not collected within four months of the date of cremation, the cremation authority (Lake View Bereavement Centre) will issue not less than two weeks' notice to the applicant for cremation. In the absence of any further instructions within that period, the ashes may thereafter be reverently and permanently scattered within the grounds designated for the purpose by the cremation authority.

## **Appendix 1**

All metals remaining after cremation, including orthopaedic implants will be sensitively recycled. This is to ensure that all metals are disposed of in a suitable manner that will reduce the impact on our environment, and to comply with current legislation. It is possible to have metal remains returned if requested prior to cremation.

All scatterings of ashes are to be organised through the Lake View Bereavement Centre office.

Scatterings of ashes may only take place on grave with the written permission of the grave owner and only once a grave has been occupied.

# Appendix 1

## Framework for enforcement of Rules & Regulations

### Introduction

Lake View Bereavement Centre, Crematorium and Natural Burials work closely with local residents, memorial owners, families, and other stakeholders to review and update the existing Rules and Regulations. They are designed to support the principles of the Charter for the Bereaved, offering visitors greater choice while maintaining a regulatory framework that ensures dignity, safety, and respect across the site.

This Enforcement Framework forms an appendix to the Rules and Regulations. It sets out how Lake View Bereavement Centre will respond when the regulations are not followed, and how these actions will be communicated to those affected.

Lake View Bereavement Centre recognises that memorials hold deep emotional significance. For this reason, any enforcement measures will always be undertaken with sensitivity, care, and understanding.

### Principles of enforcement

The Enforcement Framework is guided by three key principles:

- Everyone is treated equally and fairly
- The process for dealing with rule breaches is clear and transparent
- The grounds remain a safe, dignified, and peaceful environment for all visitors

### How enforcement will work

Lake View Bereavement Centre Management will:

- Identify and prioritise areas of the centre where rule breaches are occurring
- Display clear public notices in and around the affected areas
- Provide the same information at the Lake View Bereavement Centre Office for wider awareness

### Each public notice will include:

- The specific area being addressed
- The date the notice is displayed and the date the notice period ends
- The defined memorial area where personal items may be placed

- Which items are not permitted
- What will happen to items that do not comply
- Contact details for the Lake View Bereavement Centre Services Management team

A notice period of six weeks will normally apply.

Where current contact information is available, letters will also be sent to all memorial owners in the affected section. These letters will match the details on the public notices and will advise owners to remove any items that do not meet the Rules and Regulations within the six-week period.

When this period ends, any remaining non-compliant items will be carefully removed. Wherever possible, they will be placed in individual labelled bags and stored for up to 12 months. If items have not been collected after this time, they will be respectfully disposed of.

Plants, trees, or shrubs that can be safely removed will also be labelled and stored for collection. If removal is not possible without causing damage, they will be disposed of with other natural waste from the natural burial ground.

Any memorial owner who has concerns can contact Lake View Bereavement Centre Office to discuss the matter further. Formal complaints about the removal of personal items can be made through the Lake View Bereavement Centre Corporate Complaints Process refer to the full process on Complaints Procedure of these rules and regulations.

Immediate removal of items may take place in situations where they present a safety hazard, cause offence, are unsuitable for a burial ground setting, encroach on burial or scattering areas, or have grown to an inappropriate size.

## Applicant's Declaration

**PLEASE SIGN AND DETACH THIS PAGE AND RETURN TO THE ADDRESS BELOW**

### **Conditions of Sale of the Exclusive Right to Burial (Deed Holder)**

In undertaking to purchase the Exclusive Right to Burial of a plot at Lake View Bereavement Centre, Crematorium and Burials, I understand, agree must comply with the rules and regulations set out in this document. No memorials must mark the grave; no cutting of the grass is permitted at all times.

I/we will become the legal owner of such Right. As such, I/we agree to abide by the Rules and Regulations stipulated by Lake View Bereavement Centre, Crematorium and Burials and as outlined in this document.

If it appears that the burial ground rules and regulations are not being adhered to, the Lake View Bereavement Centre will raise the matter with the purchaser so that it can be resolved amicably. Lake View Bereavement Centre reserves the right to take appropriate action if agreement cannot be reached and the infringement continues.

**I/we have read and understood the rules and regulations set out in this document and I/we agree to comply with them.**

Full name(s) of all applicants: \_\_\_\_\_

\_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### **Lake View Crematorium and Bereavement Service Manager:**

Full name \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



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

Committee: Operational Services

Date: 23 March 2026

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

Report number: AA163

Contact officer: Lewis Bage, Communities and Partnerships Manager  
Lewis.bage@eastcamb.gov.uk, 01353 616340, room 001, The Grange, Ely

### **1.0 Issue**

1.1. To consider the Vehicle Related Anti-Social Behaviour Public Space Protection Order (PSPO) consultation findings and approve the implementation of the PSPO.

### **2.0 Recommendations**

2.1. Members are requested to:

- i. Note the PSPO consultation findings at Appendix 1.
- ii. Approve the implementation of the draft Vehicle Related Anti-Social Behaviour Public Spaces Protection Order at Appendix 2 for a period of three years.

### **3.0 Background/Options**

3.1 In November 2025, this committee agreed the draft PSPO; and approved the proposals for public consultation on the draft PSPO.

3.2 Consultation commenced on 12 January 2026 and closed on 16 February 2026. A consultation form was developed and made available on the ECDC website; hard copy forms were also available. The consultation was sent to statutory and non-statutory consultees, including stakeholders and community representatives such as the local chief officer of police, the Police and Crime commissioner, local councillors, the MP, owners of car parks including local businesses, parish councils, leisure centres and railway stations, community groups, representatives of the East Cambs Community Safety Partnership, housing associations, Neighbourhood Watch, youth groups, emergency services, Cambridgeshire County Council's Highways team and to those on the Council's Register of Consultees. The Council sought the views of residents and promoted the consultation online via the ECDC website, press releases, social media, via posters issued to parish councils, leisure centres, GP surgeries and libraries to display in public spaces, hard copies and posters displayed at The Grange.

### **4.0 Arguments/Conclusions**

4.1 A summary of the consultation findings can be found at Appendix 1.

- 4.2 The consultation received 202 responses. 88.1% of respondents either strongly support or support the implementation of the PSPO. 87.6% of respondents answered in the capacity as a resident of East Cambridgeshire. Other responses were received from the police, parish councils, local businesses and organisations, county and/or district councillors, and a landowner. A letter of support was also received from the Police and Crime Commissioner.
- 4.3 Respondents stated that the three issues affecting them most were high-speed driving that has or could cause a nuisance or danger, excessive engine revving, and racing between vehicles.
- 4.4 With the agreement of the police, prohibitions seven, eight and nine of the PSPO have been updated to reflect the consultation feedback. The proposed changes can be seen in red text in appendix 2.
- 4.5 Initial discussions have taken place amongst council teams and with the police to identify what PSPO enforcement and administrative processes are required. If implementation of the PSPO is agreed, these processes and procedures will be developed and finalised. A full communications campaign would be carried out prior to live launch, and signage would be displayed around East Cambs to notify people that a PSPO is in place. Implementation is anticipated from summer 2026 onwards, once multiagency administrative, data sharing, and enforcement procedures have been established; and staff have been trained and/or briefed.

## 5.0 Additional Implications Assessment

### 5.1

<b>Financial Implications</b> <b>YES</b>	<b>Legal Implications</b> <b>YES</b>	<b>Human Resources (HR) Implications</b> <b>NO</b>
<b>Equality Impact Assessment (EIA)</b> <b>YES</b>	<b>Carbon Impact Assessment (CIA)</b> <b>NO</b>	<b>Data Protection Impact Assessment (DPIA)</b> <b>YES</b>

#### Financial implications

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.

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

#### Legal Implications

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.

#### Equality Impact Assessment

The PSPO will ensure that there is no direct or indirect discrimination, harassment or victimisation; and that people with a protected characteristic have equality of opportunity as those who do not have a protected characteristic.

### **Data Protection Impact Assessment**

A DPIA has been drafted and is awaiting final details to be confirmed once processes and arrangements have been determined. Minimal data risks identified which can be mitigated.

## **6.0 Appendices**

Appendix 1 – PSPO consultation findings report

Appendix 2 – Draft Public Space Protection Order (PSPO) Vehicle Related Anti-Social Behaviour

## **7.0 Background documents**

Item 7 of 17 November 2025's Operational Services Committee report  
Public Space Protection Order (PSPO) Request Form



East Cambridgeshire  
District Council

## Public Spaces Protection Orders (PSPO) consultation responses

In what capacity are you responding to this consultation?	Number of responses	Percentage of responses
Resident of East Cambridgeshire	177	87.6%
Parish Council	6	3%
District or County Councillor	2	1%
Cambridgeshire Constabulary	2	1%
A business or organisation in East Cambridgeshire	9	4.5%
A land owner in East Cambridgeshire	1	0.5%
Other	5	2.5%

Total responses for this question, **202**.

Do you drive?	Number of responses	Percentage of responses
Yes	179	97.3%
No	5	2.7%

Total responses for this question, **184**.

Response data for the question ‘Have any of the following vehicle-related offences or behaviours caused, or been likely to cause, a nuisance and/or danger within the proposed PSPO area?’

Driving at very high speed in a way that created, or could have created, a nuisance or danger	Number of responses	Percentage of responses
Yes	172	85.1%
No	30	14.9%

Total responses for this question, **202**.

Sudden, repeated speeding up and slowing down of a vehicle	Number of responses	Percentage of responses
Yes	131	64.9%
No	71	35.1%

Total responses for this question, **202**.

Racing between vehicles	Number of responses	Percentage of responses
Yes	138	68.3%
No	64	31.7%

Total responses for this question, **202**.

Vehicle stunts such as doughnuts, drifting, handbrake turns, or wheel spins	Number of responses	Percentage of responses
Yes	121	59.9%
No	81	40.1%

Total responses for this question, **202**.

Motor vehicle horn use that was unnecessary or disruptive	Number of responses	Percentage of responses
Yes	84	41.6%
No	81	58.4%

Total responses for this question, **202**.

Very loud music coming from a vehicle	Number of responses	Percentage of responses
Yes	112	55.4%
No	90	44.6%

Total responses for this question, **202**.

<b>Hard braking or skidding</b>	<b>Number of responses</b>	<b>Percentage of responses</b>
Yes	122	60.4%
No	80	39.6%

Total responses for this question, **202**.

<b>Excessive engine revving</b>	<b>Number of responses</b>	<b>Percentage of responses</b>
Yes	150	74.3%
No	52	25.7%

Total responses for this question, **202**.

<b>Groups of three or more people gathering around two or more parked vehicles in a way that caused a nuisance or a disturbance</b>	<b>Number of responses</b>	<b>Percentage of responses</b>
Yes	121	59.9%
No	81	40.1%

Total responses for this question, **202**.

<b>To what extent do you support the council introducing a Vehicle Related Anti-Social Behaviour Public Spaces Protection Order?</b>	<b>Number of responses</b>	<b>Percentage of responses</b>
Strongly support	158	78.2%
Support	20	9.9%
Neither support nor oppose	10	5%
Oppose	3	1.5%
Strongly oppose	11	5.4%

Total responses for this question, **202**.

<b>Do you feel that any of the prohibitions included in the draft Order need to be removed or changed, or are there any other vehicle related prohibitions you would like considered for inclusion in the PSPO?</b>	<b>Number of responses</b>	<b>Percentage of responses</b>
Yes	35	17.3%
No	167	82.7%

Total responses for this question, **202**.

**Below is a summary of responses to the question “Do you feel that any of the prohibitions included in the draft Order need to be removed or changed, or are there any other vehicle related prohibitions you would like considered for inclusion in the PSPO?”:**

- modified, aftermarket exhaust systems causing excessive noise
- vehicles driving in convoy leading to ‘showing off’, peer pressure and overtaking
- unnecessary idling whilst parked
- PSPO needs to cover driveways too as vehicles can excessively rev on their drive
- bigger fines and custodial sentences for repeat offenders
- confiscation of vehicles and licences for reoffenders
- parking on pavements either partially or fully, including in already prohibited zones (as per highway code) and dropped kerbs, in and around Littleport and Ely in particular
- parking on green spaces
- stationary vehicles with engine left running causing noise and fumes
- remove the prohibition around three or more vehicles gathering causing a nuisance

**Below is a summary of responses to the question “Do you have any other comments regarding this proposal?”:**

- many respondents provided examples of offences and behaviours they have witnessed or experienced including loud engines and exhausts, speeding, overtaking on bends, and racing
- respondents identified that vehicle related anti-social driving had caused them or their families sleep disruption; it was mentioned that people were having to close their windows in hot weather due to the noise, as the noise can be heard within homes, and the issue is unbearable for residents
- concerns expressed around property shaking and vibrating, especially caused by passing HGVs and buses
- the activity had made some people feel unsafe, including the safety of children going to and from school, someone stated that it is putting lives at risks
- concerns about driving on the A142 as dangerous/ASB driving is experienced there
- extra time added to journeys
- reports that such behaviour is intimidating for other road users
- there was a report that someone had experienced abusive and threatening behaviour related to the activity
- sports groups can’t hear each other talk when training due to noise and activity causing disrupting classes and training
- a local non-profit charitable organisation stated that they were concerned about the financial impacts of having to resurface a carpark after damage caused by ASB driving and stunts; having resurfaced the car park, they now worry about the longevity if nothing is done to stop this behaviour (other comments were received about physical damage to sites)
- illegal gatherings are ruining the reputation of legal organised car events
- concerns that out of area vehicles are travelling to the area to carry out anti-social driving
- inappropriate parking
- smell of drug use from vehicles
- spend more on physical deterrents instead such as speed bumps and gates

### 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. **Performing manoeuvres to cause the screeching of tyres, including** 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 **and/or using a loud or modified exhaust system** 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 **whilst** 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

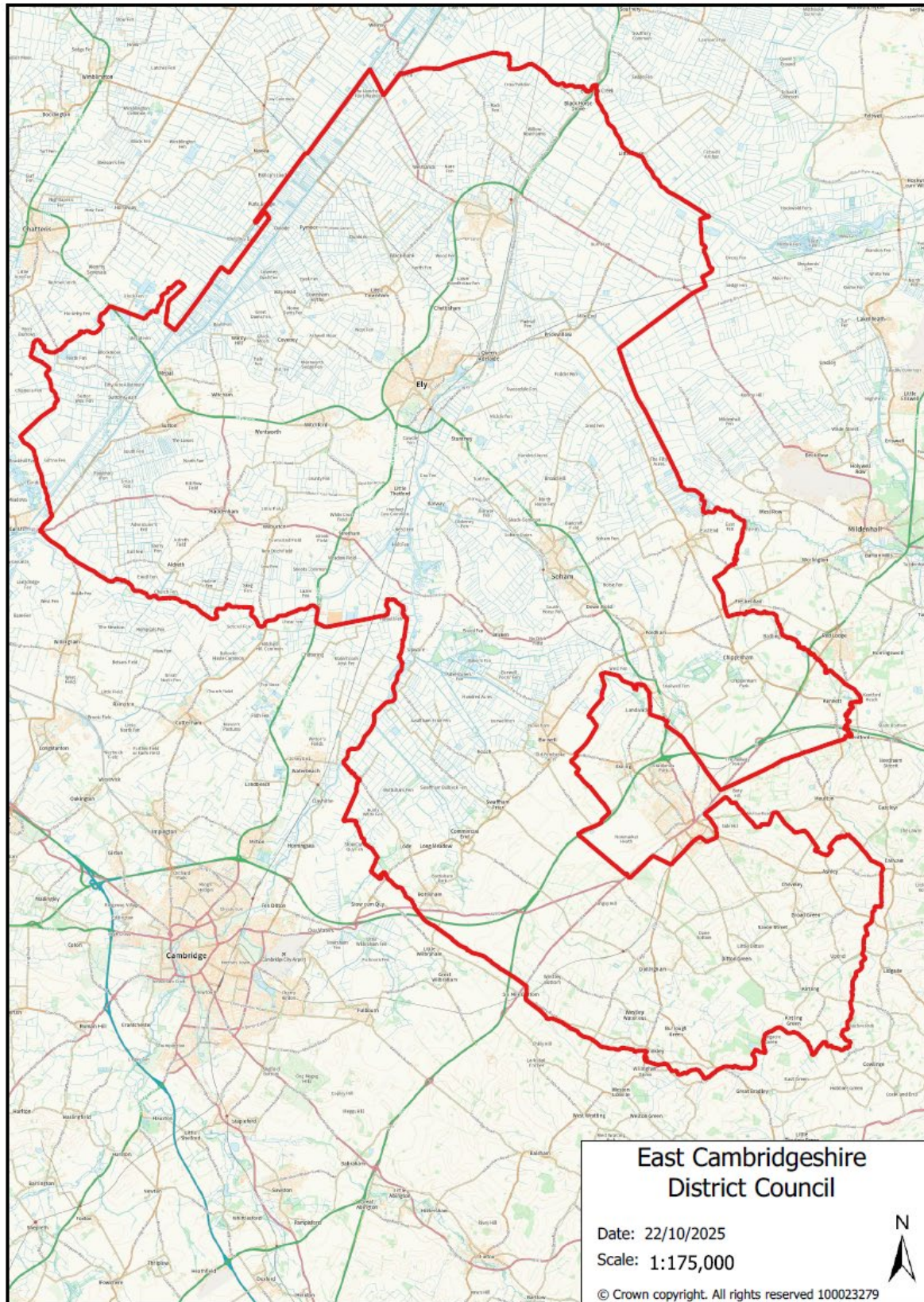
THE COMMON SEAL of

East Cambridgeshire District Council

Was hereunto affixed in the

Presence of:

DRAFT





**Title: Voluntary Sector Support Services**

Committee: Operational Services

Date: 23 March 2026

Author: Communities and Partnerships Manager and Project Coordinator (Health and Wellbeing)

Report number: AA164

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 the outcome of a review of the grant awarded to Voluntary and Community Action East Cambridgeshire (VCAEC) for 2024 to 2026 and determine whether to award a new grant for 2026 to 2028.

**2.0 Recommendations**

2.1. Members are asked to:

- (i) Note the review findings.
- (ii) Award a grant to VCAEC to support the delivery of services via a Service Level Agreement from 1 April 2026 until 31 March 2028.

**3.0 Background/Options**

3.1 In January 2024, the Council awarded a grant of £39,530 to VCAEC to support the delivery of services via a Service Level Agreement from 1 April 2024 until 31 March 2026. Services included the provision of 'a 'one stop shop' which delivers quality services (including the delivery of a social car scheme and volunteer gardening scheme) through volunteers, to local people; and advice and information to voluntary and community groups and volunteers; and to act as an umbrella organisation providing generic infrastructure support to voluntary and community sector organisations within East Cambridgeshire.

3.2 Reviews of previous grants awarded to VCAEC have been carried out in 2020-21, 2021-22, and 2023-24, and have been shared with this committee.

3.3 A review of the grant for 2024-26 has been carried out and is located at Appendix 1.

3.4 The review included the undertaking of a procurement exercise to determine best value for money and evaluate responses of bidders against a specification that set out the Council's requirements going forward. One bid was received, which was from VCAEC; VCAEC intend to subcontract aspects of the work out to Support Cambridgeshire. Details of the bid are set out in Appendix 1.

#### 4.0 Arguments/Conclusions

- 4.1 The Review at Appendix 1 includes an Options Appraisal which sets out two options available to the Council.
- 4.2 For the reasons set out in the Review at Appendix 1, and Option 1 of the Options Appraisal, Members are recommended to award a grant to VCAEC from 1 April 2026 until 31 March 2028, and enter into a new SLA, the targets of which will be informed by VCAEC's tender response. Members are making a decision on the award of a grant to VCAEC and not signing off the SLA. Annual briefing notes will be circulated to Members of the Operational Services Committee to provide an update on VCAEC's performance.

#### 5.0 Additional Implications Assessment

5.1

<b>Financial Implications</b> No	<b>Legal Implications</b> No	<b>Human Resources (HR) Implications</b> No
<b>Equality Impact Assessment (EIA)</b> Yes	<b>Carbon Impact Assessment (CIA)</b> No	<b>Data Protection Impact Assessment (DPIA)</b> No

5.2 Financial implications

The grant will cost £39,530 and will be funded from resources in the Communities and Partnerships budget.

5.3 Equality Impact Assessment (EIA)

The recommendation is to provide grant funding for services to benefit local community and voluntary sector organisations, volunteers, and communities. Users of the car and gardening schemes may include people with disabilities and the elderly.

#### 6.0 Appendices

Appendix 1 – Review of Voluntary Sector Support Services grant

#### 7.0 Background documents

SLA between ECDC and VCAEC 2024-26  
VCAEC's tender response (exempt)

### **Review of Voluntary Sector Support Services Grant**

#### **Aim of Review**

The Council is committed to ensuring that communities have access to services that meet their needs. This review will evaluate current arrangements and will identify and review future options. The review aims to ensure that grant funding is used as effectively as possible to meet the needs of the community and support the local community and voluntary sector.

#### **Current position**

The Council currently provides grant funding through a Service Level Agreement (SLA) to VCAEC to:

- Provide 'a 'one stop shop' which delivers quality services (including the delivery of a social car scheme and volunteer gardening scheme) through volunteers, to local people; and advice and information to voluntary and community groups and volunteers.
- Act as an umbrella organisation providing generic infrastructure support to voluntary and community sector organisations within East Cambridgeshire.

In 2024, a grant of £39,530 was awarded to VCAEC for 2024-26. The grant is not guaranteed to VCAEC beyond 31 March 2026.

#### **Previous grants to VCAEC and performance updates to Members**

ECDC has awarded grants to VCAEC in previous years. Reviews of those grants have been undertaken and presented to Members.

#### **Review Scope and Approach**

This review identifies the services included in the 2024-26 SLA, assesses the performance of VCAEC using performance monitoring reports provided by VCAEC during 2024-26, identifies similar or identical services to those listed within the SLA that are delivered by other organisations, includes an Options Appraisal setting out the advantages and disadvantages of the options available to the Council, and includes the details of a procurement exercise undertake to determine best value for money and evaluate responses of bidders against a tender specification (which sets out the Council's requirements going forward).

#### **The services included in the 2024-26 SLA**

The 2024-26 SLA includes the following services:

- Deliver training events and/or networking/themed events to member organisations.
- Respond to community and voluntary sector enquiries.
- Provide advice and support to local voluntary and community groups on a range

of subjects including funding, recruitment of volunteers, setting up a group, constitutions, and performance management.

- Impact the development of local and national voluntary and community sector policies.
- Conduct research into unmet or emerging social needs in the area and provide ECDC with a summary of current and developing issues for the sector and its members.
- Promote services via website, social media, newsletter, attendance at local events and other means of communication.
- Undertake activities to recruit new volunteers.
- Respond to volunteer enquiries and seek to find suitable placements for prospective volunteers.
- Deliver a social car scheme and gardening programme for local people using local volunteers.
- Conduct an annual survey of all member organisations.
- To provide a variety of engagement methods.

Prior to the commencement of the 2024-26 SLA, VCAEC confirmed that they could achieve the targets.

### **Assessment of VCAEC's performance during 2024-26 SLA term**

During the 2024-26 SLA term, Operational Services Committee received performance update reports in March 2025, June 2025, and January 2026 setting out how VCAEC were performing against the SLA. The updates included a report containing a table setting out expected and actual performances, VCAEC's reasons for any negative variance and what was being done by VCAEC in response to any variation. This section has been informed using those performance updates.

#### Provide support to the community and voluntary sector

During 2024-2025, VCAEC met or exceeded a number of their targets regarding community and voluntary sector support, such as delivering 7 training courses and delivering 22 promotional activities. VCAEC were also involved in consultation and research with multiple public sector organisations and charities to develop campaigning work. As well as this, VCAEC attended 23 events and sat on 11 multiagency partnerships to represent the community and voluntary sector.

VCAEC provided explanations of some targets that were missed during 2024-25; for example where they fell short on responding to general community and voluntary sector enquiries and providing advice and support to voluntary or community groups, they explained that this as being due to most information being available online, so voluntary organisations or members of the public did not need to contact them as they can obtain information online or from other sources instead.

In efforts to achieve these missed SLA targets in the future, VCAEC explained they would improve engagement in the community as well as update some of their online

services to improve efficiency. This included committing to update their website to improve interactivity and online experience for the visitor, advertising their services more on social media e.g. Facebook to improve visibility, and attending events to increase community engagement, such as Aquafest and Soham Carnival.

In their 2025-26 six-month performance report submitted to the Council in October 2025, VCAEC were on track to meet almost all targets set as part of the agreement, including those not met in the previous year, with some targets having already been met at the six-month stage. This is an improvement on previous years and their numbers for this period can be viewed in the 26 January 2026 committee report.

For the six-month targets that VCAEC did not reach, VCAEC provided explanations for any negative variance. For example, VCAEC have delivered one training course instead of the two expected, due to having to cancel three planned courses offered. Whilst the cancelled courses were in response to topics requested by the community and voluntary sector, had initial demand, and were advertised, VCAEC deemed that they did not have viable numbers to run.

### Increasing volunteering opportunities and volunteering projects (car scheme and gardening scheme)

During 2024-25, VCAEC met their target of undertaking 10 promotional activities to recruit new volunteers, however VCAEC did not meet the rest of their increasing volunteering opportunities and volunteering projects targets, such as supporting volunteers into obtaining placements and signposting volunteers to available placements. These numbers can be viewed in the 23 June 2025 committee report. VCAEC explained this negative variance was due to a lack of volunteers, and that most volunteers will access their volunteering online and through VCAEC's website, rather than engaging with VCAEC directly. VCAEC highlighted to ECDC that the figures may appear lower than they are, due to volunteers not submitting feedback. VCAEC provided 7,807 volunteer hours through their office, gardening, car scheme and trustees, however this was below their target of 8,980 volunteer hours.

VCAEC stated that the qualitative data collected through case studies and feedback indicates that volunteers and service users have experienced improvements in their own well-being. This includes giving volunteers a sense of purpose, and increasing confidence, employability skills, and communication skills.

VCAEC have stated in performance update meetings and monitoring reports that the decline in this service delivery in recent years is caused by factors outside of their control, such as a lack of volunteers to meet demand and cancelled car scheme journeys due to hospital strikes. VCAEC have stated that volunteer shortages are a local and national issue, which was supported by articles, reports and surveys shared by VCAEC. It is recognised that despite efforts, some of VCAEC's targets are reliant on the willingness of the public and group to engage with them which can be beyond VCAEC's control.

To improve performance, VCAEC sought to improve online access to volunteering through their new and more interactive website. VCAEC also signed up to the NHS volunteering website to promote relevant opportunities on a different platform. To improve community engagement, service promotion, and volunteer recruitment, VCAEC routinely advertised their services on social media and attended community events. VCAEC hosted two outreach surgery days in March 2025, however nobody attended. VCAEC engaged with schools to promote volunteering to local young people and led on 'The Volunteering Together – East Cambridgeshire' campaign. VCAEC made efforts to promote their services directly to local community and public sector organisations, such as at the Parish and Community Forum.

VCAEC's 2025-26 six-month performance report demonstrated that they are on track to reach or exceed their volunteering targets, such as volunteer gardening hours and assisting volunteers to obtain a placement. VCAEC provided explanations for the targets not reached during this period. For example, VCAEC were unable to meet the expected driver hours due to a lack of available drivers in the daytime, and last-minute hospital cancellations. VCAEC are trying to overcome this by seeking to recruit more drivers. The other six-month target VCAEC did not achieve was the number of volunteer hours provided in-house as VCAEC lost twelve weekly volunteer hours due to one of their admin staff taking on a paid role within the organisation in April 2024. VCAEC have also stated that Chair of Trustees has volunteered a considerable amount of hours for VCAEC by chairing the East Cambridgeshire Community Safety Partnership, however VCAEC has not included these hours in their SLA performance updates, although claim that if these hours were included, then VCAEC would have exceeded their targets.

### Member and user satisfaction

VCAEC's 2025 membership survey identified that the key issues facing local community groups include the recruitment and retention of volunteers; fundraising and financial stability; and finding volunteers of a younger age group. Safeguarding was identified as the most requested training course. There were 16 responses to the survey, with all 16 saying the membership offers good value for money.

The most recent survey of the car scheme, which takes place every three years and last took place in 2023, suggested that services remained in high demand and are valued by end users. The car scheme survey identified that almost all users thought the service was either 'vital' or 'important', that users appreciate the reliable and friendly service, and that users saw it as a cheaper alternative to other modes of transport. The car scheme is aimed at East Cambridgeshire residents that are elderly, frail, disabled, isolated or experiencing financial hardship.

### Other Feedback

It was reported to a multiagency meeting on the topic of local community transport in January 2026, that members of the public were quoted speaking positively of the

VCAEC car scheme. A common theme that emerged was that the scheme was a cheaper alternative to taxis, meaning residents without access to cars or public transport had a more affordable way of accessing services. It was also fed back that it was a reliable, user friendly, and personalised service where they felt well taken care of. For example, they appreciated the driver would wait for them while they had a hospital appointment and then drive them home, so they didn't have to worry about waiting for or organising their return trip. Some suggestions for improvement of the service were made, including having more vehicles that were suitable for wheelchair users and mobility aids, and having more drivers available. ECDC notes that these suggestions are based on availability of volunteers and their vehicles, which can be outside of VCAEC's control.

### **Similar or identical services to those listed within the SLA that are delivered by other organisations**

Other transport schemes operate in the district, such as Three Rivers and Dial-A-Ride, however some of these services are location-specific, as opposed to VCAEC's districtwide scheme. VCAEC have informed ECDC that they often receive referrals from the Three Rivers car scheme and are contacted several times a day by EMED who run the non-emergency transport for Addenbrookes as they are unable to cope with demand.

Support Cambridgeshire offer countywide support, training and advice to voluntary sector organisations, as well as providing a volunteering portal. Their services are available for East Cambridgeshire groups to access however are predominantly online, as opposed to the variety methods of engagement provided by VCAEC. VCAEC has informed the Council that during the 2024-26 SLA term, they have worked with Support Cambridgeshire to identify opportunities to support one another and make referrals to each another where appropriate.

### **Tender exercise seeking future voluntary sector support services**

On 29 September 2025, the Council sought quotations for the delivery of infrastructure support to voluntary and community sector organisations within East Cambridgeshire and to provide a 'one stop shop' which delivers quality services through volunteers, to local people; and advice and information to voluntary and community groups and volunteers.

The tender specification was developed with consideration of issues impacting the sector and the community and was informed using information taken from several sources, including, but not limited to, the findings of the VCAEC membership survey; Support Cambridgeshire's 'State of the Sector' survey; informal and informal feedback obtained by other agencies and officers at meetings, including the multiagency Parish and Community Forum; and feedback from VCAEC's performance monitoring data including the biannual reports that VCAEC provides to ECDC. The activity requirements set out in the specification were kept broad on purpose to test the market, rather than ECDC specifying the nature of activities. In previous years, the

targets have been very specific, however it was felt that a less defined, more flexible approach allowed the specialist bidding organisations to propose and define specific activities in response to the ever-changing climate of the sector and evolving community needs.

As there is a national and local shortage of volunteers, impacting volunteer recruitment and retention, a requirement of the tender specification was for the winning bidder to carry out activities to increase the number of volunteers in East Cambridgeshire, and to provide volunteering opportunities within their own organisation for East Cambridgeshire residents.

In response to the cost-of-living crisis, there was a requirement for the winning bidder to identify and promote existing resources and support available for East Cambridgeshire organisations to access, including funding advice and infrastructure support to support the organisations that are assisting some of the most vulnerable members of our community. Similarly, the tender requires the provider to support voluntary and community sector organisations to develop skills, knowledge, structures, and resources to reach their full potential.

It is essential for the voice of the voluntary sector to be represented in the district and is helpful for the Council and other partner organisations to take this into account when decision making. Therefore, the tender requires the provider to champion and connect the sector by representing its voice at meetings and events, and by fostering relationships and networking opportunities.

The specification included the following activities:

- Carry out activities to increase the number volunteers and volunteering opportunities in East Cambridgeshire.
- Provide volunteering opportunities within your organisation for East Cambridgeshire residents.
- Support East Cambridgeshire-based voluntary and community sector organisations by helping them develop the necessary skills, knowledge, structures, and resources to reach their full potential; through the provision of, but not limited to, information, advice, guidance, and assistance with funding and income generation.
- Champion and connect the East Cambridgeshire voluntary and community sector by representing its voice at meetings and events, and by fostering relationships and networking opportunities.
- Identify and promote existing resources and support available for East Cambridgeshire organisations to access e.g. funding portals, volunteering platforms, local grant schemes.
- Use a hybrid approach, incorporating both in-person and other engagement methods, to deliver the required activities within the district.

The tender required that the winning bidder is a member of National Association for Voluntary and Community Action (NAVCA) for the duration of the SLA term. Being a member of NAVCA signals that the bidder is aligned with the wider Voluntary,

Community, and Social Enterprise (VCSE) infrastructure sector, and is part of an established, reputable national network. Being a member of NAVCA, reassures the Council that the bidder receives up-to-date information on policy, best practice, and national developments and frameworks. This means that the bidder can bring that national intelligence into local strategy, thus strengthening its ability to coordinate and represent the local VCSE sector. Membership links the organisation to hundreds of peer organisations across England which can demonstrate or provide a commitment to learning, collaboration or sector improvement, not isolation. NAVCA helps its members maintain strong governance and leadership through training, resourcing and peer learning, which provides ECDC with reassurance that the bidder has access to resources to enable it to carry out the requirements of the agreement. There are only two known Councils for Voluntary Services (CVSs) covering East Cambridgeshire who are NAVCA members; these are VCAEC, and Support Cambridgeshire, therefore these two organisations were invited to bid for the grant.

### Evaluation of tender responses

In response to the tender, one bid was received, from VCAEC, who intend to subcontract some aspects of the work to Support Cambridgeshire.

In their bid response, VCAEC explained how VCAEC would carry out activities to increase the number of volunteers and volunteering opportunities in East Cambridgeshire. This included how each of the services being sought by the Council would be delivered using a hybrid approach. VCAEC stated that with Support Cambridgeshire, a series of face-to-face activities would be developed specifically designed to increase the number of volunteers and volunteering opportunities. This includes utilising both the VCAEC website and Support Cambridgeshire website to increase options for local residents; offering a mix of face to face, one to one assistance and online opportunities to residents; and Support Cambridgeshire running widely promoted online volunteering fairs.

The number of East Cambridgeshire residents registered on the Support Cambridgeshire Volunteer Portal will be increased by five percent per annum, and the number of local organisations registered on the portal by ten per annum. In addition, VCAEC, via Support Cambridgeshire, will provide one to one support to two individuals with their volunteering requirements per annum. VCAEC and Support Cambridgeshire will also deliver a minimum of five in person volunteer promotion activities per annum across the district.

VCAEC explained how they will provide volunteering opportunities within their organisation for East Cambridgeshire residents. This includes within its office, and via its car and gardening schemes. VCAEC have stated that they will aim to maintain and increase volunteer levels across all these programmes subject to need, capacity and funding.

In response to the bid asking how VCAEC will support East Cambridgeshire-based voluntary and community sector organisations, VCAEC stated that they will work with East Cambridgeshire groups and stakeholders to add in district specific opportunities.

The opportunities offered include training, support and funding assistance, with examples of these listed below:

- VCAEC have committed to offering fifteen training sessions (either in person, online or hybrid) based on feedback from the centre as well as on emerging issues. Additionally, VCAEC will deliver three bespoke courses per annum, based in person at local venues. Finally, VCAEC will offer always available courses through the Support Cambridgeshire website.
- VCAEC explained they will offer comprehensive remote support and advice regarding setting up and running a voluntary sector organisation. This includes running a locally based funding day and three other local in person support events per annum.
- VCAEC have stated that they will provide in person and remote funding assistance. Additionally Support Cambridgeshire will offer their funding portal, fairs, news bulletin and critical friend service.

VCAEC explained how they will champion and connect the East Cambridgeshire voluntary and community sector by representing its voice at meetings and events and fostering relationships and networking opportunities. They stated that they will represent the sector at twelve meetings per annum and will digitally distribute the information they gather to the wider voluntary sector. VCAEC also explained that Support Cambridgeshire, who represent the sector more widely at county level, offer a wide range of networking events that build relationships between the business and voluntary sector, as well as statutory partners, ensuring there is a cross-sector input to issues. By working with Support Cambridgeshire, VCAEC can utilise both organisations' communications networks to ensure more organisations are aware of opportunities. As well as this, Support Cambridgeshire have committed to producing a minimum of two sector spotlight features in their communication channels on East Cambridgeshire organisations which will highlight work in the district. Both organisations will aim to promote their work to and engage with the local business community at key events e.g. business networking forums, as well as working with the Chamber of Commerce to ensure better business links between business and the voluntary sector. VCAEC are aiming for this work to also encourage businesses to develop corporate social responsibility activities e.g. skills-based volunteering, as well as potentially lead to future funding opportunities. Through the agreement, Support Cambridgeshire will work more closely with VCAEC to promote their online services, portals, and training courses in East Cambridgeshire via VCAEC and their own social media and newsletters; they will physically assist by attending events to promote their volunteering portal, training courses, and funding portal in East Cambridgeshire; and will provide information from the various countywide meetings they attend which can be passed to East Cambridgeshire residents through VCAEC.

The bid response required bidders to identify and promote existing resources and support available for East Cambridgeshire organisations to access, such as funding and volunteering platforms, and local grant schemes. VCAEC stated that their communications through social media and events will encourage residents to utilise the support VCAEC offer, as well as aiming to distribute newsletters by agreement to local authority networks e.g. parish councils and local business organisations. VCAEC also explained East Cambridgeshire organisations will have access to: Support Cambridgeshire funding portals, which VCAEC will report the annual take up of;

## **Appendix 1**

Support Cambridgeshire website which has extensive best and safe practice resources and training sessions; and new resources and support on useful and emerging topics (e.g. evaluation, impact and storytelling, AI and technology opportunities, and charities statement of recommended practice).

VCAEC have bid for £39,530.00, which was the maximum amount available. If awarded, the grant will be funded from existing Communities and Partnerships budgets.

**Options Appraisal**

This options appraisal sets out the advantages and disadvantages of options available to the Council.

<b>Option 1: Award a grant to VCAEC and enter into a two-year SLA</b>	
<p><b>Advantages:</b></p> <ul style="list-style-type: none"> <li>• Provides VCAEC with security of funding which enables continuity of service and ensures that there are voluntary support services in place to support communities including the most vulnerable.</li> <li>• A two-year grant provides VCAEC the stability to explore other income streams.</li> <li>• Minimal disruption to services, especially services provided by volunteers that are already impacted by the national and local volunteer draught.</li> <li>• Fixed cost of £39,530.</li> <li>• No impacts on VCAEC’s member groups, volunteers, and end users reliant on VCAEC services.</li> <li>• Although other organisations may offer similar services such as car schemes, it is beneficial to residents in East Cambridgeshire to have access to more than one organisation where they can access the support that they require.</li> <li>• Funding supports VCAEC to recruit and support volunteers, which is very important as there is currently a national and local shortage of volunteers.</li> <li>• VCAEC’s work contributes to the aims of Council strategies.</li> <li>• Some Support Cambridgeshire services are already available to East Cambridgeshire voluntary organisations and residents, however historically the uptake has been low. Support Cambridgeshire have not proactively promoted their services in East Cambridgeshire due to there being another</li> </ul>	<p><b>Disadvantages:</b></p> <ul style="list-style-type: none"> <li>• Historically, VCAEC has not achieved all SLA targets, as highlighted in previous reviews.</li> <li>• Some duplication of services as other organisations are delivering similar services.</li> <li>• May reduce any potential future opportunities to align funding with other organisations in the short term.</li> </ul>

<p>NAVCA organisation (VCAEC) operating in this area, however as VCAEC will be subcontracting some of the ECDC funded services to Support Cambridgeshire, Support Cambridgeshire will proactively promote their services in East Cambridgeshire, therefore maximising the potential uptake from East Cambridgeshire organisations and residents. Examples of these services include: their website; funding portal; volunteer portal; and online courses. Support Cambridgeshire will also be providing new East Cambridgeshire specific services such as online volunteering fairs; funding fairs; and networking events.</p> <ul style="list-style-type: none"> <li>• Targets have been set by the bidding organisation and therefore more likely to be met.</li> </ul>	
<p><b>Option 2: Do not award a grant to VCAEC</b></p>	
<p><b>Advantages:</b></p> <ul style="list-style-type: none"> <li>• Cost saving.</li> </ul>	<p><b>Disadvantages:</b></p> <ul style="list-style-type: none"> <li>• Risks a loss or reduction in service provision which could likely negatively impact voluntary and community groups, volunteers, and vulnerable residents.</li> <li>• Reputational damage to ECDC.</li> <li>• VCAEC may not be able to continue and may close.</li> </ul>



**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 December 2025 at 10.30 am in**  
**Room 102, Breckland House, St Nicholas Street, Thetford. IP24 1BT**

**PRESENT**

Cllr Philip Cowen (Chairman)	Cllr Diane Hind
Cllr Keith Horgan (Vice-Chairman)	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)
Julie Britton	- Democratic Services Officer (BDC)

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**32/25 MINUTES**

The Minutes of the meeting held on 9 September were agreed as a correct record.

**33/25 APOLOGIES**

An apology for absence had been received from Councillor Jan French.

**34/25 URGENT BUSINESS**

None.

**35/25 DECLARATIONS OF INTEREST**

None declared.

**36/25 PERFORMANCE REPORT (STANDING ITEM)**

Katey Mills, the Principal Fraud, Enforcement & Recovery Manager (ARP), presented the September 2025 Performance Report that detailed the performance for each partner authority to the end of quarter 2. The overall performance was summarised before moving onto specific service area updates.

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As requested at the previous Joint Committee, a guide had been added for the keys and abbreviations used at the end of the document which she hoped Members would find helpful.

Business rates collection remained above target for all 5 partners.

Council Tax collection was either above or within target for 4 partners, with East Suffolk collection being under target.

The number of electronic forms received continued to increase with a 67% increase seen, when compared to quarter 2 of 2024/2025.

The Fraud and Compliance targets had been increased as previously agreed to £4.5m. Quarter 2 performance was now 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 Team have had a strong start to the year with over £2.8m in debt collected to the end of quarter 2, a similar performance to 2024/2025. Over £808k of fees had been collected at the end of quarter 2, which again was similar to the performance seen in 2024/2025 and an increase of 30% when compared to the same period of 2023/2024.

The Team continued to take proactive steps to engage with customers as early in the enforcement process as possible. They had been shortlisted as finalists in the 2025 IRRV awards for most improved team of the year. Not included in this report but worth mentioning, October had seen the Team collect the highest amount of debt since the Teams inception in 2015 of £650k which was an increase of £90k on their previous record.

**Fraud and Compliance**

The Fraud Team had identified fraud and error to the value of nearly £2.9m by the end of the second quarter. One successful prosecution had also been concluded with four official cautions administered as an alternative to prosecution action. Eight cases were currently working through the court system and 52 live investigations were ongoing.

The Team was close to implementing civil penalties and finalising correspondence and process content and continued to work well with partners and onboarding for Maldon had been completed.

**Further recovery**

The Further Recovery Team collected over £958k in debt in the most difficult Council Tax and Business Rates cases.

Their performance in quarter 2 was below their 2024/2025 performance but this was due to more effective triaging within the Business Rates Team and outstanding debt being collected at an earlier stage of the recovery cycle.

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 2, Council Tax collection for 4 of the 5 local authorities was within the target within the 1% tolerance zone for all local authorities. East Suffolk's collection was under the target.

Investigations continued on what could be impacting on collection, such as the increase in customers moving to 12 instalments, and the delays in new properties being brought into tax by the Valuation Office Agency (VOA). This was being closely monitored, and it was noted that other councils in the local area had reported a similar picture with their collection rates.

Work levels remained high in the Billing Team, and resources and workloads were being closely monitored to ensure efficiency.

Work on automation continued, with particular focus on working with ARP's software supplier to improve change of address and refund automation results.

### **Benefits**

At the end of quarter 2 year to date processing times for Council Tax Support were within the target for East Suffolk, Fenland and West Suffolk, but were very slightly over target for Breckland and East Cambridgeshire.

Year to date days to process Housing Benefit claims were not within the target at the end of quarter 2 for all local authorities.

As the housing benefit caseload continued to reduce with the ongoing migration to Universal Credit the cases retained were more complex and time consuming, such as temporary and supported accommodation.

Moving through quarter 3, a focus on work monitoring and resource allocation continued to try and improve performance in the Team and improvements were already being seen as a result.

The Communities Team initiative continued to expand, with referrals being made from many Teams across ARP to the local authority Communities Team to provide vulnerable customers with holistic support.

### **Business Rates**

At the end of quarter 2 business rates collection was above the target for all local authorities.

The Team continued to have a keen focus on dealing with arrears, with recovery cycles being maintained and write offs being processed in a timely manner.

A project had been successfully rolled out to issue soft email reminders ahead of paper reminders, which had resulted in increased engagement and a reduction in postage.

Work continued to prepare for the upcoming business rates changes taking

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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 Systems Team successfully tested and installed MRI upgrades, which included important changes needed to complete the CTB1 Government returns. 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 ongoing preparation for the upcoming business rates changes.

**Better Customer Experience Programme**

Around 103,000 online forms had been received at the end of Quarter 2, which was twice as much as this time last year. The Enforcement Team was exploring how payment links could be generated in texts or emails sent to customers, to enhance the customer experience by improving the payment methods available.

The planned programme of events to continue to increase the numbers of customers signed up to paperless billing continued.

A trial of a customer survey using multimedia messaging had been launched to obtain feedback on our forms and the results confirmed that the customers contacted were satisfied with the forms and the service they had received.

Councillor Hind mentioned a concern that she had raised about a year ago in terms of the total of business rates arrears but had not seen any such information included in the report.

The Principal Billing, Benefits & Business Rates Manager (ARP) explained that the amount of arrears and how that was being reduced had been shown in a briefing note to East Suffolk DC and this would be shared with all partners.

Lorraine King, the Head of ARP, pointed out that the total amount of debt by year would also be shown.

Councillor Hind stated that when this had previously been discussed she had asked how ARP could stop these arrears from increasing.

Members were informed that a presentation would be provided.

The Chairman, Councillor Cowen, stated that ARP would be facing a significant change in terms of Business Rates in 2026 and it was likely that more business failures would be seen which was a concern. He asked if Officers were confident that they had the right resource and the right ability going forward to deal with these changes.

The Principal Billing, Benefits & Business Rates Manager (ARP) advised that ARP had been preparing this for a long time and had been recruiting staff to manage these changes and felt that ARP was in a good position. All information received thus far was being analysed but not all government guidance had been issued as yet. She was pleased to announce however, that there would be a new relief scheme that should mitigate some of those

risks for the sector.

The Performance Report was otherwise noted.

**37/25 WELFARE REFORM UPDATE (STANDING ITEM)**

The Principal Billing, Benefits & Business Rates Manager (ARP), presented the report and summarised the key points.

Firstly, an update on Universal Credit (UC) migration which was nearing completion with all migration notices having been issued by the Department of Work & Pensions (DWP).

Work continued on the modernisation of the delivery of Housing Benefit and Pension Credit. This had moved from discovery work to an inception phase, with outcomes expected by October 2026.

Finally, an update on the Crisis Resilience Fund. This was the bringing together of the Household Support fund and Discretionary Housing Payments, with the aim being to provide longer term funding to enable local authorities to best support their communities.

ARP had been represented on the Working Group to help shape the fund, and the DWP had taken on board local authorities' comments, by recently announcing that it was going to continue to provide Discretionary Housing Payments (DHPs) funding directly to local authorities until 2028.

It was noted that since this report had been published, the pensioner triple lock had been confirmed in the budget at 4.8%, and more detail would be added in terms of the budget announcement at the next meeting.

Members praised the Team for moving customers to Universal Credit.

Councillor Langdon Morris raised a question about the remaining 5% of cases that had not yet claimed UC.

Members were informed that these specific cases were more complex and challenging and difficult to deal with, but support was being provided to address these.

The report was otherwise noted.

**38/25 ARP FORECAST FINANCIAL PERFORMANCE 2025-26 (STANDING ITEM)**

Alison Chubbock, the Assistant Director of Finance & S151 Officer (BDC), presented the report that included a recommendation to help with the final accounts for each authority.

The latest forecast indicated a small projected overspend of just over 16k (0.1%) across the ARP for the financial year. Further detail, including a breakdown of variances, had been provided at Appendix A.

The Vice-Chairman, Councillor Horgan, noted the vacancies not being filled.

The Head of ARP stated that the high staff turnover was partly due to internal

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secondments. Both East Suffolk and West Suffolk were experiencing similar high vacancy rates, but a process was in place to closely monitor these vacancies and review required resources. Members were informed that a group of council tax billing officers were scheduled to be recruited in January 2026.

The Vice-Chairman felt that Local Government Reorganisation (LGR) could be a factor and could be having an unsettling effect on staff but was pleased that it was being monitored.

The Head of ARP was pleased to inform Members that the latest recruitment drive had attracted 198 applicants.

Councillor Hind felt that the final outturn was not that bad and was quite small.

The Chairman felt that this was a well-managed budget.

The recommendations were proposed and seconded, and it was:

**RESOLVED** that:

- 1) the report and appendix be noted, and
- 2) the final full year variance at 31 March 2026 be shared between the partner authorities in the approved shares.

**39/25 ARP BUDGET 2026-27**

The Assistant Director of Finance & S151 Officer presented the ARP budget for 2026-27.

Each year, a joint budget was prepared for the ARP, covering the costs and income associated with the delivery of Council Tax, Housing Benefits, Non-Domestic Rates, Fraud and Enforcement services across the five partner authorities.

Attention was drawn to section 1.6 of the report in terms of efficiency targets for 2026/27.

This budget did not include a formal efficiency target for 2026-27, marking the first time in several years that such a target had not been set. Nevertheless, the partnership remained committed to identifying and delivering efficiencies wherever possible during the year. The partial absorption of recent postal cost increases already represented an efficiency saving in practice. Over the coming year, the ARP's primary focus would be on maintaining and enhancing service performance in preparation for Local Government Reorganisation (LGR).

The Vice-Chairman, Councillor Horgan, felt that the report did not explain why the efficiency target had not been included.

Members were informed that such a target had always been set in previous years but due the fact that it had always been achieved and as many changes were being made and demand had peaked, service levels would drop if a target had been included.

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The Head of ARP explained that with LGR on the horizon, ARP did not want to start making resource savings and reducing the compliment. The idea was to be in a good position when LGR did happen. Many savings that were made were hidden within the budget such as postal costs which had not been included in the forecast as many would be moved to email.

The Vice-Chairman questioned the previous method of measuring performance, doing the same at a lower cost, and suggested that increased activity, doing more, could be added as an efficiency gain.

In response, it was confirmed that this approach was already in place and any resulting efficiencies would be officially reported at the end of the year.

There was some discussion about the benefits of AI and if this had been considered.

Members were informed that although not currently used, AI was being considered even though ARP was ahead of the game in terms of automation.

Tanya Sturman, Head of Service – Customer & Digital (West Suffolk DC), stated that there was potential in using AI but was dependent on the software supplier.

Councillor Hind felt that AI had its place, but it could not replace human understanding. She also believed that ARP was constantly looking for efficiencies particularly with LGR on the horizon.

The Chairman felt that one of the ways to deliver efficiencies was to gain a business stream and mentioned Maldon DC as an example.

Following a vote which was unanimous, it was:

**RESOLVED** that the ARP budget at Appendix A for 2026-27 be approved.

**40/25 ARP JOINT COMMITTEE SERVICE PLAN AND RISK REGISTER REPORT**

The Head of ARP provided Members with a detailed overview of the ARP Joint Committee Service Plan and Risk Register Report.

In accordance with the ARP agreement a revised Service Delivery Plan for the new financial year should be agreed by the Joint Committee by the end of December of the previous year and delivery of the plan reviewed every 6 months.

A Service Delivery Plan for 2025-26 had been agreed in December 2024 and this report provided an update on progress in respect of performance, workloads, audit and the partnership's five strategic priorities - Customers, Relationships, Colleagues, Digital and Sustainability (see Appendix C attached).

A new Service Delivery Plan and Risk Register for 2026-27 had been drafted to come into effect April 2026 (see Appendix B attached).

In December 2023, Members reviewed the strategic direction of the ARP, deciding to maintain objectives whilst implementing a four-year Business

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Plan, subsequently effective from April 2024. The annual Service Plan complements the Business Plan which runs until 2028.

The Head of ARP then summarised the key highlights from the 2025-26 Service Plan contained within Appendix C, which included:

- **Benefit processing times**
- **Audit and GTPR**
- **Customers** – ARP's new Contact-us Form was now in its second year and as at the end of Quarter 2, 72% of customers were now using the form and 28% via email
- **Relationships** – Maldon Council had been welcomed on board as a new Fraud and Enforcement Partner.
- **Colleagues** - Phil Butler, the new Revenues and Benefits Service Manager (Support), would be joining ARP on 15 December 2025. One apprentice was due to complete their qualification in March 2026, and a further 11 were studying for apprenticeships linked to the professional IRRV or management qualifications and were exploring other options for apprenticeships across all teams. Currently 47 employees held or were studying for IRRV qualifications. The new ARP Joint Management Development Programme launched in the summer 2025 led by the Senior Management Team had proved very successful. The first ARP staff awards were planned to be held in January 2026, and the annual Recognition and Celebration event would be held next week.
- **Digital** – eBilling success was highlighted.

The new proposed 2026-27 Service Plan and Risk Register was then highlighted (section 15 of the report) followed by sections 16 and 17 where the key actions had been listed including the risks which would be closely monitored and reported.

The recommendations were then read aloud.

Councillor Hind had noted under Section 6 of the report on the graph under Billing - Processes outstanding, that there had been a big reduction in September 2024/25 but there was no such reduction in the current year and asked for an explanation.

The Head of ARP explained that this was being closely monitored. Workloads peaked following annual billing, but new initiatives were being planned in the new year to try and get everything up to date prior to annual billing. It was noted that since the report had been published a decline was already being seen.

Referring to Council Tax payments, the Vice-Chairman, Councillor Horgan, asked if many people had now chosen to pay in 12-month instalments rather than 10 and if this had caused any cash flow problems.

Members were informed that the move to 12-month instalments had increased by 10% this year and there had been an impact to cash flow which was being closely monitored as well as looking to re-profile performance targets.

Councillor Langdon-Morris drew attention to the bottom of section 9 in terms of the feedback survey linked to on-line forms that had been carried out in the

**Action By**

summer. Although he felt that this was a very good idea, he raised concerns about the customers, particularly the elderly, who did not have a computer and wondered whether the survey could be carried out over the phone and if such information could still be captured within the ARP systems.

The Head of ARP stated that the survey was only sent to those people who had already completed the on-line form but would look at doing some surveys over the phone. She pointed out that it had been found from the feedback that the forms had not been the easiest to use so the focus would be to make these more user friendly.

The Head of Service – Customer & Digital (East Suffolk DC) informed Members that it took a while for customers to complete the online form but at least all information was being captured rather than just sending an email. It was noted that the form had actually improved the service for customers.

In response to a question, it was noted that all on-line forms were clearly posted on the website.

The Vice-Chairman questioned whether the FAQ links directed people to the correct forms and were signposted automatically.

The Head of ARP then explained how the system worked.

The Chairman asked if there was any information on the website stating why they were being asked to complete the form.

The Head of ARP stated that the wording was very clear but would be reviewed.

On another matter, Councillor Langdon-Morris thanked Theresa Mann the Principal Billing, Benefits and Business Rates Manager (ARP) and Katey Mills, the Principal Fraud, Enforcement & Recovery Manager (ARP) for their presentation they provided recently and hoped that they could repeat it in the future.

The recommendations were proposed and seconded and it was:

**RESOLVED** that:

- the progress in respect of the December 2024 Service Delivery Plan at Appendix A and detailed in Appendix C be noted; and
- the revised December 2025 Service Delivery Plan and risk register at Appendix B for 2026-27 be approved.

**41/25 FORTHCOMING ISSUES (STANDING ITEM)**

The Chairman was aware that the government had changed the goalposts on Devolution that could have an impact on some of the work that ARP was doing and felt that this should be kept under careful observation.

**42/25 NEXT MEETING**

It was agreed that the next meeting on Tuesday, 17 March 2025 at 10am would be held in person and not via Teams in Room 102, Breckland House,

St Nicholas Street, Thetford. IP24 1BT.

**Action By**

The meeting closed at 11.50 am

CHAIRMAN

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

<b>Mon 22 June 2026</b>	<b>4:30pm</b>
Food Safety Policy	Richard Garnett
Budget Monitoring Report	(Senior Accountant)
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	Nigel Ankers
<b>Mon 14 September 2026</b>	<b>4:30pm</b>
Community Safety Partnership Update	CSP Representative
Charter for the Bereaved	Marisa Rogers – Jones
Budget Monitoring Report	(Senior Accountant)
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	Nigel Ankers
<b>Mon 16 November 2026</b>	<b>4:30pm</b>
Budget Monitoring Report	(Senior Accountant)
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	Nigel Ankers
<b>Mon 25 January 2027</b>	<b>4:30pm</b>
Review of grant to Citizens Advice West Suffolk	
<b>Mon 22 March 2027</b>	<b>4:30pm</b>
Community Safety Partnership Update	CSP Representative
Budget Monitoring Report	(Senior Accountant)
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.

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

**Notes:**

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