



## **EAST CAMBRIDGESHIRE DISTRICT COUNCIL**

THE GRANGE, NUTHOLT LANE,  
ELY, CAMBRIDGESHIRE CB7 4EE  
Telephone: 01353 665555

**MEETING: FINANCE & ASSETS COMMITTEE**  
**TIME: 4:30pm**  
**DATE: Thursday 26<sup>th</sup> September 2019**  
**VENUE: Council Chamber, The Grange, Nutholt Lane, Ely**  
**ENQUIRIES REGARDING THIS AGENDA: Janis Murfet**  
**DIRECT DIAL: (01353) 665555 EMAIL: Janis.murfet@eastcambs.gov.uk**

### **Membership:**

#### **Conservative Members**

David Brown (Chairman)  
Christine Ambrose Smith  
Ian Bovingdon (Vice Chair)  
Bill Hunt  
Alan Sharp

#### **Liberal Democrat Members**

Alison Whelan (Lead Member)  
Charlotte Cane  
Simon Harries  
John Trapp

#### **Substitutes:**

Dan Schumann  
Josh Schumann  
Jo Webber

#### **Substitutes:**

Christine Whelan  
Gareth Wilson  
Matt Downey

#### **Lead Officer:**

Emma Grima, Director Commercial

**Quorum: 5 Members**

# **A G E N D A**

- 1. Public Question Time**  
The meeting will commence with up to 15 minutes public question time
- 2. Apologies and Substitutions**
- 3. Declarations of Interest**  
To receive declarations of interest from Members for any items on the Agenda in accordance with the Members Code of Conduct.

**4. Minutes**

To confirm as a correct record the Minutes of the meeting of the Committee held on 25<sup>th</sup> July 2019.

**5. Chairman's Announcements**

**6. External Audit – Update Report**

**7. Internal Audit Progress Report**

**8. Anti-Fraud & Corruption Strategy**

**9. Gender Pay Report**

**10. Service Level Agreement Funding (Leisure Centres & Sport Facilities) 2019/20**

**11. Community Infrastructure Levy Instalment Policy**

**12. East Cambridgeshire Bus Services Review**

**13. Community Transport Grant Scheme**

**14. Council Response to CPCA Local Transport Plan**

**15. Littleport Vision 2030**

**16. Assets Update**

**17. eSpace South**

**18. Appointments to Outside Bodies**

**19. Action taken by the Chief Executive on the Grounds of Urgency**

**20. East Cambs Trading Company Accounts 2018/19 (Appendix to follow)**

**21. ECTC Business Plan 2019/20**

**22. Forward Agenda Plan**

**23. EXCLUSION OF THE PUBLIC INCLUDING REPRESENTATIVES OF THE PRESS**

That the press and public be excluded during the consideration of the remaining items no's 24 - 28 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 Categories 1 & 2 of Part I Schedule 12A to the Local Government Act 1972 (as amended).

**24. East Cambs Trading Company Business Plan – EXEMPT APPENDIX**

**25. ECTC Management Accounts**

**26. Write Off of Unrecoverable Debt**

**27. Asset Management Matter**

**28. Asset Management Matter**

## NOTES:

1. Members of the public are welcome to attend this meeting. There are a number of schemes aimed at encouraging public participation in the Council's activities and meetings. These include public question times and a process to enable petitions to be submitted. Details of these can be obtained by calling any of the telephone numbers below or by logging onto the Council's website.

The maximum capacity for meetings in the Council Chamber has been set by the Fire Officer at 100 persons. Allowing for Member/Officer attendance and room layout constraints, this will normally give a capacity for public attendance of 30 seated people and 20 standing.

2. Fire instructions for meetings:
  - If the fire alarm sounds please make your way out of the building by the nearest available exit - i.e. the back staircase or the fire escape in the chamber. Do not to use the lifts.
  - The fire assembly point is in the front staff car park by the exit barrier.
  - This 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 of this area.

3. Reports are attached for each agenda item unless marked "oral".
4. If required all items on the agenda can be provided in different formats (e.g. 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)
5. 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 items no. 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 there would be disclosure to them of exempt information of Categories X Part I Schedule 12A to the Local Government Act 1972 (as Amended)."



EAST  
CAMBRIDGESHIRE  
DISTRICT COUNCIL

Minutes of the meeting of the Finance & Assets Committee held in the Council Chamber, The Grange, Nutholt Lane, Ely at 4.30pm on Thursday, 25<sup>th</sup> July 2019.

### **P R E S E N T**

Councillor David Brown (Chairman)  
Councillor Ian Bovingdon (Vice Chair)  
Councillor Christine Ambrose Smith  
Councillor Charlotte Cane  
Councillor Simon Harries  
Councillor Bill Hunt  
Councillor Alan Sharp  
Councillor Christine Whelan (Substitute for Councillor John Trapp)  
Councillor Alison Whelan

### **OFFICERS**

Maggie Camp – Legal Services Manager  
Emma Grima – Director Commercial  
Ian Smith – Finance Manager  
Janis Murfet – Democratic Services Officer

### **IN ATTENDANCE**

Nigel Ankers – Finance Manager, ECTC  
Rachel Ashley-Caunt – Head of Internal Audit, LGSS  
Suresh Patel – Associate Partner, External Audit, Ernst & Young LLP

#### 22. **PUBLIC QUESTION TIME**

No questions were submitted by members of the public.

#### 23. **APOLOGIES AND SUBSTITUTIONS**

An apology for absence was received from Councillor Trapp.

It was noted that Councillor C Whelan would substitute for Councillor Trapp for the duration of the meeting.

#### 24. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

25. **MINUTES**

Further to Minute No. 12 (Draft Annual Governance Statement), page 4, Councillor Sharp clarified that the old Shareholder Committee had wished to see the Trading Company accounts more regularly and it was agreed that they would be sent out to those requesting them, including himself and Cllr Dupré. He also said that in line 5 of the same paragraph, it should read "... inventories were valued *at cost*." Whereupon,

It was resolved:

That subject to the agreed amendment, the Minutes of the meeting of the Committee held on 20<sup>th</sup> June 2019 be confirmed as a correct record and signed by the Chairman.

26. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman made the following announcement:

Previously the Asset Development Committee received updates on matters related to the Council's Assets. This Committee has now assumed those responsibilities. The Council's assets are important and therefore it is equally important that we do not lose sight of what is happening, particularly the monitoring of previous decisions.

Could I therefore ask the Director Commercial and the Open Spaces and Facilities Manager to produce a standard report that provides an update on the Council's assets. This will then be updated and reported to every meeting of this Committee.

27. **EXTERNAL AUDIT – LOCAL GOVERNMENT SECTOR UPDATE**

The Finance Manager presented the Local Government Sector Briefing from the Council's External Auditors Ernst and Young and a report containing the response from the Finance Manager to the ten key questions detailed in the Briefing.

Councillor Cane put a number of questions. She asked if the impact of Brexit on the wider community had been addressed in the assessment, as Ernst & Young (EY) were suggesting that a 'no deal' Brexit could result in a mild recession. The Finance Manager replied that he did not have an answer available at this time, but would provide Members with a briefing note.

With regard to Question 2, Councillor Cane wished to know if the latest economic outlook had been taken into account and how it was intended to plug the gap in the budget for 2021/22. The Council would be expecting less funding from Government and this would hit at a time when there was a big hole in the budget. The Chairman interjected to say that going forward, the Committee would be looking at this later in the year. The Finance Manager added that the budget would be built as information came forward; the Medium Term Financial Strategy covered a period of 4 years and he believed the Authority did have a robust Strategy. Councillor Cane responded, saying that she did not feel the

question had been answered and she suggested that the Committee should look at longer term planning.

Turning next to Question 4, Councillor Cane said she found it difficult to see how the Council's spending could be sustainable when the Surplus Savings Reserve was being run down. She could not see any planning for cost pressures, and the challenge for Members was to provide proper answers to the questions.

It was resolved:

That the report be noted.

## 28. **EXTERNAL AUDIT – AUDIT PROGRESS REPORT**

The Committee received an update from the Council's auditors Ernst & Young on the timing of the 2018/19 Audit.

Suresh Patel, Associate Partner, said he had attended Committee for the last two years but this year he was not in a position to say that the accounts were almost finished. He apologised, saying that there were issues within the firm and he especially wished to apologise because he knew the importance that the Council placed on its accounts. He was disappointed to be in this position which was due to a lack of available resources.

Mr Patel continued by acknowledging that Ernst & Young had taken its eye off the ball; actions had been put in place but this was not enough. Public Sector Audit Appointments (PSAA) had been informed and whilst sympathising, were very clear on assurances that this would not happen again.

Councillor A Whelan said she particularly wished to thank the Finance Manager for getting the accounts to this point. She said that she used to work for one of the 'Big 4' at Board level and over the last ten years the profession had not invested in its people. She asked Mr Patel if Ernst & Young would surrender its income as it had failed to audit the final accounts on time and she also made the point that some members of the Finance staff had deferred holidays. Ernst & Young had failed and she wished to know what Mr Patel and his firm would do to rectify the situation.

Mr Patel responded by saying that he was aware that annual leave for the Finance Team was causing an issue; the audit would be delivered, but late. He had been to the PSAA regarding the fees but was not sure they could be recouped.

Councillor Sharp commented that it would have been appreciated if Mr Patel had attended the last meeting to forewarn Members of the situation. He asked Mr Patel if many other Councils were in the same boat and was advised that they were, both in Cambridgeshire and nationally.

Councillor Harries believed the 'Big 4' were now dysfunctional and that a wholly down to earth accountancy firm was needed; he suggested that the Council should explore for another firm.

Councillor Cane asked if the audit report would come to the next Committee meeting; Mr Patel replied that the audit would be completed in October and the report would come to the meeting on 28<sup>th</sup> November.

The Chairman reminded Members that he represented the Council on the Combined Authority's Audit & Governance Committee; the Combined Authority was in the same position with its accounts and discussions were taking place about other auditors. He had hoped to have been able to read out a statement from the Combined Authority today, but he had yet to receive it. He was hugely disappointed for the Finance Manager and his team and thought that the Council should be writing to the PSAA to ask what it was going to do to resolve the problem.

Councillor A Whelan asked that the letter be copied to Ernst & Young and also the new Minister, highlighting the failings and expressing the difficulties being caused.

It was resolved:

That the External Audit progress report be noted.

## 29. **ANNUAL GOVERNANCE STATEMENT**

The Committee received a report (reference U37, previously circulated) which presented the Annual Governance Statement (AGS) for 2018/19.

Rachel Ashley-Caunt, Head of Internal Audit, informed Members that a correction had been made to the document to take account of the reduction in elected Members from 39 to 28 for the new Council in 2019/20.

Referring to the Shareholder Committee on page 11, paragraph 5, Councillor Cane said that the key points should also state what it had not been possible to review. The Committee had not been able to review the ECTC Business Plan and this should be explicit.

The Director Commercial stated that the Business Plan would come to September's meeting of Committee and then on to Full Council in October. The Chairman added that an additional statement could be added to the document to reflect this.

It was resolved:

That the Annual Governance Statement for the financial year 2018/19, as detailed in Appendix 1 to the report, be approved.

## 30. **2018/19 ANNUAL FINANCIAL REPORT/STATEMENT OF ACCOUNTS**

The Committee considered a report (reference U38, previously circulated) from which Members were asked to approve the 2018/19 Statement of Accounts.



At the invitation of the Chairman, Nigel Ankers, Finance Manager, ECTC introduced himself, explaining that he had been involved in the preparation of the Statutory Accounts.

The Finance Manager reminded the Committee that Ernst & Young had been unable to sign off their audit of the Council's Financial Statements. Therefore the version attached as Appendix 1 to the report only included two changes from the draft accounts published on the Council's website on 30<sup>th</sup> May 2019. The main change related to a recalculation of the pension fund liability following a Supreme Court ruling on 27<sup>th</sup> June throwing out the Government appeal in relation to the McCloud ruling, which stated that the 2015 pension fund changes were unlawful on the grounds of age discrimination as they discriminated against younger employees.

A minor change had also been made to the Group Accounts following the Price Bailey audit of East Cambs Street Scene Accounts, where they had required that an accrual for recycling credits be restated, to match the actual amount received.

It was noted that the Accounts would be published on 31<sup>st</sup> July 2019 with a statement regarding the audit.

Councillor Cane wished to reiterate the thanks given to the Finance Manager and his team for their work on the accounts. She said it should be made extremely clear that the fault with them being unaudited lay with Ernst & Young.

With regard to paragraph 2.1 of the report, Councillor Cane proposed and it was agreed that the recommendation be amended to include the Vice Chairman and the Liberal Democrat Lead Member.

Councillor Cane had a number of queries regarding the Draft Statement of Accounts:

- Page 5 – A fantastic place to Live, Work and Visit:  
*The fourth point referred to the Council having secured a loan of £24.4 million from the Combined Authority. This was incorrect; the Trading Company had secured the loan.* The Finance Manager said this error would be corrected;
- Page 7 – Performance Measure, Consider the case for investment in commercial property:  
The Director Commercial stated that this had been fully considered in the Risk Matrix;
- Page 9 – Revenue Spending and Sources of Income:  
*Why was the Council Tax figure different?* The Finance Manager said it was due to the way the accounts had to be done, and it was built into the budget;
- Page 11 – Capital Spending:

*Why was the capital spend on IT projects a negative figure?* The Finance Manager said that a creditor had been raised incorrectly;

- Page 22 – Council, Movement in Reserves Statement:  
*She did not understand how this worked.* The Finance Manager replied that this was the way the Statement of Accounts was done;
- Page 31 – Note 8 Expenditure & Income by Nature:  
*Why had Business Rates gone down?* The Finance Manager said that this was part of the Cambridgeshire Rates Deal for three years.
- Page 33 – General Fund Balance (Useable Reserve):  
*What was the Affordable Housing £294k earmarked for?* The Director Commercial explained that the Barton Road element sat in the S106 account. It was a decision of Council in January 2016 that a portion was to be used to assist the Community Land Trust; she would provide Members with a written briefing.

Referring to page 6 (Genuinely Affordable Housing), Councillor Harries said he was not convinced by the statements in this section and felt that there should be a clear definition of ‘genuinely affordable housing’.

In connection with the performance measure ‘Prevent Homelessness across the District’, Councillor Cane said she had found the Housing Team to be very good, very proactive and thoughtful and congratulated them on their achievements. Councillor C Ambrose Smith concurred, declaring the Team to be ‘brilliant’.

There being no further comments or questions,

It was resolved:

- 1) That the 2018/19 draft Statement of Accounts, as set out in Appendix 1 to the report, be approved subject to the Section 151 Officer, in conjunction with Ernst & young (EY) and in consultation with the Chairman and Vice Chairman of the Committee and the Liberal Democrat Lead Member, being authorised to make any minor changes as required following the completion of the audit;
- 2) That if more fundamental changes are needed to the Statement of Accounts, these will be brought back to Committee for further approval once the audit has been completed.

## 32. **CORPORATE RISK MANAGEMENT**

The Committee considered a report (reference U39, previously circulated) which updated Members on the key risks facing the Council and the associated mitigating actions.

Rachel Ashley-Caunt, Head of Internal Audit, reminded the Committee that the Risk Management Register was reviewed quarterly and updates would be provided on a six monthly basis. It included scores for inherent and residual risks and any planned actions to further mitigate risks were also shown.

The scoring for Risk B3 (Failure to plan for and accommodate the impact of Brexit) had been reviewed to reflect that the Council was doing as much as it could but there remained limited scope to reduce all potential risks as so much was still unknown.

Risk C6 (Failure of corporate governance and counter fraud and corruption controls) would be reviewed and a plan brought to the September meeting of Committee before going on to Full Council.

The Chairman commented that the key controls for A2 required revision as they still referred to the old Shareholder Committee.

Councillor Harries said he was not satisfied with the Register as there were a lot of factors he found incomprehensible. He thought the failure to deliver the housing strategy (Risk A3) should be red, and the true status of homelessness in the District (Risk A4) was green rather than amber. He saw the Risk Management Register as being entirely red and thought it would be better to spend some time outside of the Committee going through it. The Finance Manager responded, saying that officers had prepared the document, but he would be willing to take it offline and discuss it. Councillor Harries acknowledged that some things were policy issues and down to forces beyond the Council's control, but he wanted to have a better understanding of the processes officers followed. The Director Commercial said she would issue a briefing note to Members.

Councillor C Ambrose Smith asked if it would be possible to arrange a Member seminar on risk management and the Chairman said officers would look at this and come back to Members in due course. In the meantime, the Committee was being asked to endorse the amendments to the document.

Councillor Cane considered the scoring for the inherent and residual risks for B3 to be quite complacent, as planning for the impact of Brexit was very important. The UK could potentially leave the EU without having an understanding of how this would impact on the recruitment of people from the EU, the movement of horses, and medicines etc. There needed to be more than just holding workshops and forums and the Council should be actively planning for such a significant issue.

Councillor Hunt disagreed with these comments and considered that they could have a political motivation. Councillor Cane responded by stating that with less than 99 days to go, the Authority should be clear about what it was going to do in the event of a 'no deal' Brexit.

Councillor Cane thought that Risks C1 and C2 should be red. The Head of Internal Audit advised that the action for C2 was rated red and the Director Commercial said that the work would be completed in the next 3 – 4 weeks. Whereupon,

It was resolved:

To endorse the proposed amendments to the Corporate Risk Register.

32. **INTERNAL AUDIT PROGRESS REPORT**

The Committee considered a report (reference U40, previously circulated) on the work of Internal Audit during the period April 2019 to June 2019 and the progress against the Internal Audit Plan.

The Head of Internal Audit summarised the content of the update report saying that there were no areas of significant concern. At the time of reporting, 37% of assignments within the Plan were either complete, in progress or in advanced planning stages. The service was on track to achieve the target set for delivery of at least 90% of reports to draft or final stage by 31<sup>st</sup> March 2020.

She highlighted the risk based audit in respect of leisure centre income and said that overall good assurance could be given that there were effective controls within the contract to enable the Council to monitor financial and operational performance and ensure that income due to the Council was maximised.

The only action overdue more than three months (high priority) related to information governance. It was noted that the ICT Team were currently reviewing the Information Security Policy which included a number of individual policies.

Progress reports would be brought to Committee throughout the year.

It was resolved:

To note the progress made by Internal Audit in the delivery of the Audit Plan and the key findings.

33. **FINANCE REPORT**

The Committee considered a report (reference U41, previously circulated) which provided budget monitoring information for services under the Finance & Assets Committee and then, as part of its corporate remit, for the Council as a whole.

Only one outturn forecast variance was being projected within the Operational Services Committee, this being in relation to Planning where an overspend was forecast as a result of the volume and type of applications being received. Two agency workers had been employed to ensure the level of customer service continued and that target deadlines for dealing with applications and subsequent appeals was being met.

With regard to the Finance & Assets Committee, the table in paragraph 3.6 of the report set out the significant variances of actual spend compared to profiled budgeted spend at the end of June 2019 where no variance was forecast for yearend; paragraph 3.7 gave explanations for the forecast yearend variances for the Committee.

The Committee noted that as agreed at the previous Committee meeting, £854,158 of funding had been carried forward into 2019/20 in relation to underspends in 2018/18, where the funding was still required to complete the project in this or future years. The main areas of carry forward related to Disabled Facilities Grant where there was a time delay between funding being allocated to schemes and the actual work being done. This had resulted in a number of schemes being completed in the following year, and in relation to the purchase of the Riverside Moorings from the Environment Agency, which was expected to take place later this year.

It was resolved:

- To note that this Committee has a projected yearend underspend of £253,000 when compared to its approved revenue budget of £5,181,667;
- To note that overall the Council has a projected yearend underspend of £203,000 when compared to its approved revenue budget of £13,445,801;
- To note that the overall position for the Council on Capital is a projected outturn of £4,805,805, which is an underspend of £6,330,000 when compared to its revised budget.

It was further resolved:

To approve an increase of £15,278 in the Disability Facilities Grant budget, this to reflect the additional grant received over the amount originally budgeted.

34. **ANGLIA REVENUES AND BENEFITS PARTNERSHIP JOINT COMMITTEE MINUTES**

The Committee received the Minutes of the meeting of the ARP Joint Committee held on 11<sup>th</sup> June 2019.

Councillor Harries asked what progress was being made with the arrangements to hold a Member seminar; the Director Commercial advised that Paul Corney, Head of ARP, was looking at dates and Members would be contacted in due course.

It was resolved:

That the Minutes of the meeting of the ARP Joint Committee held on 11<sup>th</sup> June 2019 be noted.

35. **FORWARD AGENDA PLAN**

Members received the Forward Agenda Plan for the Committee.

Councillor Cane wished the ECTC Management Accounts to be added to the Plan as a standing item and said that when the final accounts came to Committee, it would be useful to have the Directors present to answer questions.

The Director Commercial responded by saying that they would come to Committee twice a year and there would also be a quarterly briefing. The ECTC accounts would be brought to the November meeting of Finance & Assets Committee for noting. Members were reminded that the ECSS Accounts would go to the Operational Services Committee, as this now fulfilled the shareholder function.

It was resolved:

That the Forward Agenda Plan, and the comments made thereon, be noted.

36. **EXCLUSION OF THE PRESS AND PUBLIC**

It was resolved:

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 item there would be disclosure to them of exempt information of Categories 1 & 3 of Part I Schedule 12A to the Local Government Act 1972 (as amended).

37. **EASEMENT OVER LAND IN CHURCHILL CLOSE, SUTTON**

The Committee considered an exempt report detailing a request for an easement over Council owned land to a resident in Churchill Close, Sutton.

The piece of land was adjacent to an address that was not a residential property but was previously a garage which had been converted for use as office accommodation.

The Legal Services Manager said she had discussed the matter with the Chief Executive and the resident had been advised that the Council would agree in principle to grant an easement on the basis set out in the report. The resident had confirmed that he would be willing to pay the costs.

Councillor Hunt asked if the resident had paid the costs. The Legal Services Manager said he had been invoiced but she was not sure if payment had been received yet; he was a businessman and she had every confidence that he would pay. Councillor Hunt replied that it should be standard practice to get the funds first.

Councillor Bovingdon asked how long the easement would last, as this piece of land was a Council asset and it could affect the value. The Legal Services Manager replied that the easement would run with the land. She

referred Members to her report, saying that this piece of public open space was relatively small. The benefit to the resident from the grant of easement would outweigh the loss of the open space land.

Councillor Cane asked if it would impact on the wider open space and said she hoped the valuation had taken this into account. She was advised that the space was only the width of a car; the resident had already applied for and been refused planning permission for residential property. The piece of land was not a ransom strip and was in use with the address given in the report.

Councillor Sharp commented that if the resident changed the use of the land, it would infringe on the grant of easement. Councillor Bovingdon responded by saying that it was worth far more as an access under Permitted Development Rights.

Councillor A Whelan thought the general consensus was concern regarding a move from business to residential property and she asked what could be done to prevent the Council losing out on the value of the land. The Legal Services Manager said she could go back to the firm that had carried out the valuation, but Councillor Bovingdon said he would be happy with a caveat to protect the Council in the future. Members expressed their support for this and,

It was resolved:

- (i) To agree the grant of an easement to the resident over public open space in Churchill Close, Sutton on the terms detailed in paragraph 3.5 of the report, subject to a restrictive covenant that provides clawback provision for any change of use of the property; and
- (ii) To authorise the Legal Services Manager & Monitoring Officer to proceed accordingly.

### 38. **WRITE OFF OF UNRECOVERABLE DEBT**

The Committee considered an exempt report regarding the write off of an amount where the debtor had died and there was considered no prospect of the debt being recovered.

It was noted that under the Council's Constitution, the Finance Manager (Section 151 Officer), in conjunction with the Legal Services Manager, had delegated powers to write off general debts below £1,000 where recovery was unlikely or uneconomic. Debts above this value required approval of Committee before being written off.

The debt was to the value of £2,715.31 and the debtor had been clearing it at £20 per month at one point. However, the payments had subsequently stopped and the individual had now died.

The Chairman commented that the Council did not like writing off debts, but in this case there was no prospect of recovering it.

It was resolved:

That the write-off of £2,715.31 owed by the deceased referred to in the submitted report, be approved.

The meeting closed at 5.57pm.



**TITLE: EXTERNAL AUDIT – UPDATE REPORT**

Committee: Finance and Assets Committee

Date: 26<sup>th</sup> September 2019

Author: Finance Manager

[U62 ]

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1. ISSUE

1.1 To bring Committee up to date with the latest information surrounding the external audit of the Council's statutory accounts.

2. RECOMMENDATION (S)

2.1 Members are requested to note the report.

3. BACKGROUND/OPTIONS

3.1 Suresh Patel attended Committee on the 25<sup>th</sup> July to inform Councillors that Ernst and Young (EY) were going to be unable to start the Council's statutory audit by the 31<sup>st</sup> July deadline, by when it should be completed, as a consequence of significant resourcing issues within the company. Mr Patel further informed Committee that the audit would be completed in October, with the Audit report coming to the meeting on the 28<sup>th</sup> November.

3.2 The Council has since had further communication with EY and have now been given a start date for the on-site audit of the 14<sup>th</sup> October, although EY are planning to undertake a significant amount of remote testing in advance of this date.

3.3 It is still the understanding that EY will be reporting back to Committee on the 28<sup>th</sup> November with all audit work having been completed.

3.4 As agreed at Committee on the 25<sup>th</sup> July, the Chairman has also written to Public Sector Audit Appointments (PSAA) Limited expressing the Council's disappointment in the position that it now finds itself, i.e. with no audited statutory accounts for 2018/19 and the potential reputational damage that this could cause the Council. No reply had been received from PSAA at the time of writing this report.

4. FINANCIAL IMPLICATIONS / EQUALITY IMPACT ASSESSMENT

4.1 There are no financial implications linked to this report.

## AGENDA ITEM NO 6

### 4.2 Equality Impact Assessment (INRA) not required.

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<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
EY Briefing – Local government audit committee briefing (as attached as appendix 1)	Room 104 The Grange Ely	Ian Smith Finance Manager Tel: (01353) 616470 E-mail: <a href="mailto:ian.smith@eastcambs.gov.uk">ian.smith@eastcambs.gov.uk</a>

**Internal Audit Progress Report**

To: Finance & Assets Committee

Date: 26<sup>th</sup> September 2019

From: Chief Internal Auditor, LGSS

[U63]

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1. ISSUE

- 1.1. To advise Members of the work of Internal Audit completed during the period June 2019 to September 2019, and the progress against the Internal Audit Plan.

2. RECOMMENDATION

- 2.1. That the Committee notes the progress made by Internal Audit in the delivery of the Audit Plan and the key findings.

3. BACKGROUND/OPTIONS

- 3.1. The role of Internal Audit is to provide the Finance and Assets Committee, and management, with independent assurance on the effectiveness of the internal control environment. Internal audit coverage is planned so that the focus is upon those areas and risks which will most impact upon the Council's ability to achieve its objectives.
- 3.2. The Internal audit Plan for 2019/20 was approved in March 2019. At the time of reporting, 55% of assignments within the plan are either complete, in progress or in advanced planning stages. As such, the service is on track to achieve the target set for delivery of at least 90% of reports to draft or final stage by 31<sup>st</sup> March 2020.
- 3.3. Since June 2019, twelve actions arising from audit reports have been implemented by officers.

4. ARGUMENTS/CONCLUSIONS

- 4.1. The attached report (Appendix 1) informs Members on the progress to date against the Audit Plan.

5. FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

- 5.1. There are no additional financial implications arising from this report. An Equality Impact Assessment is not required.

6. APPENDICES

- Appendix 1 – Internal Audit Update Report – September 2019

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**Background Documents****Location****Contact Officer**

None

LGSS,  
Room 207  
The Grange  
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EAST CAMBRIDGESHIRE DISTRICT COUNCIL  
INTERNAL AUDIT PROGRESS & PERFORMANCE UPDATE

SEPTEMBER 2019



EAST CAMBRIDGESHIRE  
DISTRICT COUNCIL

Date: 26<sup>th</sup> September 2019

## ***Introduction***

- 1.1 LGSS provides the Internal Audit service for East Cambridgeshire District Council and has been commissioned to provide 210 days to deliver the 2019/20 Annual Audit Plan.
- 1.2 The Public Sector Internal Audit Standards (the Standards) require the Finance and Assets Committee to satisfy itself that it is receiving appropriate assurance about the controls put in place by management to address identified risks to the council. This report aims to provide the committee with details on progress made in delivering planned work, the key findings of audit assignments completed since the last committee meeting and an overview of the performance of the audit team.

## ***Performance***

### **2.1 Delivery of the 2019/20 Audit Plan**

At the time of reporting, fieldwork on ten assignments from the 2019/20 Audit Plan is either complete or underway, representing 55% of the planned work. As such, delivery is on schedule.

Progress on individual assignments is shown in Table 1.

### **2.2 Are clients satisfied with the quality of the Internal Audit assignments?**

To date, four survey responses have been received in relation to feedback on assignments and all have rated the service as either 'good' or 'outstanding' in all areas. The results are provided in Table 2.

### **2.3 Based upon recent Internal Audit work, are there any emerging issues that impact upon the Internal Audit opinion of the Council's Control Framework?**

Since the last committee meeting, three audit reports from the 2019/20 audit plan have been finalised. To date, these have not highlighted any issues or weaknesses which would impact upon the overall Internal Audit opinion. The key findings from the reports were as follows:

#### **Absence Management**

Effective absence management underpins the delivery of all Council services and as such, supports the Council's corporate priorities. The Council has in place a Managing Attendance & Stress at Work Policy and Procedure which covers the management of health and sickness issues for all employees. The critical objective of this review was to ensure compliance with the above Policy and Procedure and that sickness absence was managed in a fair, sensitive and consistent manner.




There is a standard process in place for reporting and recording absence contained within the Managing Attendance & Stress at Work Policy and Procedure which is available to all staff. The Council introduced a new payroll and human resources system in April 2018 (iTrent), which changed the way absences are recorded but this change has yet to be incorporated into the

above Policy and Procedure. Managers are responsible for recording all sickness absence on iTrent and conducting and recording return to work interviews using iTrent. Sample testing of sickness absence taken from staff flexi time records confirmed that sickness absence had been correctly recorded on iTrent but in two cases tested there was no evidence on the system of a return to work interview having taken place.

Human Resources are responsible for monitoring sickness absence and ensuring that sickness reviews are completed when trigger points are met. Sample testing of sickness absence taken from a report produced from iTrent confirmed that relevant action had been taken when trigger points had been met.

The Council reports sickness absence through the Service Delivery Plan for Human Resources however only short term sickness absence per full time equivalent (FTE) is reported. A sickness absence performance target of 3.3 working days per FTE for short term absence exists, and for the ten month period April 2018 to January 2019 it was reported through the Service Delivery Plan that 2.4 days per FTE was lost. The reporting of sickness absence could be further clarified by including details of both long and short term sickness absence to provide an overall picture of sickness absence in the Council and inform decision making and performance management.

Based on the work performed during the audit, overall good assurance can be given that there are effective controls in operation. The assurance opinions given are as follows:

Assurance Opinion		
<b>Control Environment</b>	<b>Good</b>	
<b>Compliance</b>	<b>Good</b>	
<b>Organisational Impact</b>	<b>Minor</b>	

#### Use of Government Procurement Cards




Procurement cards are issued to officers in order to facilitate the efficient procurement of low value goods and services for business use via the internet or by telephone. The Council held eight procurement cards at the time of the review. the total spend on procurement cards for the financial year 2018/19 was £67,971.00 inclusive of VAT with three cardholders accounting for 78% of the expenditure.

The Council has produced a User Guide for procurement cardholders which briefly sets out the general requirements of the cardholder in terms of keeping the card secure, logging of transactions, accounting for VAT etc. but also covers misuse of the card, cancellation of the card, replacement cards, increasing credit limits or additional cardholder requests. Cardholders should sign the Annex to the User Guide to acknowledge receipt of the card and that they have understood the attached User Guide. There had been three new procurement cards issued to officers in the period since the last review undertaken in 2016/17 but only one had been issued with a copy of the User Guide.

Individual cardholders are responsible for maintaining a transaction log of expenditure together with VAT invoices/receipts which should be forwarded to the Senior Accountancy Assistant who

completes the posting of expenditure onto Agresso. Testing of a sample of 24 transactions covering the period April 2018 to March 2019 identified instances where purchases made were not properly supported by invoices/receipts and that this had led to the Council being unable to claim back VAT to the value of £128.25 for four purchases made, or that insufficient information had not been provided.

Based on the work performed during the audit, overall satisfactory assurance can be given that there are effective controls in operation. The assurance opinions given are as follows:

Assurance Opinion		
<b>Control Environment</b>	<b>Good</b>	
<b>Compliance</b>	<b>Satisfactory</b>	
<b>Organisational Impact</b>	<b>Minor</b>	

#### Community Infrastructure Levy (CIL) Income

The Community Infrastructure Levy (CIL) is a levy or tariff that local authorities can charge on types of developments in their area in order to deliver new infrastructure alongside new growth. East Cambridgeshire District Council was one of the first local authorities to introduce CIL in February 2013 and therefore the procedures to administer CIL have been in place for a number of years. The Council has in place an approved CIL Charging Schedule setting out how the charge is calculated and an approved CIL Instalment Policy that sets out the Council's approach of allowing payments to be made over a longer period dependent on the value of the CIL liability. In the financial year 2018/19 CIL income received by the Council amounted to £3,223,323.

The Council uses a web-based product, EXACOM, to administer CIL. This is a multi-user CIL administrator product that provides a work-flow interface to enable an administrator to capture information, calculate charges, levies, surcharges, generate demand notices and manage the monitoring of payments by providing alerts when due dates are reached for follow up action to be taken. There are two CIL Officers with responsibility for CIL administration with one officer responsible for ensuring that all developments are identified for CIL when works commence and a second officer responsible for the recording and monitoring of CIL contributions owed and whether payment trigger points have been met. Both officers have been involved in the CIL administration process for a number of years.

Sample testing of 15 Demand Notices raised in the financial year 2018/19 was completed to ensure that the correct charge was made in accordance with the CIL Charging Schedule. It was confirmed that the payment periods and amounts were in accordance with the CIL Instalment Policy, payments were collected in a timely manner, and where there was a failure to make the payment appropriate recovery action was taken. Testing confirmed that in each case the correct charge had been made but there were two instances identified where the payment period specified in the Instalment Policy had not been followed. Payments were found to have been made in a timely manner in ten cases and where this was not the case there was evidence of effective recovery action being taken. The Council's publication of information regarding CIL was also reviewed and found to be compliant with the requirements of the CIL regulations.



Based on the work performed during the audit, overall good assurance can be given that there are effective controls in operation. The assurance opinions given are as follows:

Assurance Opinion		
Control Environment	Good	●
Compliance	Good	●
Organisational Impact	Minor	●

#### 2.4 Implementation of audit recommendations by officers

Where an Internal Audit review identifies any areas of weakness or non-compliance with the control environment, recommendations are made and an action plan agreed with management, with timeframes for implementation. In order to provide the Committee with assurances that these actions are being implemented in a timely and effective manner, a more robust follow up process has been implemented for the 2019/20 financial year.

Since the last committee meeting, 12 agreed actions have been implemented by officers. An overview is provided in Table 3.

At the time of reporting, there are three actions which are overdue for implementation. Of these, one has been assessed as 'High' or 'Medium' priority and has been overdue for more than three months. As such, further details are provided in Table 4.

**Table 1 - Progress against 2019/20 Internal Audit Plan**

Assignment	Planned start	Status	Assurance sought	Assurance Opinion			Comments
				Control Environment	Compliance	Org impact	
<b>Governance &amp; Counter Fraud</b>							
Counter Fraud Procedures	Q2	In progress	Supported drafting of revised policy.	Consultancy			
National Fraud Initiative	Q3	In progress		Consultancy			
Risk Management support	Q1 – Q4	In progress		Consultancy			
Ethical Governance	Q3	Not started					
Annual Governance Statement	Q1	Complete	Not applicable	Consultancy			
<b>Key Financial Systems</b>							
Bank Reconciliation	Q3	Not started					
Creditors	Q4	Not started					
Debtors	Q4	Not started					
Payroll	Q4	Not started					
Treasury Management	Q3	Not started					
Budgetary Control	Q3	Not started					

					Assurance Opinion				
Assignment		Planned start	Status		Assurance sought	Control Environment	Compliance	Org impact	Comments
<b>Key policy compliance</b>									
Absence management		Q1	Final report issued		To provide assurance over compliance with key Council policies and procedures, based on sample testing.	Good ●	Good ●	Minor ●	See section 2.3
Use of Government Procurement Cards (GPCs)		Q2	Final report issued		To provide assurance over compliance with key Council policies and procedures, based on sample testing.	Good ●	Satisfactory ●	Minor ●	See section 2.3
Contract extensions		Q2	Fieldwork complete						
Grants to voluntary organisations		Q3	Planning						
<b>Risk based audits</b>									
Homelessness Reduction Act		Q2	Fieldwork underway						
Leisure centre income		Q1	Final report issued		To provide assurance that the Council receives income due from the operator in accordance with contractual arrangements.	Good ●	N/A	Minor ●	Reported in July 2019
Community Infrastructure Levy (CIL) income		Q1	Final report issued		To provide assurance over the recovery and monitoring of Community Infrastructure Levy (CIL) monies.	Good ●	Good ●	Minor ●	See section 2.3
Health and Safety		Q1	Fieldwork underway						

					<i>Assurance Opinion</i>				
<i>Assignment</i>		<i>Planned start</i>	<i>Status</i>		<i>Assurance sought</i>	<i>Control Environment</i>	<i>Compliance</i>	<i>Org impact</i>	<i>Comments</i>
<b>ICT and Information Governance</b>									
Controls review of critical systems / Cyber Security		Q4	<i>Not started</i>						

**Table 2: Customer Satisfaction**

At the completion of each assignment, the Auditor issues a Customer Satisfaction Questionnaire (CSQ) to each client with whom there was a significant engagement during the assignment. There have been four survey responses received during the year to date.

Responses	Outstanding	Good	Satisfactory	Poor
Design of assignment	1	3	-	-
Communication during assignment	3	1	-	-
Quality of reporting	2	2	-	-
Quality of recommendations	2	2	-	-
<b>Total</b>	<b>8</b>	<b>8</b>	-	-

**Table 3 - Implementation of Audit Recommendations**

	'High' priority recommendations		'Medium' priority recommendations		'Low' priority recommendations		Total	
	Number	% of total	Number	% of total	Number	% of total	Number	% of total
Actions due and <b>implemented</b> since last Committee meeting	-	-	6	86%	6	86%	12	80%
Actions <b>overdue by less than three months</b>	-	-	1	14%	-	-	1	7%
Actions <b>overdue by more than three months</b>	1	100%	0	-	1	14%	2	13%
<b>Totals</b>	<b>1</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>15</b>	<b>100%</b>

**Table 4 – Actions overdue more than three months (high and medium priority)**

Audit plan	Audit title	Agreed action	Priority	Responsible officer	Date for implementation	Officer update / revised date
Information Governance						
2016/17	Information Governance	Refresh and promote the information security policy.	High	ICT Manager	01/12/2017	<p>September 2019: The Information security policy is in review, work has started on drawing up a new policy. The policy structure is being amended to remove a number of associated policies which will now form a policy in their own right and be referred to in the Information Policy Security to make it easier reading for the users.</p> <p>To be drafted by end of September/Mid October for senior management approval.</p>

## Notes

At the completion of each assignment the Auditor will report on the level of assurance that can be taken from the work undertaken and the findings of that work. The table below provides an explanation of the various assurance statements that Members might expect to receive.

Compliance Assurances			
Level		Control environment assurance	Compliance assurance
<b>Substantial</b>	●	There are minimal control weaknesses that present very low risk to the control environment.	The control environment has substantially operated as intended although some minor errors have been detected.
<b>Good</b>	●	There are minor control weaknesses that present low risk to the control environment.	The control environment has largely operated as intended although some errors have been detected.
<b>Satisfactory</b>	●	There are some control weaknesses that present a medium risk to the control environment.	The control environment has mainly operated as intended although errors have been detected.
<b>Limited</b>	●	There are significant control weaknesses that present a high risk to the control environment.	The control environment has not operated as intended. Significant errors have been detected.
<b>No</b>	●	There are fundamental control weaknesses that present an unacceptable level of risk to the control environment.	The control environment has fundamentally broken down and is open to significant error or abuse.

Organisational Impact		
Level		Definition
<b>Major</b>	●	The weaknesses identified during the review have left the Council open to significant risk. If the risk materialises it would have a major impact upon the organisation as a whole.
<b>Moderate</b>	●	The weaknesses identified during the review have left the Council open to medium risk. If the risk materialises it would have a moderate impact upon the organisation as a whole.
<b>Minor</b>	●	The weaknesses identified during the review have left the Council open to low risk. This could have a minor impact on the organisation as a whole.



## ***Limitations and Responsibilities***

### ***Limitations inherent to the internal auditor's work***

LGSS Internal Audit is undertaking a programme of work agreed by the Council's senior managers and approved by the Finance and Assets Committee subject to the limitations outlined below.

#### ***Opinion***

Each audit assignment undertaken addresses the control objectives agreed with the relevant, responsible managers.

There might be weaknesses in the system of internal control that Internal Audit are not aware of because they did not form part of the programme of work; were excluded from the scope of individual internal assignments; or were not brought to Internal Audit's attention.

#### ***Internal Control***

Internal control systems identified during audit assignments, no matter how well designed and operated, are affected by inherent limitations. These include the possibility of poor judgement in decision making; human error; control processes being deliberately circumvented by employees and others; management overriding controls; and unforeseeable circumstances.

#### ***Future Periods***

The assessment of each audit area is relevant to the time that the audit was completed in. In other words, it is a snapshot of the control environment at that time. This evaluation of effectiveness may not be relevant to future periods due to the risk that:

- The design of controls may become inadequate because of changes in operating environment, law, regulatory requirements or other factors; or
- The degree of compliance with policies and procedures may deteriorate.

#### ***Responsibilities of management and internal auditors***

It is management's responsibility to develop and maintain sound systems of risk management; internal control and governance; and for the prevention or detection of irregularities and fraud. Internal audit work should not be seen as a substitute for management's responsibilities for the design and operation of these systems.

Internal Audit endeavours to plan its work so that there is a reasonable expectation that significant control weaknesses will be detected. If weaknesses are detected additional work is undertaken to identify any consequent fraud or irregularities. However, Internal Audit procedures alone, even when carried out with due professional care, do not guarantee that fraud will be detected, and its work should not be relied upon to disclose all fraud or other irregularities that might exist.

**TITLE: ANTI-FRAUD AND CORRUPTION STRATEGY**

Committee: Finance and Assets Committee

Date: 26<sup>th</sup> September 2019

Author: Finance Manager

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1. ISSUE

Part 4, Section 7 of the Constitution details the Council's Anti-Fraud and Corruption Strategy (page 4(55)). This section of the Constitution has not been up-dated since 2016 and is therefore in need of review and up-date.

2. RECOMMENDATION

- 2.1 Members are asked to recommend to Full Council the adoption of the updated Anti-Fraud and Corruption Strategy as attached as appendix 1 to this report.

3. BACKGROUND/OPTIONS

- 3.1 As part of the Constitution, the Anti-Fraud and Corruption Strategy needs to be approved for adoption by Full Council. However, it is felt appropriate to first bring it to this Committee to ensure that a full review takes place of the new content before being presented to Council.
- 3.2 The current Strategy was approved by Full Council in May 2016 and is therefore in need of an up-date.

4. ARGUMENTS/CONCLUSIONS

- 4.1 The revised Strategy is attached as Appendix 1 to this report. This is not significantly changed since the version approved in 2016, but references have been changed in various places and more detail provided where necessary.
- 4.2 The Council previously approved an anti-money laundering policy statement in September 2012, but this was a stand-alone document which has not previously formed part of the Constitution and has not been up-dated since this time. The new Anti-Fraud and Corruption Strategy now has a revised money laundering policy statement as its appendix b, thus ensuring that this policy gains a greater prominence as part of the Constitution.
- 4.3 Internal Audit have played a major part in the up-date of the Strategy, both assisting in the drafting and in reviewing the final documents as are now

attached for your approval. They are comfortable that they provide a best practice approach to anti-fraud and corruption moving forward.

4.4 Management Team have also reviewed the documents and are comfortable that they provide the Council with the required safeguards.

5 APPENDICES

5.1 Draft Anti-Fraud and Corruption Strategy

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Background Documents

Location

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## EAST CAMBRIDGESHIRE DISTRICT COUNCIL

### CONSTITUTION

#### 7. ANTI-FRAUD AND CORRUPTION STRATEGY

##### 1.0 INTRODUCTION

- 1.1 East Cambridgeshire District Council takes its responsibilities to protect the public purse very seriously and is fully committed to the highest ethical standards, in order to ensure the proper use and protection of public funds and assets. The Council has a zero tolerance stance to all forms of fraud, corruption and theft, both from within the Council and from external sources.
- 1.2 Good corporate governance requires that the Council must demonstrate that it is firmly committed to dealing with fraud and corruption and will deal equally with perpetrators both from inside and outside the Council. There will be no distinction made in investigation and action between cases that generate financial benefits and those that do not. This strategy will not compromise any equalities legislation or any associated Council policies.
- 1.3 In addition, by minimising losses through fraud the Council ensures that the scarce resources available are used for the purposes they were intended for i.e. to support the delivery of the objectives set out in the Corporate Plan.
- 1.4 The strategy applies to councillors, employees, contractors/suppliers, partners, consultants, agency and contracted staff, service users, volunteers and members of the public. All are expected to demonstrate integrity and honesty and offer assistance where necessary.
- 1.5 This strategy has been created with due regard to current best practice. It embodies a series of measures designed to frustrate any attempted fraudulent or corrupt act and the steps to be taken if such an act occurs. For ease of understanding, it is separated into five areas:
- Culture Section 2
  - Prevention and responsibilities Section 3
  - Deterrence Section 4
  - Detection and investigation Section 5
  - Awareness and training Section 6

The Council is also aware of the high degree of external scrutiny of its affairs by a variety of bodies such as External Audit, the Local Government Ombudsman, Central Government Departments (including HM Revenue and Customs and the Department for Work and Pensions), and the Media. The Council welcomes such scrutiny.

- 1.6 Fraud is defined as “*the intentional distortion of financial statements or other records by persons internal or external to the Council which is carried out to conceal the misappropriation of assets or otherwise for gain*”.

The Fraud Act 2006 which came into effect on 15th January 2007 created a new general offence of fraud with three ways of committing it: -

□

- Fraud by false representation
- Fraud by failing to disclose information
- Fraud by abuse of position

It also created new offences: -

- Obtaining services dishonestly
- Possessing, making and supplying articles for use in frauds
- Fraudulent trading applicable to non-corporate traders

Corruption is defined as “*the offering, giving, soliciting or acceptance of an inducement or reward which may influence the action of any person*”.

In addition, this strategy covers “*the failure to disclose an interest in order to gain financial or other pecuniary benefit*”.

- 1.7 The Council also abides by the provisions of the Bribery Act 2010 that covers, amongst other things, the offences of bribing another person, of accepting a bribe and organisational responsibility. The Council’s Policy Statement covering the Bribery Act is included as Appendix A to this strategy.
- 1.8 Theft is defined as “*appropriating property belonging to another with the intention of permanently depriving the other of it*”. Incidents of theft should also be reported to the Council’s insurance team at [insurance@eastcambbs.gov.uk](mailto:insurance@eastcambbs.gov.uk).
- 1.9 The Council further has a money laundering policy aimed at preventing the Council becoming inadvertently involved in such activity. Details of this are included in Appendix B.

## **2.0 CULTURE**

- 2.1 The culture of the Council has always been one of openness and the core values of fairness; trust and value support this. The Council’s culture therefore supports the opposition to fraud and corruption.
- 2.2 The prevention/detection of fraud and corruption and the protection of the public purse are everyone’s responsibility.
- 2.3 The Council’s elected members and employees play an important role in creating and maintaining this culture. They are positively encouraged to raise concerns regarding fraud and corruption, immaterial of seniority, rank or status, in the knowledge that such concerns will, wherever possible, be treated in confidence.
- 2.4 Concerns must be raised when members or employees reasonably believe that one or more of the following has occurred, is in the process of occurring or is likely to occur:
- a criminal offence
  - a failure to comply with a statutory or legal obligation
  - improper unauthorised use of public or other funds
  - a miscarriage of justice
  - maladministration, misconduct or malpractice
  - endangering of an individual’s health and safety

- damage to the environment
- deliberate concealment of any of the above.

2.5 Depending on the nature of the concerns, these should initially be raised with a line manager. Where this is not appropriate, or an individual feels unable to do so, the Council's Monitoring Officer, Finance Manager or Internal Audit should be approached. The Council also has a Whistleblowing Policy which enables concerns to be raised in confidence. The Council will ensure that any allegations received in any way, including by anonymous letters or phone calls, will be taken seriously and investigated in an appropriate manner, subject to the requirements of the Human Rights Act 1998.

2.6 The Council will deal firmly with those who defraud the Council, or who are corrupt, or where there has been financial malpractice. There is, of course, a need to ensure that any investigation process is not misused and, therefore, any abuse (such as employees raising malicious allegations) may be dealt with as a disciplinary matter.

2.7 When fraud or corruption have occurred because of a breakdown in the Council's systems or procedures, the Chief Executive, Directors and the relevant Service Lead will ensure that appropriate improvements in systems of control are implemented to prevent a reoccurrence. The Council's Internal Audit service will assist in reviewing the control environment and following up on actions arising.

### 3.0 **PREVENTION AND RESPONSIBILITIES**

#### **ELECTED MEMBERS**

##### 3.1 The Role of Elected Members

3.1.1 As elected representatives, all members of the Council have a duty to citizens to protect the Council from all forms of abuse.

3.1.2 This is conducted through the Anti-fraud and Corruption Strategy and compliance with the Code of Conduct for Members, the provisions of the Council's Constitution (including the Council's Financial Procedure Rules) and relevant legislation.

3.1.3 Elected members sign to the effect that they have read and understood the Code of Conduct when they take office. These conduct and ethical matters are specifically brought to the attention of Members during induction and include the declaration and registration of interests. The Monitoring Officer advises Members of new legislative or procedural requirements.

#### **EMPLOYEES**

##### 3.2 The Role of Managers

3.2.1 Managers at all levels are responsible for the communication and implementation of this strategy in their work area. They are also responsible for ensuring that their employees are aware of the Financial Procedure Rules and the provisions of the Council's Constitution, and that the requirements of each are being met in their everyday business activities. In addition, managers must make their employees aware of the requirements of the code of conduct for local government employees through the induction process.

3.2.2 Managers are expected to strive to create an environment in which their staff feel able to approach them with any concerns they may have about suspected

irregularities. All managers must be aware of, and consistently apply, the Council's Whistleblowing Policy.

3.2.3 Special arrangements will apply where employees are responsible for cash handling or are in charge of financial systems and systems that generate payments, for example payroll and the creditor payments systems. Managers must ensure that relevant training is provided for employees. Checks must be carried out at least annually to ensure that proper procedures are being followed.

3.2.4 The Council recognises that a key preventative measure in dealing with fraud and corruption is for managers to take effective steps at the recruitment stage to establish, as far as possible, the honesty and integrity of potential employees, whether for permanent, temporary or casual posts. The Council's Equal Opportunities Policy will be adhered to during this process.

3.2.5 The Council has a formal recruitment procedure, which contains appropriate safeguards on matters such as written references and verifying qualifications held. As with other public bodies, Disclosure and Barring Service (DBS) checks are undertaken on employees working in regulated activities. Further checks will be introduced in areas where an increased risk of potential fraud and corruption has been identified.

### 3.3 Responsibilities of Employees

3.3.1 Each employee is governed in their work by the provisions of the Council's Constitution, the Financial Procedure Rules and other codes of conduct and policies (e.g. human resources policies and procedures, the email and internet code of practice, and IT security policy). They are also governed by the code of conduct for local government employees. Included in these are guidelines on gifts and hospitality and codes of conduct associated with professional and personal conduct and conflicts of interest. These are issued to all employees when they join the Council or will be provided by their manager.

3.3.2 In addition, employees are responsible for ensuring that they follow the instructions given to them by management, particularly in relation to the safekeeping of the assets of the Council. These will be included in induction training and procedure manuals.

3.3.3 Employees who hold professional, trade or other appropriate qualifications are expected to comply with codes of conduct issued by the organisations of which they are members.

3.3.4 Employees are expected always to be aware of the possibility that fraud, corruption bribery or theft may exist in the workplace and be able to share their concerns with management. If for any reason, they feel unable to speak to their manager they must refer the matter to one of those named in paragraph 3.3.5 below.

3.3.5 Concerns must be raised, in the first instance, directly with the supervisor or direct line manager or, if necessary, anonymously (by letter or phone), and via other routes, in accordance with the Council's Whistleblowing Policy:

- to Service Leads, Directors and the Chief Executive and in all cases to the Council's Monitoring Officer who will report such concerns to the Head of Internal Audit;
- directly to the Head of Internal Audit; or

- to the External Auditor, who, depending upon the nature of the concern, will liaise with the Head of Internal Audit.
- 3.3.6 This strategy, although primarily aimed at those within or associated with the Council, enables concerns raised by the public to be investigated, as appropriate, by the relevant person in a proper manner.
- 3.4 Conflicts of Interest
- 3.4.1 Both elected members and employees must ensure that they avoid situations where there is a potential for a conflict of interest. Such situations can arise with externalisation of services, internal tendering, planning and land issues, etc. Effective role separation will ensure decisions made are seen to be based upon impartial advice and avoid questions about improper disclosure of confidential information.
- 3.5 Internal Control Systems
- 3.5.1 Appropriate policies and procedures will be maintained to ensure that internal controls designed to prevent or detect fraud and corruption are built into the Council's systems of operation.
- 3.5.2 In addition to the Financial Procedure Rules and the provisions of the Council's Constitution, individual service areas may have their own procedures to prevent and detect fraud. There may also be audit reports that recommend methods to minimise losses to the Council. Managers and employees must be made aware of and be expected to adhere to these various sources of guidance and alter their working practices accordingly.
- 3.6 The Role of Internal Audit
- 3.6.1 Under the Accounts and Audit Regulations, the Council has the responsibility for reviewing, appraising and reporting upon the extent to which the Council's assets and interests are safeguarded from losses due to fraud and other offences; this function is performed by Internal Audit. Internal Audit investigates all cases of suspected irregularity, except benefit, council tax discount and national non domestic rates (NNDR) fraud (see below), in accordance with the requirements of the Human Rights Act 1998. They liaise with management to recommend changes in procedures to prevent further losses to the Council.
- 3.7 The Role of the Anglia Revenues Partnership & Single Fraud Investigation Service
- 3.7.1 The Council is responsible for the payment of housing benefit and council tax discounts within the East Cambridgeshire area. This function is provided through the Council's participation with a number of other councils in the Anglia Revenues Partnership (ARP). The Council has a duty to minimise the scope for fraud in this area and protect public funds by ensuring that benefits and discounts are only delivered to those with a true entitlement to them.
- 3.7.2 The Anglia Revenues Partnership (ARP) Fraud and Investigations Team is responsible for all suspected council tax discount fraud and NNDR fraud investigations, in accordance with the requirements of The Regulation of Investigatory Powers Act 2000, the Human Rights Act 1998 and its own Counter Fraud Policy. In cases where employees are involved, they will work with Internal Audit, Human Resources and appropriate senior management to ensure that correct procedures are followed and that this strategy is adhered to.



3.7.3 From September 2015 the investigation of suspected or alleged housing benefit fraud is undertaken by the new Single Fraud Investigation Service, a partnership between the DWP Fraud Investigation Service, HMRC and local authorities.

### 3.8 The Role of External Audit

3.8.1 Independent external audit is an essential safeguard in the stewardship of public money. Whilst detection of fraud is not the primary role of external audit they have a responsibility to review the Council's arrangements to prevent and detect fraud and irregularity, and arrangements designed to limit the opportunity for corrupt practices.

### 3.9 Co-operation with Others

3.9.1 Internal Audit has set up, and will keep under review, procedures and arrangements to develop and encourage the exchange of information on national and local fraud and corruption activity in relation to local authorities with external agencies such as:

- Police
- External Audit
- Professional bodies – including the Chartered Institute of Public Finance and Accountancy
- Central government including the Department for Work and Pensions and HM Revenues and Customs
- Local Government Ombudsman's Office
- Association of Council Secretaries and Solicitors

3.9.2 The Council will also support local forums where matters of anti-fraud and anti-corruption are discussed. These include:

- Cambridgeshire Audit Group
- LGSS Audit and Counter Fraud client base

### 3.10 Data Matching

3.10.1 The Council will participate in national and local data matching exercises as it sees appropriate for the purposes of identifying and reducing fraud, corruption and error.

3.10.2 In particular, the Council takes an active part in the National Fraud Initiative (NFI) as organised by the Cabinet Office. This involves a rolling programme of electronic data extraction, data matching, review and investigation of matched reports and reporting on outcomes. The extracted data is matched with other data from public sector organisations to highlight potential fraudulent activity.

### 3.11 Social Housing Fraud

3.11.1 The Prevention of Social Housing Fraud Act 2013 created new criminal offences of unlawful sub-letting by secure and assured tenants of social housing. This Act supplements existing offences relating to fraudulently obtaining an allocation of social housing and fraudulently obtaining housing benefits. The Act also includes more powers for local authorities to investigate social tenancy fraud through better access to data from banks and utility companies; although councils could previously request

this data, organisations were able to refuse to provide it – under the Act compliance is mandatory.

3.11.2 Social housing fraud is a very significant problem nationally and arises when individuals:

- are allocated a social housing property (a property owned by a registered housing provider or local authority) when they are not entitled to it by lying about their circumstances;
- obtain housing benefit and/or council tax discount they are not entitled to; and
- unlawfully sub-let their social housing property.

3.11.3 Social housing fraud prevents housing from being properly allocated to the people who need it most. It also undermines confidence in the housing allocation system while preventing and detecting fraud stops public money being wasted.

3.11.4 Members of the public are encouraged to report their concerns via the dedicated fraud reporting mailbox - [reportfraud@eastcambs.gov.uk](mailto:reportfraud@eastcambs.gov.uk)

#### **4.0 DETERRENCE**

4.1 The best deterrent is a clear framework of processes and responsibilities, which make fraud and corruption hard to perpetrate and will be likely to expose fraud and corruption at the earliest opportunity. The following are those related policies and documents that support the anti-fraud and anti-corruption culture:

- Constitution – which includes the Financial Procedure Rules, Member Code of Conduct and Contract Procedure Rules
- Employee Code of Conduct
- Whistleblowing Policy
- Fraud Response Plan

4.2 The risk of fraud cannot be dealt with in isolation. Management of the risk of fraud is a key aspect of corporate governance and it is essential that all members and staff should have a level of understanding of this strategy. However, some individuals have specific leadership roles and responsibilities and these are identified within Section 3 (Prevention) above.

4.3 Prosecution and recovery

4.3.1 Wherever possible the following actions will be taken where investigation supports suspicions of fraudulent or corrupt activity:

- appropriate disciplinary action will be taken in accordance with the Council's disciplinary procedures
- criminal proceedings will be brought whenever appropriate, should the Crown Prosecution Service decide a prosecution can be pursued
- civil proceedings will be brought to recover lost assets whenever appropriate

- 4.3.2 Other forms of redress to recover losses (such as making a claim against insurance cover or recovering from pension funds) or to prevent further fraudulent activity by the perpetrator, (such as notifying their professional body) will also be used wherever appropriate.
- 4.3.3 Sanctions applied in relation to cases of housing benefit and/or council tax discount fraud will be applied in accordance with the ARP Counter Fraud Policy. Options include formal cautions, administrative penalties and prosecution.
- 4.4 Disciplinary Action
  - 4.4.1 Theft, fraud and corruption are serious offences against the Council and employees will face disciplinary action if there is evidence that they have been involved in these activities. Disciplinary action will be taken in addition to, or instead of, criminal proceedings, depending on the circumstances of each individual case, but in a consistent manner, after consultation with the Chief Executive (the police will pass valid cases to the Crown Prosecution Service).
  - 4.4.2 Members will face appropriate action under this strategy if they are found to have been involved in theft, fraud or corruption against the Council. Action will be taken in addition to, or instead of, criminal proceedings, depending on the circumstances of each individual case, but in a consistent manner including possible referral to the police. If the matter is a breach of the Code of Conduct for Members then it will be dealt with in accordance with the arrangements agreed by the Council in accordance with the Localism Act 2011.
- 4.5 Publicity
  - 4.5.1 The Council's public relations unit will optimise the publicity opportunities associated with anti-fraud and corruption activity within the Council. They will also try to ensure that the results of any action taken, including prosecutions, are reported in the media.
  - 4.5.2 In all cases where financial loss to the Council has occurred, the Council will seek to recover the loss and advertise this fact. In addition to demonstrating the action the Council takes to prevent and detect fraud, it protects itself and the services it provides against the results of fraud within the organisation by obtaining Fidelity Guarantee Insurance.
  - 4.5.3 All anti-fraud and corruption activities, including the update of this strategy, will be publicised in order to make members, employees and the public aware of the Council's commitment to taking action on fraud and corruption when it occurs.
  - 4.5.4 Reports will be made to the Finance and Assets Committee about countering fraud and corruption activities and their success when appropriate.

## **5.0 DETECTION AND INVESTIGATION**

- 5.1 Internal Audit plays an important role in the detection of fraud and corruption. Included in its strategic plan are reviews of system financial controls and specific fraud and corruption tests, spot checks and unannounced visits.
- 5.2 In addition to Internal Audit, there are numerous systems controls in place to deter fraud and corruption, but it is often the vigilance of employees and members of the public that aids detection.

- 5.3 In some cases frauds are discovered by chance or 'tip-off' and arrangements are in place to enable such information to be properly dealt with, in accordance with the requirements of the Human Rights Act 1998.
- 5.4 All suspected irregularities are required to be reported (verbally or in writing) either by the person with whom the initial concern was raised or by the originator, as per paragraph 3.3.5 (including via the Council's Whistleblowing Policy). External Audit will also be notified of all frauds involving sums over £10,000 and any corrupt acts. This is essential to the strategy, and:
- ensures the consistent treatment of information regarding fraud and corruption; and
  - facilitates a proper and thorough investigation by an experienced audit team, in accordance with the requirements of the Human Rights Act 1998.
- 5.5 This process will apply to all the following areas:
- a) fraud/corruption by elected members
  - b) internal fraud/corruption
  - c) other fraud/corruption by Council employees
  - d) fraud by contractors' employees
  - e) external fraud (the public).
- 5.6 Cases under a), d) and e) would normally be referred directly to the External Auditor, Ombudsman or the police.
- 5.7 If the initial investigation reveals that a full investigation is warranted the Council will invoke the Council's Fraud Response Plan and where applicable the Council's Disciplinary Procedure.
- 5.8 Any decision to refer a matter to the police will be taken by the Chief Executive in consultation with the Head of Internal Audit, Chief Financial Officer and Monitoring Officer. The relevant Director and Service Lead will be notified if appropriate. The Council will normally wish the police to be made aware of, and investigate independently, offences where financial impropriety is discovered. Any internal investigation will be conducted professionally and in consultation with the police so as to avoid jeopardising any evidence or potential outcomes of related criminal investigation.
- 5.9 Depending on the nature of an allegation under b) to e), Internal Audit will normally work closely with the relevant Director and Service Lead concerned and the Chief Financial Officer to ensure that all allegations are thoroughly investigated and reported upon.
- 5.10 The Council's disciplinary procedures will be used to facilitate a thorough investigation of any allegations of improper behaviour by employees. The processes as outlined in paragraph 4.4.2 will cover members.
- 5.11 If there is a suspicion that an offence of money laundering may have taken place the Money Laundering Reporting Officer (Finance Manager) may refer the matter to the National Crime Agency. Further details are provided in Appendix B to this strategy.

## **6.0 AWARENESS AND TRAINING**

- 6.1 The Council recognises that the continuing success of this strategy and its general credibility will depend in part on the effectiveness of programmed training and an awareness of fraud by elected members and employees across the Council.

- 6.2 To facilitate this, positive and appropriate provision has been made via induction and for employees via their development plans. This includes specialist training for certain elected members and employees.
- 6.3 A leaflet on the Council's Whistleblowing Policy is distributed to all employees and members, and full copies of all relevant policies and strategies are available on the Council's Intranet.

## **7.0 CONCLUSION**

- 7.1 The Council has always prided itself on setting and maintaining high standards and a culture of openness, with core values of fairness, trust and value. This Strategy fully supports the Council's desire to maintain an honest organisation, free from fraud and corruption
- 7.2 The Council has in place a network of systems, policies and procedures to assist it in dealing with fraud and corruption when it occurs. It is determined that these arrangements will keep pace with any future developments in techniques to both prevent and detect fraudulent or corrupt activity that may affect its operation.
- 7.3 The Council will maintain a continuous review of all these systems and procedures through Internal Audit. This strategy will be reviewed periodically to ensure that it remains compliant with good practice and meets the needs of the Council.

## **Appendix A**

### **BRIBERY ACT 2010 - POLICY STATEMENT**

Bribery is a criminal offence. We (East Cambridgeshire District Council) do not, and will not, pay bribes or offer improper inducements to anyone for any purpose, neither do we or will we, accept bribes or improper inducements.

To use a third party as a conduit to channel bribes to others is a criminal offence. We do not, and will not, engage indirectly in or otherwise encourage bribery.

We are committed to the prevention, deterrence and detection of bribery. We have a zero-tolerance towards bribery. We aim to maintain anti-bribery compliance “business as usual” rather than as a one-off exercise.

#### **Objectives of this policy**

This policy statement provides a coherent and consistent framework to enable East Cambridgeshire District Council employees to understand and implement arrangements to comply with the requirements of the Bribery Act 2010. In conjunction with other related policies and key documents, it will also enable employees to identify and effectively report a potential breach.

We require that all employees, including those permanently employed, temporary agency staff and contractors:-

- act honestly and with integrity at all times and to safeguard the Council’s resources for which they are responsible
- comply with the spirit, as well as the letter, of laws and regulations of all jurisdictions in which the Council operates, in respect of the lawful and responsible conduct of activities

#### **Scope of this policy**

This policy applies to all of the Council’s activities. For partners, joint ventures and suppliers, we will seek to promote the adoption of policies consistent with the principles set out in this policy.

Within the Council, the responsibility to control the risk of bribery occurring resides at all levels of the Council. It does not rest solely within assurance functions, but in all service area and functions.

This policy covers all staff, including all levels and grades, those permanently temporary employed, temporary agency staff, contractors, agents, Members, volunteers and consultants.

#### **The Council’s commitment to action**

The Council commits to:-

- setting out a clear anti-bribery policy and keeping it up to date
- making all employees aware of their responsibilities to adhere strictly to this policy

- training all employees so that they can recognise and avoid the use of bribery by themselves and others
- encouraging employees to be vigilant and to report any suspicions of bribery, providing them with suitable channels of communication and ensuring sensitive information is treated appropriately
- rigorously investigating instances of alleged bribery and assisting police and other appropriate authorities in any resultant prosecution
- taking firm and vigorous action against any individual(s) involved in bribery
- provide information to all employees to report breaches and suspected breaches of this policy
- include appropriate clauses in contracts to prevent bribery.

### **Definition of bribery**

Bribery is an inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage.

It is unacceptable to:-

- give, promise to give, or offer a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given
- give, promise to give, or offer a payment, gift or hospitality to a government official, agent or representative to “facilitate” or expedite a routine procedure
- accept payment from a third party that you know or suspect is offered with the expectation that it will obtain a business advantage for them
- accept a gift or hospitality from a third party if you know or suspect that it is offered or provided with an expectation that a business advantage will be provided by us in return
- retaliate against or threaten a person who has refused to commit a bribery offence or who has raised concerns under this policy
- engage in activity in breach of this policy

### **Facilitation payments**

Facilitation payments are not tolerated and are illegal. Facilitation payments are unofficial payments made to public officials in order to secure or expedite actions.

### **Gifts and hospitality**

The Council’s policy regarding the acceptance of gifts or hospitality from a third party is set out in the Officer Code of Conduct.

### **Public contracts and failure to prevent bribery**

Under the Public Contracts Regulations 2006 (which gives effect to EU law in the UK), a company is automatically and perpetually debarred from competing for public contracts

where it is convicted of a corruption offence. There are no plans to amend the 2006 Regulations for this to include the crime of failure to prevent bribery. Organisations that are convicted of failing to prevent bribery are not automatically barred from participating in tenders for public contracts and so the Council has the discretion to exclude organisations convicted of this offence.

## **The Bribery Act**

There are four key offences under the Act:-

- bribery of another person (section 1)
- accepting a bribe (section 2)
- bribing a foreign official (section 6)
- failing to prevent bribery (section 7)

The Bribery Act 2010 makes it an offence to offer, promise or give a bribe (Section 1). It also makes it an offence to request, agree to receive, or accept a bribe (Section 2). Section 6 of the Act creates a separate offence of bribing a foreign public official with the intention of obtaining or retaining business or an advantage in the conduct of business.

There is also a corporate offence under Section 7 of failure by a commercial organisation to prevent bribery that is intended to obtain or retain business, or an advantage in the conduct of business, for the organisation. An organisation will have a defence to this corporate offence if it can show that it had in place adequate procedures designed to prevent bribery by or of persons associated with the organisation.

## **Is the Council a “commercial organisation”**

The guidance states that a “commercial organisation” is any body formed in the United Kingdom and “...it does not matter if it pursues primarily charitable or educational aims or purely public functions. It will be caught if it engages in commercial activities, irrespective of the purpose for which profits are made”. There are circumstances in which we will be a commercial organisation for the purposes of section 7. This policy is intended to ensure that we have in place the necessary procedures to act as a defence to a section 7 offence.

## **Penalties**

An individual guilty of an offence under sections 1, 2 or 6 is liable:-

- On conviction in a magistrates court, to imprisonment for a maximum term of twelve months, or to a fine not exceeding £5,000, or both
- On conviction in a crown court, to imprisonment for a maximum term of ten years, or to an unlimited fine, or both

Organisations guilty of an offence under section 7 are liable to an unlimited fine. In addition a public exposure, or even an allegation, of bribery would entail severe reputational damage.

Bribery is a serious offence against the Council and employees will face disciplinary action if there is evidence that they have been involved in this activity, which could result in dismissal



for gross misconduct. Disciplinary action will be taken in addition to, or instead of, criminal proceedings, depending on the circumstances of each individual case.

## Adequate Procedures

Whether the procedures are adequate will ultimately be a matter for the courts to decide on a case-by-case basis. Adequate procedures need to be applied proportionately, based on the level of risk of bribery in the Council. The Government considers that procedures put in place by commercial organisations wishing to prevent bribery being committed on their behalf should be informed by six principles:-

- Proportionality
- Top level commitment
- Risk assessment
- Due diligence
- Communication (including training)
- Monitoring and review

These principles are not prescriptive, but are intended to be flexible and outcome focussed, allowing for the different circumstances of organisations. For example, small organisations will face different challenges to those faced by large multi-national enterprises. The detail of how organisations apply these principles will vary, but the outcome should always be robust and effective anti-bribery procedures.

The Council is committed to proportional implementation of these principles.

## Anti Bribery procedures

The Council's Anti Bribery procedures cover the six principles detailed above:-

**Proportionality** – The Council has reviewed a number of its policies to ensure that it has in place procedures to prevent bribery by persons associated with it. These will be proportionate to the bribery risks faced by the Council and to the nature, scale and complexity of the Council's activities.

**Top level commitment** – The Chief Executive, Directors and Service Leads are committed to preventing bribery by persons associated with it. They foster a culture within the organisation in which bribery is never acceptable.

**Risk assessment** – The nature and extent of the Council's exposure to potential external and internal risks of bribery by persons associated with it will be periodically assessed. This includes financial risks but also other risks such as reputational damage.

**Due diligence** – The Council takes a proportionate and risk based approach, in respect of persons who perform or will perform services for or on behalf of the organisation, in order to mitigate identified bribery risks.

**Communication (including training)** – The Council will seek to ensure that its bribery prevention policies and procedures are embedded and understood throughout the organisation through internal communication, including training that is proportionate to the risks it faces.

**Monitoring and review** – Procedures designed to prevent bribery will be monitored and reviewed and improvements made where necessary.

### **Staff responsibilities**

The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all those working for the Council or under its control. All staff are required to avoid activity that breaches the policy.

You must therefore:-

- ensure that you read, understand and comply with this policy
- raise concerns as soon as possible if you believe or suspect that a conflict with the policy has occurred, or may occur in the future

As well as the possibility of civil and criminal prosecution, staff that breach this policy will face disciplinary action, which could result in dismissal for gross misconduct.

### **Raising a concern**

If you have a concern regarding a suspected instance of bribery or corruption then you can report this through the Council's whistle blowing procedure where concerns can be made anonymously. In the event that an incident of bribery is reported, we will act as soon as possible to evaluate the situation.

If you have any questions about these procedures, please contact Trevor Bowd, Principal Auditor on 01353 616219 or email [trevor.bowd@eastcambs.gov.uk](mailto:trevor.bowd@eastcambs.gov.uk)

## Appendix B

### Anti-Money Laundering – Policy statement

#### Introduction

The Proceeds of Crime Act 2002, the Terrorism Act 2000 and Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017 place obligations on the Council and its employees to establish internal procedures to prevent the use of their services for money laundering and the prevention of terrorist financing. The Council must also appoint a Money Laundering Reporting Officer (MLRO) to receive disclosures from employees of money laundering activity.

We are committed to robust arrangements to identify and prevent any attempts to use East Cambridgeshire District Council to launder money. Offences under money laundering legislation may be committed by individuals or organisations, and money laundering is widely defined as “possessing, concealing, disguising or in any way dealing with the proceeds of any crime by any person known or unknown”.

When a person knows or suspects that money laundering activity is taking place (or has taken place), or becomes concerned that their involvement in a matter may amount to a prohibited act under the legislation, they must report this as soon as practicable to the Money Laundering Responsible Officer (MLRO) or risk prosecution. Offences under the Proceeds of Crime Act and Money Laundering Regulations can attract penalties of unlimited fines and up to 14 years imprisonment.

This policy has been written so as to enable us to meet the legal requirements in a way that is proportionate to the risk of contravening the legislation. It also serves to protect the Council’s employees through making them aware of their personal obligations and providing a mechanism for them to raise any issues of concern.

#### Scope

This policy applies to all employees and agency workers.

This policy aims to maintain the high standards of conduct that currently exist within by preventing criminal activity through money laundering. The separate Anti-Money Laundering - Employee Guidance sets out the steps that must be followed to comply with its legal obligations.

Further information is set out in the Anti-Money Laundering - Employee Guidance which is available to all staff.

#### Definition

The introduction of the Proceeds of Crime Act 2002 and the Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017 has broadened the definition of money laundering and has widened the range of activities controlled by the statutory framework. Money laundering has been defined as:

- concealing, disguising, converting, transferring or removing criminal property from the UK;
- entering into or becoming concerned in an arrangement which a person knows or suspects facilitates the acquisition, retention, use or control of criminal property;

- acquiring criminal property, using criminal property; or possession of criminal property.

These are the primary money laundering offences and thus prohibited acts under the legislation. In addition, an offence of “Tipping off” can be committed should an individual make a disclosure that is likely to prejudice a current or potential investigation into any potential money laundering.

Potentially any employee could contravene the money laundering provisions if they know or suspect money laundering and either become involved with it in some way and/or do nothing about it.

Whilst the risk of contravening the legislation is low, it is extremely important that all employees are familiar with their legal responsibilities - serious criminal sanctions may be imposed for breaches of the legislation.

### **Council obligations**

To comply with statutory obligations we have:

- Nominated a Money Laundering Reporting Officer (“MLRO”) to receive disclosures from employees of money laundering activity;
- Nominated a deputy Money Laundering Reporting Officer; and
- Implemented a procedure to enable the reporting of suspicions of money laundering and communicated this policy to members of staff.

### **The Money Laundering Reporting Officer**

The officer nominated to receive disclosures concerning potential money laundering activity is the Council’s Finance Manager and their contact details are set out in the Anti-Money Laundering - Employee Guidance. Also provided within the employee guidance is a template form for making a referral to the Finance Manager.

In the absence of the Finance Manager, the Deputy Money Laundering Reporting Officer is the Senior Accountant.

Contact details for the Money Laundering Reporting Officer and Deputy are provided on the Council’s intranet pages and the supporting employee guidance.

### **Further information**

If you have any questions about these procedures, please contact Trevor Bowd, Principal Auditor on 01353 616219 or email [trevor.bowd@eastcambs.gov.uk](mailto:trevor.bowd@eastcambs.gov.uk)

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**TITLE: GENDER PAY REPORTING**

Committee: Finance and Assets Committee

Date: 26 September 2019

Author: Nicole Pema, HR Manager

[ U65]

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1.0 ISSUE

1.1 To provide the Committee with some measurable data on gender pay at the Council.

2.0 RECOMMENDATION(S)

2.1 It is recommended that the Committee notes the content of the information report.

3.0 BACKGROUND

3.1 The gender pay gap is the difference in the average hourly wage of all men and women across a workforce. If women do more of the less well paid jobs within an organisation than men, the gender pay gap is usually bigger.

3.2 Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

3.3 For the purposes of gender pay reporting, the definition of who counts as an employee is set out in the regulations and follows the definition in the Equality Act 2010. This is known as an extended definition which includes casual employees as well as some self-employed people.

3.4 There are six calculations to carry out, and the results must be published on the employer's website and a government website within 12 months.

3.5 As the Council has fewer than 250 employees, we are not required to comply with the regulations but Members have requested some measureable data to be provided on gender pay. For the purposes of this report, only three of the six figures have been calculated – (1) mean gender pay gap in hourly pay; (2) median gender pay gap in hourly pay; and (3) proportion of males and females in each pay quartile. Calculations are based only on employees on the Council's establishment.

4.0 FINDINGS

4.1 The gender pay gap shows the difference between the **average** (mean or median) earnings of men and women. Mean is the difference between the average of men's and women's pay. Median is the difference between the midpoints in the ranges of men's and women's pay.

- 4.2 As at 31 March 2019, the women's mean hourly rate was £14.27 per hour, 6.1% lower than the male's mean hourly rate of £15.20 per hour. In other words when comparing mean hourly rates, women earn £0.94 for every £1 that men earn.
- 4.3 As at 31 March 2019, the women's median hourly rate was £12.58 per hour, 4.7% lower than the male's median hourly rate of £13.20 per hour. In other words when comparing median hourly rates, women earn £0.95 for every £1 that men earn.
- 4.4 In order to calculate the proportion of males and females in each pay quartile, employees were ranked from highest to lowest paid and divided into 4 equal parts (quartiles) – Upper Quartile; Upper Middle Quartile; Lower Middle Quartile; and Lower Quartile. Table 1 sets out the percentage of men and women in each of the quartiles.

Table 1: % of Males and Females in each Quartile

Quartile	Males (%)	Females (%)
Upper	10.5	14.1
Upper Middle	6.8	18.3
Lower Middle	8.4	16.8
Lower	7.3	17.8

- 4.5 As at 31 March 2019, there were 191 employees on the Council's establishment, comprising of 128 females and 63 males.
- 4.6 Tables 2, 3 and 4 provide a comparison of the Council's gender pay gap against other local authorities.

Table 2: Gender Pay Gap Comparison data as at 31/03/2017

Employer	Employer Size	Difference in hourly rate		Proportion of women in each pay quartile			
		Mean	Median	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
East Cambridgeshire District Council	Less than 250	7.7%	10.3%	18.6%	14.9%	15.4%	14.9%
South Cambridgeshire District Council	250-499	-4.9%	-17.1%	28%	48%	61%	55%
St Edmundsbury Borough Council	250-499	-0.5%	0%	40%	53.2%	52.6%	51.2%
Cambridge City Council	500-999	3.9%	8.2%	62%	50%	44%	50%
Fenland District Council	500-999	6.3%	0%	41%	70.7%	65.7%	51.5%
Huntingdonshire District Council	1000-4999	3.5%	-0.8%	52.6%	49.2%	57.3%	50%
Cambridgeshire County Council	5000-19,999	13%	18%	84.3%	85.1%	78.2%	70.2%

Table 3: Gender Pay Gap Comparison data as at 31/03/2018

Employer	Employer Size	Difference in hourly rate		Proportion of women in each pay quartile			
		Mean	Median	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
East Cambridgeshire District Council	Less than 250	4.9%	12.1%	18.9%	14.2%	16.3%	14.7%
South Cambridgeshire District Council	500-999	-5.9%	-13.2%	23.1%	53.8%	62.3%	53.8%
St Edmundsbury Borough Council	250-499	-0.5%	0%	40%	53.2%	52.6%	51.2%
Cambridge City Council	500-999	3.2%	5.9%	59%	51%	47%	49%
Fenland District Council	500-999	10.9%	-9%	45%	67%	77%	49%
Huntingdonshire District Council	1000-4999	5.5%	0%	55%	51.8%	54.7%	48.6%
Cambridgeshire County Council	5000-19,999	13%	19%	85.5%	85.4%	77.3%	71.6%

4.7 Public sector employers with more than 250 employees are required to calculate their gender pay gap information as at the snapshot date of 31 March each year. Organisations must publish their gender pay gap data within one year of the snapshot date.

4.8 For the employers listed above, only one has currently published their data as at 31 March 2019, see Table 4.

Table 4: Gender Pay Gap Comparison data as at 31/03/2019

Employer	Employer Size	Difference in hourly rate		Proportion of women in each pay quartile			
		Mean	Median	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
East Cambridgeshire District Council	Less than 250	6.1%	4.7%	17.8%	16.8%	18.3%	14.1%
South Cambridgeshire District Council	500-999	-6.6%	-19.4%	25%	56.2%	61.3%	56.2%

4.9 One contributing factor to the Council's gender pay gap is the high proportion of females (17.8%) to males (7.3%) in lower quartile jobs, such as Administrative Assistants, Facilities Cleaners, Customer Services Advisors and Reprographics and Document Management Officers. A large number of these roles are part time and attract females with caring responsibilities.

## 5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 There are no costs associated with this report.

5.2 An Equality Impact Assessment (EIA) is not required.

6.0 APPENDICES

None

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<b><u>Background Documents</u></b>	<b><u>Location</u></b>	<b><u>Contact Officer</u></b>
Gender Pay Gap Reporting: Make your calculations – GOV.UK  <a href="http://www.acas.org.uk/genderpay">www.acas.org.uk/genderpay</a>  Salary data for the Council's workforce as at 31/03/19  Gender Pay Gap: Employer Comparison – GOV.UK	Room 118, The Grange, Ely	Nicole Pema HR Manager (01353) 616325 E-mail: <a href="mailto:nicole.pema@eastcambs.gov.uk">nicole.pema@eastcambs.gov.uk</a>



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**TITLE: Service Level Agreement Funding (Leisure Centres and Sport Facilities) 2019-20**

Committee: Finance & Assets Committee

Date: 26<sup>th</sup> September 2019

Author: Victor Le Grand (Senior Leisure Services Officer) **[U66]**

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**1. ISSUE**

- 1.1. To agree initial funding allocations for the 2019-20 financial year for leisure centres and sport facilities.

**2. RECOMMENDATION**

- 2.1. Members are recommended to approve the allocations as set out in 4.1.

**3. BACKGROUND**

- 3.1. Grants are offered to leisure facility providers to support material improvements to their services, whether through capital improvements, programme developments or (less often) organisational developments. In all cases the outcomes sought are to strengthen the long-term sustainability of the facility, to extend the activity opportunities for the local community, or both.
- 3.2. The grants are offered so far as possible on a rolling programme, which supports the principle of funding being project-led. Providers are therefore not required to submit applications by any particular deadline, and it can be assumed that proposals will continue to be submitted through the year.
- 3.3. The annual budget for this programme is £30,881.

**4. ARGUMENTS AND CONCLUSIONS**

- 4.1. Submissions have been received from:

**Anglian Learning Trust on behalf of Bottisham Sports Centre (Bottisham Village College)**

**Proposal:** Works to make good pool wall fracture, refurbishment of pool plant and replacement of disabled pool hoist and pool cover

**Anticipated Cost (net of prior budgetary provision)** £28,000

**Grant requested** £21,573

No partnership funding has been proposed for this element, but the works form part of a wider renewals project, to which the Trust is making a significant commitment (further detailed below).

**Grant recommended**

£10,000

**Comments:**

Members may be aware that the Centre was originally operated by an independent trust; the Village College took on responsibility for the community operation when that trust ran into difficulties in 2008. With some adaptations to opening hours and staff structures, community use has continued since that time, and the Centre remains part of the East Cambridgeshire facility network, albeit under the auspices now of Anglian Learning.

The repairs to the pool plant have emerged during a project to re-line the pool tank and refurbish the changing facilities (which is part of a wider programme to modernise the school campus as a whole). The budgeted project cost is £175,000, of which Sport England is contributing £75,000, and the Trust is funding the balance. Advisers to the Trust had initially enquired about the possibility of ECDC contributing to this scheme, but were advised that funding of that scale would be beyond the scope of the SLA programme.

Refurbishment projects of this kind often give rise to unforeseen costs, particularly where pools are concerned. In this instance, additional works have been found necessary to make good a leak in the end-wall of the pool-tank – at a cost of just under £15,000 - and to renew elements of the filtration plant and circulation system, at a quoted cost of £21,573. These additional works therefore total some £36,500. The Trust had allowed for a contingency provision of £18,000, but this still leaves a shortfall of around £18,500. At the same time, the Trust has recently been advised that both the pool hoist (for disabled users to gain access to the pool) and the pool cover need replacing, at a total cost of approximately £10,000. The total shortfall including these equipment replacements is therefore around £28,000.

The Trust is conscious of the potential issues of using educational funding to support external usage, and has therefore asked ECDC to consider a contribution towards this shortfall.

Taken in isolation, it is difficult to consider these works or renewals as improvements; and the filtration works and equipment replacements, though unforeseen in the immediate sense, could be regarded as deferred maintenance, which would normally be met from revenue streams. The Centre budget for 2019-20 shows a projected surplus of £17,883, which if achieved would clearly cover the equipment replacements, for example. In this instance however the request needs to be seen in the context of the wider improvement project - which will substantially benefit community users, and which as noted above has been funded by the college in conjunction with Sport England. Officers therefore propose a contribution towards the shortfall, through a grant of £10,000 - the balance to be met from the Centre's budgeted revenue streams.

## **Soham and District Sports Association (Ross Peers Sports Centre)**

**Proposal:** Installation of new gym floor in fitness suite; provision of lockers and kit-storage for users

<b>Anticipated Cost</b>	£5,450
<b>Grant requested</b>	£5,450
<b>Grant recommended</b>	£5,450

### **Comments:**

This project is one element in a wider programme of improvements, being carried through where possible by staff at the Centre, and otherwise through maintenance funds. This has included improved lighting and décor in the entrance foyer, making good the floors and ceilings in the changing areas, and development of a stronger and more coherent brand for signage and notices.

In the gym, décor and lighting are similarly being improved; two unwanted structural platforms are being removed, allowing a more flexible use of space and equipment layout; and new weights equipment has been purchased (supported by a small grant from the Mick George Community Fund). While no formal partnership funding is being put forward for this specific element, the commitment of staff time and partnership funding therefore more than match the funds requested. The flooring would help to complete the modernisation of the space, and improve its functionality; and it is also proposed to install a small number of lockers and some open shelving for customer use (which will help to keep working areas clear).

The cardio-vascular equipment is also dated, and options for its replacement are under background consideration, but this will be somewhat more costly and is not thought immediately practical. The further development of an exercise studio in Squash Court 2 – previously put forward for support but deferred by the Community Services Committee pending a full business plan for the Centre – is currently on hold, as the refurbishment of the gym is felt to be more urgent.

Officers remain of the opinion that given the age and condition of the Centre as a whole, an integrated programme of renewals is needed, and that this can only be meaningfully understood alongside a parallel plan for the development of the business. A concerted strategy of this kind would provide the necessary context for more structural changes – such as those previously proposed to the squash court area. The inherent scope and complexity of this exercise however means that it requires further consideration. The Centre Management Team are exploring potential improvements to the reception areas, exercise studios, external storage (which would relieve pressure on the existing spaces) and bar area; but no details have so far been developed.

Officers agree that it would not be helpful to the Centre's development to hold back immediate small-scale projects – which are otherwise supportable – while the longer-term strategy is formulated; and the recommendation above reflects this view. Further grant proposals however are likely to require detailed development and supporting business analysis prior to recommendation, and officers will stress this to the Centre Management Team, if the Committee agrees with this approach.

- 4.2. If the recommendations above are supported, £15,450 – almost exactly half of the annual budget – will have been committed.

## **5. FINANCIAL IMPLICATIONS / EQUALITY IMPACT ASSESSMENT**

- 5.1. The proposed funding allocations fall within the existing budget.
- 5.2. The proposals relate to general facility developments, which do not affect any particular participation group or protected characteristic. No new equalities implications therefore follow from these proposals.

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### **Background Documents**

None

### **Contact Officer**

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**TITLE: COMMUNITY INFRASTRUCTURE LEVY (CIL) INSTALMENT POLICY**

Committee: Finance & Assets Committee

Date: 26<sup>th</sup> September 2019

Author: Infrastructure and Strategy Manager

[U67]

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1.0 ISSUE

1.1 To approve an amendment to the Council's Community Infrastructure Levy (CIL) Instalment Policy.

2.0 RECOMMENDATION(S)

2.1 Members are requested to approve the amendment to the Council's Community Infrastructure Levy (CIL) Instalment Policy as set out at 4.3 and attached at Appendix 1

3.0 BACKGROUND/OPTIONS

3.1 The Council has a CIL Instalment Policy which was first adopted in December 2012 and came into effect from 1<sup>st</sup> February 2013. The purpose of the Policy is to allow CIL payments to be made over a longer period to assist developers with cash flow and development viability.

3.2 Internal Audit have recently conducted a Review of CIL Income. The report concluded that 'overall good assurance can be given that there are effective controls in operation'. The action plan recommended an amendment to the Instalment Policy.

4.0 ARGUMENTS/CONCLUSIONS

4.1 A recommendation from the Review was that the CIL Instalment Policy be amended to provide additional information regarding discretion to vary instalments. Currently the Policy does not make reference to the discretion to vary instalments for lower value CIL liabilities or the approval process. Not evidencing this discretion could leave the Council open to challenge by developers, which could lead to adverse publicity.

4.3 It is recommended that the following text is included in the Instalment Policy:

*In exceptional circumstances the Council may agree to vary the instalment policy where the CIL Liability is below £1m or to apply an instalment policy where one was not previously in place. This will be done in consultation with the Chairman of Finance & Assets Committee.*

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 There are no additional financial implications arising from this report. The amount of CIL funding collected by the Council will not change, just the date on which it is paid.

5.2 Equality Impact Assessment (INRA) not required.

6.0 APPENDICES

6.1 Appendix 1: Proposed amended CIL Instalment Policy.

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**Background Documents**

None

**Location**

Room 13, The  
Grange, Ely

**Contact Officer**

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Email: [sally.bonnett@eastcambs.gov.uk](mailto:sally.bonnett@eastcambs.gov.uk)

## East Cambridgeshire District Council

### Community Infrastructure Levy (CIL) Instalment Policy

In accordance with Regulation 69B of the Community Infrastructure Levy Regulations 2010 (as amended 2011) East Cambridgeshire District Council will allow the payment of CIL by instalments as set out in the table below. This approach of allowing payments over a longer period will assist with cash flow and development viability.

This instalment policy came into effect on the 1<sup>st</sup> February 2013.

<b>Total CIL Liability</b>	<b>Number of instalments</b>	<b>Payment period and amount</b>
Amount less than £30,000	No instalments	100% payable within 60 days of commencement date
Amounts between £30,001 - £100,000	Payable in 2 instalments	1 <sup>st</sup> instalment of 25% payable within 60 days of commencement date 2 <sup>nd</sup> instalment of 75% payable within 240 days of commencement date
Amounts between £100,001 - £500,000	Payable in 3 instalments	1 <sup>st</sup> instalment of 25% payable within 60 days of commencement date 2 <sup>nd</sup> instalment of 25% payable within 240 days of commencement date 3 <sup>rd</sup> instalment of 50% payable within 365 days of commencement date  But The full balance is payable on occupation/opening of the development if this is earlier than the due instalment dates set out above.
Amounts between £500,001 - £1m	Payable in 4 instalments	1 <sup>st</sup> instalment of 20% payable within 60 days of commencement date 2 <sup>nd</sup> instalment of 20% payable within 240 days of commencement date 3 <sup>rd</sup> instalment of 30% payable within 365 days of commencement date 4 <sup>th</sup> instalment of 30% payable within 540 days of commencement date  But The full balance is payable on occupation/opening of the development if this is earlier than the due instalment dates set out above.

Amounts over £1m	Payable in 4 instalments	In principal, as set out above for amounts over £500,001, but instalments for this scale of development will be open to negotiation on an individual basis,
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The instalments relate to the amount payable (the chargeable amount) as indicated on the Demand Notice. The commencement date will be the Commencement Notice date as advised by the developer under CIL Regulation 67.

In exceptional circumstances the Council may agree to vary the instalment policy where the CIL Liability is below £1m or to apply an instalment policy where one was not previously in place. This will be done in consultation with the Chairman of Finance & Assets Committee.

Where outline planning permission permits development to be implemented in phases, each phase of the development, as agreed by East Cambridgeshire District Council, can be treated as a separate chargeable development. The approved instalment policy will, therefore, apply to each separate phase of the development and its associated separate chargeable amount.

Circumstances where the Instalment Policy will not apply

In accordance with the CIL Regulations 2010 (as amended 2011) this East Cambridgeshire CIL instalment policy will **not apply** in the following circumstances:

- a) Where a Commencement Notice has not been submitted prior to commencement of the chargeable development,
- b) Where nobody has assumed liability to pay CIL for the chargeable development on the intended day of commencement;
- c) An instalment payment has not been made in full within 30 days of the due date for the instalment payment
- d) A person has failed to notify East Cambridgeshire District Council of a disqualifying event within 14 days of a disqualifying event occurring. (Disqualifying events relate to when CIL relief has previously been granted and circumstances subsequently change).

Where the instalment policy does not apply, **the chargeable amount must be paid in full within 60 days** of the notified or deemed commencement date of the chargeable development or the date of the disqualifying event, whichever is the earliest. Surcharges will also apply for failure to submit Assumption of Liability Forms or Commencement Notices.



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**TITLE: EAST CAMBRIDGESHIRE BUS SERVICES REVIEW**

Committee: Finance & Assets Committee

Date: 26<sup>th</sup> September 2019

Author: Infrastructure and Strategy Manager

[U68]

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1.0 ISSUE

1.1 To establish a Member Working Party to oversee the East Cambridgeshire Bus Services Review and to approve the Terms of Reference for the group.

2.0 RECOMMENDATION(S)

2.1 It is recommended that the Committee appoints 5 Councillors to the Working Party.

2.2 Members are requested to approve the draft Terms of Reference for the Working Party attached as Appendix 1 to this report.

3.0 BACKGROUND/OPTIONS

3.1 In January 2019 the Cambridgeshire and Peterborough Combined Authority (CPCA) published its Strategic Bus Review report. The report identified a variety of existing and emerging opportunities which should be exploited to enhance the existing bus network. These include franchising, enhanced partnerships, advanced quality partnership schemes and advanced ticketing schemes.

3.2 The CPCA has established a cross-organisational 'Bus Reform Group' to consider the findings of the review and develop an implementation strategy based on the recommendations of the Strategic Bus Review.

3.3 The Review found that the existing system of services will not deliver on the Combined Authority's aspirations for improved and more integrated public transport across Cambridgeshire and Peterborough. There is still a trend of falling passenger numbers on certain types of routes, particularly in rural areas, meaning they only become viable with subsidy for local authorities.

4.0 ARGUMENTS/CONCLUSIONS

4.1 The Council is planning to carry out a consultation exercise to help inform the CPCA review of bus services across Cambridgeshire and Peterborough. It is envisaged that all Councillors will be involved in the consultation to identify key bus routes for local residents that meet one or more of the following journey purposes:

- Access to work
- Access to learning
- Access to healthcare and wellbeing support
- Access to food shopping
- Access to leisure

4.2 The aim of the consultation is to identify routes that are viable, or can become viable over a period of time, and to seek funding from the Cambridgeshire and Peterborough Combined Authority and other sources for a trial period to allow routes to become established and self-financing.

4.3 It is proposed that a Member Working Party be set up to guide this work. Its role will be to assist officers in carrying out the consultation and review. It will comprise 5 Members and report to this Committee. A draft Terms of Reference for the group is attached as Appendix 1.

#### 5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

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

5.2 Equality Impact Assessment (INRA) not required at this stage. Recommendations arising from the Review may require an Equality Impact Assessment (INRA) to be completed.

#### 6.0 APPENDICES

6.1 Appendix 1: East Cambridgeshire Bus Services Review Draft Terms of Reference.

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<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
None	Room 13 The Grange, Ely	Sally Bonnett Infrastructure and Strategy Manager (01353) 616451 <a href="mailto:sally.bonnett@eastcambs.gov.uk">sally.bonnett@eastcambs.gov.uk</a>

## **EAST CAMBRIDGESHIRE BUS SERVICES REVIEW WORKING PARTY DRAFT TERMS OF REFERENCE**

### **1.0 CONSTITUTION**

- 1.1 The East Cambridgeshire Bus Services Review Working Party, appointed by Finance and Assets Committee, shall comprise 5 elected Members. A Chairman will be elected at the first Working Party meeting.
- 1.2 The Working Party will continue until Summer 2020 or until the Review is complete, whichever occurs first.

### **2.0 OBJECTIVES**

- 2.1 To oversee the East Cambridgeshire Bus Services Review process.
- 2.2 To ensure effective and meaningful dialogue and consultation during the Review.

### **3.0 TERMS OF REFERENCE**

- 3.1 The Working Party's terms of reference shall be
- 3.2 To advise the Finance and Assets Committee in relation to:
- The progress towards the Bus Services Review in accordance with agreed timetable and project plan.
  - Recommendations related to key issues requiring Committee direction in the formulation of the Review.
- 3.3 To advise and support the Director, Commercial with the Review, specifically:
- Public consultation to inform the Review.
  - Liaison with Cambridgeshire and Peterborough Combined Authority and Cambridgeshire County Council.
  - Other relevant issues as they arise during the Review process.
  - Progress reports to Finance and Assets Committee, where appropriate.

When undertaking the actions referred to above, the Working Party may invite interested parties, stakeholders, Members and co-optees to address it, deliver presentations and / or answer questions.

### **4.0 OPERATION OF THE WORKING GROUP**

- 4.1 The Working Group will agree a programme of work and a frequency of meetings that reflects the priorities it identifies.
- 4.2 The Group will be supported by Officers from the Council's Infrastructure and Strategy team.
- 4.3 Minutes will be recorded for all meetings.

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**TITLE: COMMUNITY TRANSPORT GRANT SCHEME**

Committee: Finance & Assets Committee

Date: 26<sup>th</sup> September 2019

Author: Infrastructure and Strategy Manager

[U69]

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1.0 ISSUE

1.1 To agree the allocation of the Community Transport Grant Scheme funding to the East Cambridgeshire Bus Services Review.

2.0 RECOMMENDATION(S)

2.1 Members are requested to agree to allocate the Community Grant Scheme funding to the East Cambridgeshire Bus Services Review.

3.0 BACKGROUND/OPTIONS

3.1 The District Council has previously allocated £15,000 from the Council's budget each year to support local Community Transport Schemes in recognition of the important role they play in providing much needed transport for residents, particularly those living in more rural areas, where scheduled buses do not operate or only provide a limited service.

3.2 At the January 2019 meeting of the Community Services Committee, Members agreed to invite applications for the Community Transport Scheme for 2019/2020. The amount of funding available was £43,500. It was agreed that evaluated expression of interest forms would be presented to the Community Services Committee in May 2019 for Members to approve any allocations of funds. However, as one of the applications related to the East Cambs Connect Service, Officers have waited for the outcome of the CCC tender exercise for the Service in July before reporting back to Members.

3.3 Four application forms were received and appraised:

3.4 ESACT requested the full amount (£43,500) to fund a replacement for the East Cambs Connect Service. Cambridgeshire County Council have since awarded ESACT grant funding to run a dial-a-ride service covering the north of the district. The south of the district is served by The Voluntary Network dial-a-ride scheme.

3.5 Isleham Parish Council requested £6,012 for a Thursday bus service to take people from Isleham to Fordham to access existing buses which serve Fordham. The proposal was for one bus in the morning at 10am and two in the afternoon at 2:30pm and 4:30pm.

- 3.6 The Voluntary Network requested £4,270 towards enhancing and promoting their existing Community Car Service in East Cambridgeshire.
- 3.7 Viva Arts and Community Group requested £8,870 towards the purchase of a TukTuk, insurance and staff costs associated with the service. Viva have since been successful in purchasing the TukTuk. The service is reliant on volunteer drivers.
- 3.8 Since the January Community Services Committee meeting was held, the Cambridgeshire and Peterborough Combined Authority has published a Strategic Bus Review and established a cross-organisational 'Bus Reform Group' to consider the findings of the review and develop an implementation strategy based on the recommendations of the Strategic Bus Review. This has given rise to a more strategic use for the funding, which wasn't an option when the Community Services Committee agreed to invite expressions of interest.

#### 4.0 ARGUMENTS/CONCLUSIONS

- 4.1 The Council is planning to carry out a consultation exercise to help inform the CPCA review of bus services across Cambridgeshire and Peterborough. It is envisaged that all Councillors will be involved in the consultation to identify key bus routes for local residents that meet one or more of the following journey purposes:
- Access to work
  - Access to learning
  - Access to healthcare and wellbeing support
  - Access to food shopping
  - Access to leisure.
- 4.2 The aim of the consultation is to identify routes that are viable, or can become viable over a period of time, and to seek funding from the Cambridgeshire and Peterborough Combined Authority and other sources for a trial period to allow routes to become established and self-financing.
- 4.3 It is proposed that a Member Working Party be set up to guide this work. If this is approved, its role will be to assist officers in carrying out the consultation and review. It will comprise 5 Members and report to this Committee.
- 4.4 It is proposed that the Community Grant Scheme funding available to date be used to help seed fund routes identified through the Bus Services Review in the first year, as this will enable to money to have a greater impact on bus services across the district. Routes will be selected following consultation with residents to ensure they meet local need. They will be mainstream services that don't require membership to access or need pre-booking as per the dial-

a-ride, community car and TukTuk proposals, making them accessible to a greater number of people.

- 4.5 The requests for grant funding only provide an in year funding solution. Whilst the submitted projects can provide a service for 2019/2020, the applicants have indicated that they are reliant on income from users and further grants to support the services from 2020 onwards. A further benefit of using the funding towards routes selected via the Bus Services Review is that it offers an opportunity for long term sustainability of services and to reduce reliance on public sector subsidies, making it a more efficient use of the money.
- 4.6 Whilst the routes selected will need a greater initial subsidy, the focus of the Review will be to identify routes that generate the highest fare income and greatest sustainability.
- 4.7 The ECDC Bus Service Review will compliment rather than compete with existing Community Transport schemes and providers will be consulted with as part of the Review process. If Members agree, the routes proposed through the grant scheme will be considered as part of the Review.

#### 5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 The grant available for Community Transport Scheme was £43,500 (£13,500 from 2016/17, £15,000 from 2017/18 and £15,000 from 2018/19). A further £15,000 is allocated in the Council budget for 2019/2020, bringing the total to £58,500.

5.2 Equality Impact Assessment (INRA) not required.

#### 6.0 APPENDICES

6.1 None

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#### Background Documents

Minutes of the Community Services Committee meeting held on 15<sup>th</sup> January 2019

#### Location

Room13  
The Grange,  
Ely

#### Contact Officer

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**TITLE: COUNCIL RESPONSE TO CPCA CONSULTATION ON THE CAMBRIDGESHIRE AND PETERBOROUGH LOCAL TRANSPORT PLAN**

Committee: Finance & Assets Committee

Date: 26<sup>th</sup> September 2019

Author: Infrastructure and Strategy Manager

[U70]

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1.0 ISSUE

1.1 To agree the Council's submission to the Cambridgeshire and Peterborough Combined Authority (CPCA) consultation on the Cambridgeshire and Peterborough Local Transport Plan.

2.0 RECOMMENDATION

2.1 Members are requested to agree the submission to the CPCA attached as Appendix 1 to this report.

3.0 BACKGROUND

3.1 In July the CPCA published its Local Transport Plan for Cambridgeshire and Peterborough for consultation. The LTP sets out the long-term vision and strategy for transport in the combined authority area. It identifies priority schemes; provides a framework for assessing and prioritising future projects; and describes how smaller more local transport schemes will be delivered by local authorities.

3.2 The CPCA vision is to deliver a world-class transport network for Cambridgeshire and Peterborough that supports the sustainable growth and health and wellbeing of our communities, providing opportunities for all. Its long-term strategy is to deliver a LTP that supports growth and distribution of prosperity, focusses on people and public transport-centred planning and development and will help reduce congestion.

4.0 ARGUMENTS/CONCLUSIONS

4.1 The LTP document also has district specific sections which set out the transport challenges for each area and the CPCA approach to addressing these.

4.2 The key aspects of the strategy relating to East Cambridgeshire include:

- Better connectivity into Greater Cambridge via a CAM route extending to Mildenhall.
- Improvements to Ely Station and adjacent rail junctions, enabling more frequent services to Cambridge, Peterborough, Norfolk and Suffolk.

- Construction of a new railway station at Soham, helping to draw jobs and investment into the area and connect local residents to the wider rail network.
  - Providing better walking and cycling infrastructure to make it easier and safer for residents to travel on foot or by bike.
  - Dualling of the A10 from Ely to Cambridge, providing more capacity to help relieve congestion on a section of road which currently sees regular, significant disruption.
- 4.3 Appendix 1 sets out the Councils response to the LTP. It states that the Council supports the draft aims and objectives of the LTP and suggests additions and amendments to the draft text.
- 4.4 All Councillors have had the opportunity to input into the development of this consultation response and two Member Seminars to discuss the LTP have been held.
- 5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT
- 5.1 There are no additional financial implications arising from this report.
- 5.2 Equality Impact Assessment (INRA) not required.
- 6.0 APPENDICES
- 6.1 Appendix 1 – Draft East Cambridgeshire District Council response to the CPCA consultation on the Cambridgeshire and Peterborough Local Transport Plan.

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
The Cambridgeshire and Peterborough Local Transport Plan <a href="https://cambridgeshirepeterborough-ca.gov.uk/about-us/programmes/transport/ltp">https://cambridgeshirepeterborough-ca.gov.uk/about-us/programmes/transport/ltp</a>	Room 13, The Grange, Ely	Sally Bonnett Infrastructure and Strategy Manager (01353) 616451 E-mail: <a href="mailto:sally.bonnett@eastcambs.gov.uk">sally.bonnett@eastcambs.gov.uk</a>



## **Draft East Cambridgeshire District Council Response to the Cambridgeshire and Peterborough Combined Authority Local Transport Plan.**

East Cambridgeshire District Council (ECDC) supports the draft aims and objectives of the Cambridgeshire and Peterborough Combined Authority (CPCA) Local Transport Plan (LTP) as these seek to address the key transport issues facing the area.

The inclusion of the A10(N) improvements as a key priority within the LTP is supported. The Ely to Cambridge Corridor is currently used by over 18,000 vehicles daily and peak period traffic congestion and network reliability issues regularly result in trips taking over 45 minutes to travel the length of the route, which is just 16 miles. The A10 dualling work must consider how traffic will be managed when it meets the A14.

Capacity issues along the corridor adversely affect the quality of life, amenity and opportunities to increase the economic wellbeing of the area and the A10 improvements are vital to support future housing and employment growth along the corridor. The proposed off-road cycle link along the dualled A10 will support this growth and provide opportunities for modal shift.

ECDC agrees with the inclusion of A142 improvements projects. The A142, which links East Cambridgeshire to Newmarket and the A11, is affected by congestion at the northern end of the A10. Vehicles accessing the Ely Enterprise Zone, based at Lancaster Way Business Park, suffer delays due to the A10/Witchford Road (BP garage) roundabout operating well over capacity. The developers of the Park also report that this is having a negative impact on future growth of the Enterprise Zone.

The District Council is already working with the CPCA, the developer, and the County Council on measures to increase capacity at both the A10/Witchford Road (BP garage) roundabout and the A142/Witchford Road roundabout and welcomes the continued support of the CPCA to deliver these much needed improvements.

Any major improvements to roads and junctions proposed in the LTP should seek to make better provision for pedestrians, cyclist and equestrians.

The Council is pleased to see reference to work with Suffolk County Council regarding the A14/A142 junction. Congestion at this junction causes safety issues as well as delays.

Freight is essential to the effective functioning of our economy and to our towns and cities in particular, which are often the final destination for goods. However, traffic counts show that large numbers of vehicles, including HCVs, which would be most appropriately accommodated on the A10 and other major roads, are travelling through small villages on roads which are unsuitable for this volume of traffic. The roads worst affected are the A1123 and B1049.

A dualled A10 will redirect this traffic onto the strategic network and away from these small roads and rural villages. The LTP can help manage the movement of freight by:

- Encouraging HCV's to use the Cambridgeshire County Council's advisory freight routes, which were developed to balance the needs of local communities and the requirements of lorry operators

- Providing clear advice to local planning authorities in respect of highways and freight implications of new development proposals.
- Encouraging a shift from road-borne freight to less environmentally damaging modes such as rail.
- Supporting the formation of Quality Partnerships between interested parties.
- Monitoring changes in HCV and LCV activity to inform possible solutions which reconcile the need of access for goods and services with local environment and social concerns.
- Supporting improvements in HCV provision in the county, including overnight parking, in appropriate locations.
- Utilising traffic management powers, where appropriate to do so, to manage access and egress from specific locations.

The Council supports the LTP commitment to progress rail infrastructure and signalling enhancements to improve rail freight capacity, thereby taking freight off the road network and moving it across the region more sustainably.

ECDC strongly supports the inclusion of the new station at Soham. The new Soham station will support the delivery of 1,665 new homes in Soham by 2031 as well as supporting its economic growth and attracting further investment. It will better connect people to key employment areas including Ely, Bury St Edmunds and beyond. The station would also reduce pressure on the local road network, particularly the A142. The LTP also recognises the importance of doubling the track between Ely and Soham and reinstating the Newmarket Western Curve. Both of these infrastructure improvements will improve the rail service for Soham and enable more freight services and are fully supported by the Council.

The Council will only support the rail capacity improvements identified through the Ely Area Capacity Enhancements work if they are delivered as a joint road and rail project. Road access through Queen Adelaide must be retained.

ECDC fully supports the inclusion of the Cambridge Autonomous Metro (CAM) in the LTP's major scheme proposals. Providing alternatives to the private car is essential. Public transport and in particular buses are of vital importance for many East Cambridgeshire residents and is supportive of the bus service review that has taken place. The role of buses as a means of public transport, particularly in areas where rail and where the CAM type schemes may not reach should not be underestimated. ECDC is committed to working with the CPCA to identify and deliver the maximum possible benefits for residents of ECDC in proximity to CAM routes in the District (for example, Burwell) and we urge the CPCA to include a CAM stop in East Cambridgeshire.

The Council acknowledges that further details about future bus provision will be forthcoming as the work of the Bus Review Task Force progresses. The Council expects this to address the long-term sustainability of all bus services, but particularly those in rural areas where buses can be the only viable alternative to the private car. ECDC is planning to carry out a consultation exercise to help inform the CPCA Bus Service Review. Through this work the Council will identify key bus routes for local residents and identify which routes are viable or can become viable over a period of time. The City of Ely Council is already working on its own review of local bus services and we would like to see reference to these pieces of work included in the LTP document. The LTP should also consider the use of cleaner and more environmentally friendly bus fleets.

ECDC is also working on a cycling and walking strategy. This will build on the Local Cycling and Walking Infrastructure Plan (LCWIP) work that Cambridgeshire County Council is conducting, with the aim of making it easier and safer for East Cambridgeshire residents to walk and cycle shorter journeys rather than drive. The Council would welcome further joint working on developing these as well as exploring funding opportunities to achieve significant increases in walking and cycling numbers due to the benefits this can have on congestion, air quality and the health of our residents.

ECDC supports the objectives relating to Climate Change, Carbon Emissions and Energy Reduction and protecting and enhancing the environment. The Plan should go further and reflect the Natural Cambridgeshire Local Nature Partnership's ambition to double the area of rich wildlife habitat and natural greenspaces by 2050. Including space for nature should be incorporated into the development of transport schemes and transport infrastructure management.

Ownership of electric vehicles is growing and ensuring the correct charging infrastructure is in place is key. The LTP currently states the current electricity grid prevents this, and that it will engage with the relevant bodies and stakeholders to improve the grid.

ECDC, working with Cambridgeshire County Council, UK Power Networks, businesses, Greater Cambridge Partnership and other Local Authorities, has submitted a bid to fund a project to integrate land use, transport and energy planning. The aim of this project is to develop an energy infrastructure plan and funding strategies to deliver a 'whole energy system' that supports the decarbonisation of transport (and heat and growth) by 2050 at least cost. It will be helpful if the project is included in the LTP as supporting the delivery of the ambitions of the strategy and the decarbonisation of transport. If the bid is successful, this project will identify the EV infrastructure requirements across Greater Cambridge and East Cambridgeshire initially to support future projections and demand for electric and low emission vehicles and provide a clear plan of action to deliver.

In conclusion the Council is supportive of the LTP and would welcome the inclusion of the points that we have made above.

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**TITLE: LITTLEPORT VISION 2030**

Committee: Finance & Assets Committee

Date: 26<sup>th</sup> September 2019

Author: Infrastructure and Strategy Manager

[U70]

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1.0 ISSUE

1.1 To approve the Littleport Vision 2030 document for submission to the Cambridgeshire and Peterborough Combined Authority for adoption.

2.0 RECOMMENDATION(S)

2.1 Members are requested to approve the Littleport Vision 2030 document for submission to the Cambridgeshire and Peterborough Combined Authority for adoption as set out in Appendix 1.

3.0 BACKGROUND/OPTIONS

3.1 The Cambridgeshire and Peterborough Combined Authority (CPCA) is working in partnership with district councils to develop a Masterplan for Growth for every market town in the Combined Authority area. These will be non-statutory plans that establish how the future growth of the towns will contribute to the Combined Authority's 2030 ambitions and enable them to become, and remain, vibrant and thriving places in their own right.

3.2 The Masterplans for Growth will result in market towns having a shared ambition for the future which authorities, businesses and community can unite behind. They will focus collective resources on these shared priorities and be used to unlock new investment to support future growth from both the Government and private sector to makes these plans a reality.

4.0 ARGUMENTS/CONCLUSIONS

4.1 The Littleport 2030 Vision is to deliver 'increased economic output and improved opportunities for the people of Littleport to work nearer to home, an enhanced town centre, a station gateway and a new country park.

4.2 The Littleport Vision 2030 document sets out the key interventions need to deliver employment growth for local people and to increase GVA. The document also suggests further work to look at options to improve the town centre, and to develop a station gateway. It also proposes the creation of a new country park, improvements to digital connectivity and work to improve sustainable travels modes.

4.3 The final document will act as a prospectus for Littleport to secure both support and funding for the schemes identified.

4.4 If approved by this Committee, the Vision document will be presented to the Combined Authority Board in November for adoption.

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 There are no additional financial implications arising from this report. The CPCA has allocated £50,000 to produce each Market town Masterplan.

5.2 Equality Impact Assessment (INRA) not required.

6.0 APPENDICES

6.1 Appendix 1: Draft Littleport Vision 2030

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<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
None	Room 13 The Grange, Ely	(Name) Sally Bonnett (Position: Infrastructure and Strategy Manager (01353) 616451 E-mail: <a href="mailto:sally.bonnett@eastcambs.gov.uk">sally.bonnett@eastcambs.gov.uk</a>

# Littleport Vision



2030





# Executive Summary



The Cambridgeshire and Peterborough Combined Authority (CPCA) is working alongside District Councils to produce a new Growth Masterplan for every Market Town.

The Littleport plan, the Littleport Vision 2030, aims to increase economic output (GVA) and ensure Littleport residents have access to a good job within easy reach of home.

The plan seeks to increase the GVA output of Littleport to help achieve the Cambridgeshire and Peterborough Combined Authority commitment to double the size of the Cambridgeshire and Peterborough economy over the next 25 years.

Alongside this, improvements to the town centre, the station gateway and the creation of a country park will make Littleport a vibrant and attractive fenland community.

Littleport is a small market town, but one that is growing fast. However, a lack of available business premises is hindering employment growth.

A number of sites for employment and housing have been identified through the ECDC Local Plan process. But whilst there is a willingness to develop these sites, delivery is constrained by the ability to deploy the appropriate infrastructure provision.

The vision document is about attracting investment. The Littleport Vision 2030 demonstrates how a relatively small financial input can unlock and accelerate delivery of these sites.

The two commercial projects need around £3.5m to enable and will result in a 38% increase in GVA. The Eco Business Park drives GVA productivity output by developing higher level jobs within the local economy.

The A10 Roundabout projects also create jobs and additional GVA, but not factored here is the enabling of housing development in close proximity. Both projects therefore have potentially strong returns for relatively low investments.



# Introduction



The Littleport Vision 2030 is

**Increased economic output and improved opportunities for the people of Littleport to work nearer to home.**

**An enhanced town centre, station gateway and a new country park.**

The Combined Authority is committed to the future prosperity and success of every market town in the county and is investing in making this a reality through the masterplan programme.

The Devolution Deal with Government, secured in March 2017, included a target to increase economic output by nearly 100% in the next 25 years, from £22bn to over £40bn. The Cambridgeshire and Peterborough Independent Economic Review (CPIER) highlights the actions needed to achieve this and make the region a leading place in the world to live, learn and work. Market towns are expected to contribute to this GVA Growth.

The Cambridgeshire and Peterborough Combined Authority (CPCA) is working in partnership with local authorities to develop a Masterplan for Growth for every market town in the combined authority area. These will be non-statutory plans that establish how the future growth of the town will contribute to the Combined Authority's 2030 ambitions:

- Access to a good job within easy reach of home (which should include analysis of the sectors which will play the most significant role in the economic future of the town)
- Healthy, thriving and prosperous communities
- A workforce for the modern world, founded on investment in skills and education
- Environmentally sustainable
- UK's capital of productivity and innovation

A Masterplan for Growth will mean that in every single town there is:

- A shared ambition for the future which authorities, businesses and communities can unite behind;
- Which focuses collective resources against the same priorities, and crucially;
- Which unlocks new investment from the CPCA and other agencies

Littleport is a small market town of more than 10,000 people, located on the A10 between Ely and Downham Market. The communities of Black Horse Drove and Little Ouse form part of Littleport parish, although they are separate settlements.

A significant amount of housing development has taken place in Littleport in recent years, within the built up area of the town and on new sites to the west, but a number of employment sites remain undeveloped.





There are not sufficient jobs for all residents and many people commute out of the town for work in Ely and elsewhere. One of the key challenges facing Littleport will be to provide future commercial and employment growth in the town to offer stronger alternatives to out-commuting.

The town centre is a vital community hub, but has a limited range of shops and in common with the wider Cambridgeshire economy, has seen the loss of retail floor space, which has been reallocated to other uses, particularly housing, in recent years.

A number of sites for employment and housing have been identified through the ECDC Local Plan process. But whilst there is a willingness to develop these sites, delivery is constrained by the ability to deploy the appropriate infrastructure provision. Funding is needed to unlock these sites and accelerate growth.

The Littleport Vision 2030 is being led at a local level to consolidate the many positive aspects of the town's ambitions to achieve growth and prosperity for its people and businesses. To support this, East Cambridgeshire District Council (ECDC) has worked with key stakeholders and representatives to consider;

1. The Local Plan
2. Transport and connectivity
3. Further housing provision and local amenity
4. Viability of sustainable employment and commercial development growth

5. Linkage to the wider Cambridgeshire Local Industrial Strategy (LIS)
6. Mechanisms for unlocking inward investment

Underpinning this work are the key objectives of increasing economic growth and developing opportunities, for the people of Littleport, so that they can live and work in their community. As a measure of future economic growth, the Vision adopts the Cambridgeshire and Peterborough Combined Authority (CPCA) commitment to double the size of the wider economy over the next 25 years as its own goal. An adopted Gross Value Added (GVA) measurement will be used to calculate baseline and future success against the Vision's ambitions.

The East Cambridgeshire Local Plan contains policies for Littleport and a study of the regionally important A10 trunk road, which runs adjacent to the town has been conducted. This work has produced a considerable amount of information which will be used to identify the key interventions needed to deliver employment growth for local people in the Littleport area and to increase GVA.

The output from the process, this Littleport Vision 2030 document, is a prospectus for Littleport which identifies the infrastructure required to deliver each site, an indication of needed interventions and sources of investment, with an impact analysis on growth (GVA) for the area.

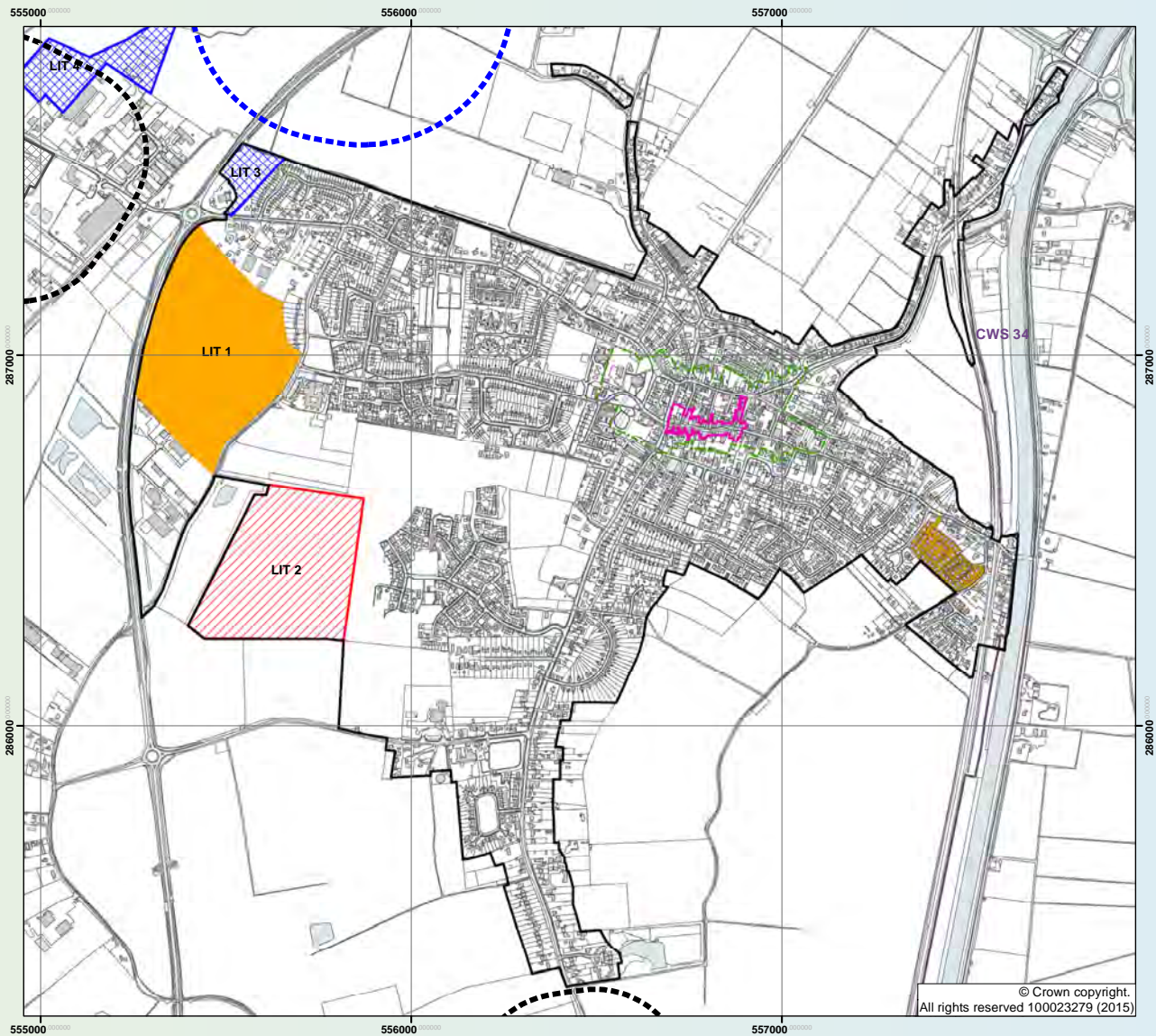
Interventions that will be explored include:

1. A Littleport business growth zone extending south along the A10.
2. The creation of a 'Gateway area' close to the railway station
3. Options for Littleport town centre
4. Housing and amenity development
5. Investment in skills and innovation
6. Continued Improvement in digital connectivity

The Littleport Vision 2030 sets out how these sites can start to deliver jobs and homes as soon as possible



# East Cambridgeshire Local Plan 2015



**Policies Map (April 2015)  
Littleport (Insert Map 8.25)  
Key:**

- Development Envelope
- Housing allocation
- Employment allocation
- Housing led/mixed use
- LIT X Local Plan Policy
- Town centre boundary
- Conservation Area
- Mobile Home Park
- County Wildlife Site
- Mineral & Waste Existing Site
- Waste Consultation Area
- Water Treatment Works Safeguarding Area

East Cambridgeshire  
District Council

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The adopted 2015 East Cambridgeshire Local Plan<sup>1</sup> provides for an estimated 1,346 new dwellings (2013-31) and 1,500 jobs over the same period.

The Littleport Vision 2030 supports additional housing and employment allocations and identifies housing and employment growth beyond these levels at the Station Gateway and also potentially in the town centre.

It is key to ensure, however, that the level of housing and jobs are balanced otherwise commuting will continue to rise and the town will become a dormitory.

<sup>1</sup> <https://www.eastcambs.gov.uk/local-development-framework/east-cambridgeshire-local-plan-2015>



# Littleport Business Growth Zone



Littleport, with its excellent transport connections has a history of nurturing and developing a variety of business types.

Littleport is home to a range of businesses. The largest industry sectors in Littleport are construction (23% of Littleport businesses) agriculture, forestry and fishing (12.5%) and professional, scientific & technical and business administration & support services (both 9%).

The industry sectors that employ the greatest numbers of Littleport residents are manufacturing, health and construction.

This market town's development of businesses and housing is currently away from the 'hot spots' of Ely and Cambridge and provides a significantly lower cost location. The A10

growth corridor therefore could become extended with Littleport's housing and commercial developments.

espace North Business Centre provides serviced and flexible office space for start-ups, small, growing and established businesses and a number of businesses have flourished and outgrown the centre. However, there is no moving on space in Littleport so these businesses are forced to relocate elsewhere.

Further employment growth is hindered by low commercial stock availability, a result of poor return on investment for potential investors due to the high cost of enabling necessary infrastructure such as road improvements.



Through the Government's Enterprise Zone (EZ) initiative, a series of specific EZs exist where conditions have been set to stimulate business growth. The Combined Authority intends to build on this with the development of locally designed spaces where high-value businesses in key sectors can locate and be supported to thrive.

ECDC will work with the Combined Authority to establish a Littleport Business Growth Zone. The Zone will offer bespoke support, tailored to meet the needs of businesses on a case by case basis, but will include access to incentives such as access to local business support, access to loans, business rates discounts and grants. There are opportunities in Littleport now to provide new commercial enterprise space including R&D, and high quality facilities for start-up SME and potentially larger employers, which will also facilitate accelerated delivery of mixed residential and commercial schemes. But capital investment is needed to unlock and accelerate delivery of these important employment areas.

Planning applications for two sites have previously been submitted to the local Planning Authorities and the landowners maintain a desire to develop these sites, but the high cost of enabling infrastructure and poor return on investment has stalled any development.

The impact of a relatively small grant to fund these schemes will be highly significant. The project's impact on accelerated growth, delivery of essential homes including affordable, and much needed commercial floor space provides a strong return on investment for this developing A10 corridor.

A mixed housing and employment scheme to the east of the A10, will largely focus commercial property development upon micro and SME type businesses (start-ups).

A new business park concept for the proposed A10 roundabout (west) will be geared towards good quality B1, B2 commercial development and marketed to various sectors.

Outputs from each of these schemes:  
**Eco Business Park** (required grant approx.

£2m TBC)

- 42,000 square feet of commercial space brought to market
- 400 new jobs in 16-30 new tenant businesses
- Reshaping of local economy with R&D/high tech
- Creation of employment zone for local populous (reduce out commuting).

**A10 Roundabout** project (required grant approx. £1.5m TBC)

- New mix of businesses attracted to this low cost area
- Resulting in 500+ new jobs
- 100,000 square feet of new commercial stock brought to market (30 new businesses)
- Accelerated delivery of 250 homes including affordable dwellings.

Both the Eco Park and A10 roundabout developments benefit from their close proximity of the nearby railway station (under 2 km). With fast links to Cambridge, London and other major destinations, the station is an





important fit with the wider rail infrastructure investments and developments in Ely and Soham. These wider investments will result in a half hourly service from Littleport to Cambridge in the future.

Development of these sites will provide an increased number and importantly range of employment opportunities to Littleport. They will attract new business to Littleport to create extra employment and boost the local economy. The latest available data (2017) shows that Littleport generates £143m p.a. GVA/hour worked from 2125 jobs.

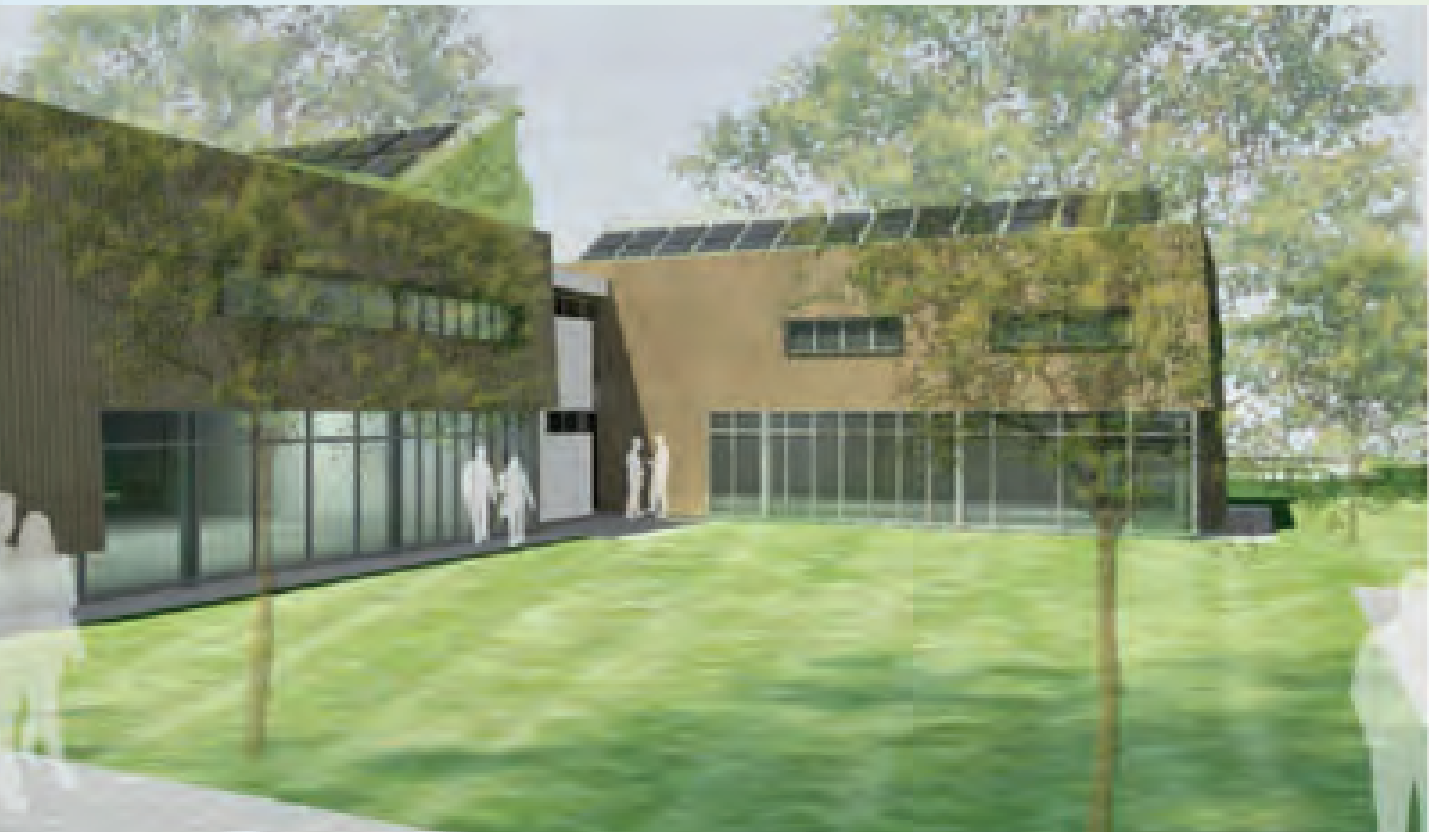
The Eco Business Park and A10 roundabout proposals will create 38% GVA growth and 900+ jobs. This will result in Littleport generating £200m p.a. GVA/hour worked from 3000 jobs.

The purpose of this Vision document is to attract investment. The CPCA will be looking for good returns on investment (ROI) in the form of progressive GVA growth. The two commercial projects need about £3.5m to enable.

The Eco Business Park is attractive - it effectively drives GVA productivity output by developing higher level jobs within the local economy. It will provide an innovative, high quality, sustainable development. The proposal intends to raise the benchmark to augmenting the profile of the area and attract new ventures/businesses as well as provide follow on space for growing companies at espace North.

The A10 Roundabout Project also creates jobs, but not factored in here is the enabling of housing development in close proximity, that will also provide good ROI. Both projects therefore have potentially strong returns for relatively low investments.

Doubling the size of the Littleport economy to £286m over 25 years will require further intervention to create additional employment and housing growth. This can be delivered as part of improvements to the town centre and creation of a station gateway. Options for both these areas will be reported in a future update to the Littleport Vision, once feasibility work has been completed.



*Littleport Eco Park - artist's impression.*

# Creation of a Station Gateway



Littleport railway station is a key transport hub for the town and its importance will increase as planned improvements to the service to Ely, Cambridge and London King's Cross are delivered, resulting in longer and more frequent trains.

ECDC has recently provided additional car and cycle parking to serve the station and address existing parking problems in the area. However the stations immediate surroundings provide low amenity and a visually unwelcoming arrival point into the area. With its proximity to both the rail network and the river, the area does have potential to provide an attractive entrance to Littleport (Gateway) and deliver a mixed live/work hub.

A key element of the Littleport Vision 2030 is to ensure that sufficient land and commercial premises are available to allow business growth. Development of the station area as a new gateway, with premises and visual appeal, will help attract businesses. This should be fully exploited to meet objectives connected with raising GVA and work-live local.



ECDC wishes to develop initial concept ideas for development of the Littleport Station Gateway area, which will provide a broad vision for the development of the area, including mix of land uses and indicative layout and good connectivity to the station from the town centre and housing developments. Proposals to enhance the marina and the riverside will also be included.





# Options for the Future of Littleport Town Centre



Population and employment growth must be supported by improvements in shops, services and facilities.

A priority is to develop the retail offering and attract a range of new and relevant outlets to increase the attractiveness of Littleport town centre as a shopping and leisure destination for the growing local population.

However, Littleport town centre is facing challenges for a number of reasons:

- It is not located on the most active route into and through the town
- It is no longer at the centre of the village
- Traditional town centre uses are leaving the town
- Town centre uses such as community and leisure are declining
- Businesses and other activities are relocating outside the centre.

In addition to this, the way people shop and use their town centre is evolving in line with national trends and influenced by changing technologies. Development of the town centre needs to embrace and adapt to these challenges. This should include a mix of office and retail development supporting community or leisure uses to support the town centres attractiveness and amenity. Light touch interventions will not be enough. Recent conversion of retail units to residential dwellings means that strategic thinking will be needed to renew and reshape the town centre in a way that improves experience, drives growth and ensures future sustainability.

A range of options for potential changes that can be made to enhance and improve the town centre to ensure it meets the needs of local residents will be explored with key stakeholders, the Parish Council, businesses and the local community.





## Increase Skills Levels



In order to improve social mobility and workforce productivity we need to address skills issues and raise aspirations in Littleport.

Progress is already being made with this. The Fenland and East Cambridgeshire Opportunity area Programme is working to raise aspiration and increase access for young people to a wide range of career choices and post-16 routes and Enterprise Advisors from local businesses are working with Littleport and East Cambs Academy to develop a careers and enterprise plan.

However, in order to ensure Littleport residents have the skills required to deliver the growth targets relating to GVA growth, the District Council will work with the CPCA Skills Team to assess local demand for skills – identify skill shortages and gaps and any hard to fill vacancies.

The CPCA Skills Hub proposes to fulfil a brokerage and facilitation role. This can be utilised to bring employers and providers in Littleport together. Training should be provided not only for young people, but should also target low skilled and low paid adult residents in the workforce and support adults in work to upskill.

One of the findings of the Cambridgeshire and Peterborough Combined Authority Skills Strategy is that often school leavers do not possess some of the practical skills to function in the modern workplace. The CPCA is running a 3-year Work Readiness pilot programme. This could be rolled out to Littleport to develop students confidence and the personal skills required in the workplace and support them to gain recognised qualifications.



# Improve Digital Connectivity



In order to attract businesses and encourage home workers Littleport needs to offer higher speed internet connections.

A review of the available data regarding the towns internet infrastructure should be conducted and, if required, a programme of retrofitting low rated residential and commercial areas be carried out.

Connecting Cambridgeshire is conducting a review of mobile coverage to identify any issues and gaps in coverage now and what is needed to prepare for 5G networks. This study area includes Littleport and ECDC would look to implement any recommendations from this study.

In order to support the town centre and local businesses, free town centre wifi should also be provided. The estimated cost of the required

infrastructure to cover Littleport Station, the new leisure centre/school site as well as the town centre is c.£15,000.

Benefits of this include:

- Improved speed and accessibility of internet in Littleport town centre
- Enable users to easily find shops, restaurants, services and events in the town.
- Creation of a digital platform where businesses can increase awareness and engage with customers.
- Allows more social interaction, helping to make the town centre an attractive meeting place and communal hub.
- Help keep people in the town centre for longer, spending money.
- Provide valuable marketing data such as how many people visit the town and where they go whilst they are here.

# Deliver additional Housing



Littleport is located just a few minutes' drive north of Ely and the wider district is identified as being part of the top five areas nationally for future population growth. Littleport has a significant number of housing schemes in the pipeline including applications for around 1,000 homes over the next 5-7 years. This links in with major investments in new schools and leisure facilities.

In addition to the homes identified in the East Cambridgeshire Local Plan, new housing could be provided at the station gateway.





# A New Littleport Country Park



Littleport is characterised by its slightly elevated location above the surrounding fenland landscape with the River Great Ouse and its floodplain to the east of the town. To the north-west of Littleport is the Ouse Washes, which is of international and national importance for its wildlife and rare breeding birds, and the Wildfowl and Wetland Trust's Welney Wetland Centre.

Although the town benefits from being located close to a key riverside walking/cycling route (which forms part of the national cycling network) direct access to the countryside particularly to the north and west of the town is limited.

Natural England's Accessible Natural Greenspace Standard (ANGSt) recommends that everyone should have access to natural greenspace of at least 2 hectares in size, no

more than 300 metres (5 minutes' walk) from home. The Cambridgeshire Green Infrastructure Strategy (2011) identifies that Littleport (and surrounding Eastern Fen and Town area) has a significant total deficiency against this 2ha ANGSt standard.

The implications of this deficiency are two-fold. Firstly, the health and well-being of current and future residents may be adversely impacted through this lack of informal open space for residents to access and enjoy the open countryside. Secondly, this encourages people to travel further afield to more sensitive sites such as Chettisham Meadow SSSI and Ely Pits and Meadows SSSI, to access the countryside for activities such as dog walking, thereby increasing the risk to these important sites / habitats from visitor disturbance.

The CPCA's emerging Non-Statutory Strategic Spatial Framework states that putting nature at the heart of its ambition growth agenda is fundamental to both the success of the local economy and to quality of life and wellbeing. The CPCA has also recently endorsed a Vision for Nature which seeks to "put nature at the heart of the growth agenda" and sets out the need for environmental net gain.

The Littleport Vision 2030 supports the creation of an area of country park on The Moors, Station Road, thereby providing additional publicly accessible open space and better and more accessible links between the town, the River Great Ouse and the wider countryside to address this deficit. This will also create an attractive entrance to the Station Gateway and the Marina area.

The country park will also open up access to the riverside from the town centre and create opportunities for more leisure facilities along the river.

# Sustainable Travel



Whilst Littleport benefits from a regular train service, which is due to improve with longer trains and a half hourly service in the future, other forms of public and active transport are poorly serviced.

The CPCA has devolved powers in public transport and is considering the case for bus franchising or a strategic bus partnership. The CPCA is therefore reviewing bus services across Cambridgeshire and Peterborough and has a stated aim of wanting to improve services in rural areas.

The CPCA has devolved powers in public transport and is considering the case for bus franchising or a strategic bus partnership. The CPCA is therefore reviewing bus services across Cambridgeshire and Peterborough and has a stated aim of wanting to improve services in rural areas.

East Cambridgeshire District Council is planning to undertake its own review of bus services across the district to identify routes that are viable or can become viable over a period of time. It will identify key bus routes for local residents that enable access to work, learning, healthcare and wellbeing support, food shopping and leisure. This will cover Littleport and take into consideration the proposals within the Vision document.

The District Council is also planning to produce a Cycling and Walking Strategy. This will look at strategic routes that would enable more people to walk and cycle for shorter journeys rather than use a car. This should include opportunities for people to walk and cycle around Littleport and to employment areas, Ely and neighbouring villages.





# Action Plan



The action plan below sets out the first phase of growth delivery for Littleport. ECDC will work with the CPCA, key stakeholders, the Parish Council, businesses and the local community to deliver the interventions identified.

The first priority will be to secure the funding required to accelerate delivery of these schemes, which will unlock GVA growth in Littleport and provide much needed new employment opportunities.

To double the size of the Littleport economy will require a second phase of work to deliver the town centre and station gateway improvements. More work will therefore be undertaken in the future to programme the delivery of this shortfall through a subsequent update of the masterplan, once feasibility studies have been completed.

	Intervention/s	Link to CA Strategic Goal	Additional Jobs Created	Additional Housing Provided	Additional GVA Generated	Indicative Cost	Key Indicator/ Target	Timeframe short (0-5 years) medium (5-10) long (10-15)
<b>Littleport Business Growth Zone</b>	Create a Business Growth Zone within the town	Access to a good job within easy reach of home	TBC	N/A	To be determined	To be determined	Work With CPCA to establish a Littleport Business Growth Zone	Short
	A10 Roundabouts Project	The UK's capital of innovation and productivity	500	250	£54m	Approx £1.5m	Work with developers to progress delivery of the site	Short/medium
	Eco Park Project		400	N/A	£54m	Approx £2.0m	Work with developers to progress delivery of the site	Short/medium

	Intervention/s	Link to CA Strategic Goal	Additional Jobs Created	Additional Housing Provided	Additional GVA Generated	Indicative Cost	Key Indicator/Target	Timeframe short (0-5 years) medium (5-10) long (10-15)
<b>Create a Littleport Station Gateway</b>	Develop initial concept ideas for development of the Littleport Station Gateway area to provide a mixed use live/work hub.	Access to a good job within easy reach of home Healthy, thriving and prosperous communities	To be determined through business planning process	To be determined through business planning process	To be determined through business planning process	£150,000 for business plan development	Produce a business plan for development of the site  Delivery of site	Short  Medium/long
<b>Options for the Future Littleport Town Centre</b>	Explore a range of options to enhance and improve the town centre to ensure to meet the needs of local residents.	Access to a good job within easy reach of home Healthy, thriving and prosperous communities	To be determined through business planning process	To be determined through business planning process	To be determined through business planning process	£150,000 for business plan development	Produce a business plan for development of the town centre  Delivery of site	Short  Medium/long
<b>Increase Skills Levels</b>	Explore roll out of CPCA skills and Training programmes to Littleport.	A workforce for the modern world founded on investment on skills and education	N/A	N/A	TBC	TBC	Work with CPCA to develop a training programme for Littleport to include roll out of the Work Readiness Programme.	Short

	Intervention/s	Link to CA Strategic Goal	Additional Jobs Created	Additional Housing Provided	Additional GVA Generated	Indicative Cost	Key Indicator/Target	Timeframe short (0-5 years) medium (5-10) long (10-15)
<b>Improve Digital Connectivity</b>	Enable required infrastructure for town centre wifi –to cover station, new leisure centre/school site and town centre to support the town centre and local businesses.	Access to a good job within easy reach of home Healthy, thriving and prosperous communities	N/A	N/A	TBC	Approx £15,000	Install necessary infrastructure to launch free town centre wifi in Littleport  Review the findings of the Connecting Cambridgeshire mobile connectivity survey work and implement any recommendations.	Short
<b>Deliver Additional Housing</b>	Deliver additional homes to those identified in the Local Plan to assist the CPCA in meeting its targets for housing delivery.	Healthy, thriving and prosperous communities A high quality, sustainable environment	N/A	To be determined through business planning process	To be determined through business planning process	To be determined through business planning process	Deliver additional housing as part of the Littleport Station Gateway and Littleport Town Centre projects	Medium/long
<b>A New Littleport Country Park</b>	Creation of an area of country park to provide additional accessible open space to address the current deficit.	A high quality, sustainable environment					Work with partners to enhance The Moors area and create a country park and access to the river and wider countryside	Medium

	Intervention/s	Link to CA Strategic Goal	Additional Jobs Created	Additional Housing Provided	Additional GVA Generated	Indicative Cost	Key Indicator/Target	Timeframe short (0-5 years) medium (5-10) long (10-15)
<b>Sustainable Travel</b>	Review of bus services and creation of a walking and cycling strategy	Healthy, thriving and prosperous communities A high quality, sustainable environment	NA	NA	NA		Engage in CPCA and ECDC Bus reviews  Work with CCC and ECDC to produce a walking and cycling improvement plan for Littleport.	Short
<b>Total Phase I</b>			900+	250+	£54m	£4m		





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**TITLE: ASSETS UPDATE**

Committee: Finance & Assets Committee

Date: 26 September 2019

Author: Director Commercial and Open Spaces & Facilities Manager

[U72]

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1.0 ISSUE

1.1 To receive an update on Council owned assets and to appoint Councillor Bill Hunt as Member Champion for Assets.

2.0 RECOMMENDATION

2.1 Members are requested to:

- i) Note the update on Council owned assets, and
- ii) Appoint Councillor Bill Hunt as Member Champion for Assets.

3.0 BACKGROUND/OPTIONS

3.1 The Council owns several assets across East Cambridgeshire. Appendix 1 of this report provides a list of the Council owned assets and the current position of each of the assets.

3.2 It is recognised that Council assets are important and for this reason it is recommended that a Member Champion is appointed. The role of the Member Champion will be to:

- Receive regular briefings from the Open Spaces & Facilities Manager
- At the request of the Leader of Council represent the Council (where necessary) in external meetings concerning Council owned assets
- Act as the key Member contact for matters relating to Council owned assets
- Provide guidance to officers in making recommendations to Committee

Please note that Member Champions do not have any decision-making powers.

4.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

4.1 There are no financial implication arising from this report.

4.2 EIA not required.

5.0 APPENDICES

5.1 Appendix 1- Council Owned Assets.

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<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
None	Room 106, The Grange, Ely	Spencer Clark Open Spaces & Facilities Manager (01353) 616960 E-mail: <a href="mailto:spencer.clark@eastcambes.gov.uk">spencer.clark@eastcambes.gov.uk</a>

**APPENDIX 1**

<b>Asset</b>	<b>Current Position</b>	<b>Notes</b>
Mepal Outdoor Centre	Currently vacant with Council consent to enter in to a lease with an operator	A separate update to be provided
Paradise Pools Site	The old pool site has been demolished and the site has been secured. Officers are currently considering the development options available for this site.	A full report will be considered by the Finance & Assets Committee at the appropriate time
Paradise Centre	Leased to the Paradise Centre until 2085	
The Hive, Ely	Occupied by GLL	
Public Conveniences- Littleport	Officers are working with Littleport Parish Council who have expressed interest in taking over ECDC responsibilities.	
Public Conveniences- Soham	Leased from Soham Town Council until 2085. Officers are working with Soham Town Council who have expressed interest in taking over ECDC responsibilities.	
Public Conveniences- Fordham	Officers are finalising legal documentation for the transfer of the public conveniences to Fordham Parish Council	
Public Conveniences- Burwell	Officers are finalising legal documentation for the transfer of the public conveniences to Burwell Parish Council	
Public Conveniences- Barton Road, Ely	ECDC receive a contribution per annum from City of Ely Council to operate the service	
Public Conveniences- Ship Lane, Ely	ECDC own and manage public conveniences	

Public Conveniences- Cloisters, Ely	ECDC lease this site from Cloisters until 2099	
Public Conveniences- Palace Green, Ely	ECDC own and manage public conveniences	
Ely Museum	The building is leased Ely Museum. The museum is now closed for refurbishment works. This is on a peppercorn rent until 2047.	It is anticipated that the Museum will re-open in Autumn 2020.
Maltings	This is leased to City of Ely Council on a peppercorn rent until 2113	
Maltings Cottage	Currently leased to City of Ely Council until 2038.	City of Ely Council are actively looking for a tenant and has engaged the Council (as landlord) for consent to occupy. Such consent was given by the previous Asset Development Committee. If there is a material change to the consent previously given this will be reported to the Finance & Assets Committee and alternative consents sought (where necessary).
Littleport Depot	The depot is leased to East Cambs Trading Company and East Cambs Street Scene.	Finance & Assets Committee will consider any investment necessary to the Depot.
70 Market Street, Ely	Currently leased by Citizens Advice Bureau on a peppercorn rent.	The lease has now expired and the tenant is 'holding over'. The Director Commercial is considering options and will report these to the Finance & Assets Committee in due course.
72 Market Street, Ely	Currently leased by the Combined Authority until May 2021.	
74 Market Street, Ely	Currently leased by the Registry Office until 30 September 2019.	The lease is due to expire imminently. The Director Commercial is considering options and will report these to the Finance & Assets Committee in due course.
E-Space North	Council owned business centre	

E-Space South	Currently owned by East Cambridgeshire Business Centres (a wholly owned company of the Council)	This is an item on the agenda and as such more information is available within that report
Street Lighting	The Council owns and is responsible for various street lighting across East Cambridgeshire	Separate list attached
Market Place, Ely	Currently leased to East Cambs Trading Company until 2027.	
The Grange, Ely	Occupied by ECDC	
St Johns Road Garage Site	The Council owns 17 garages at St Johns Road, each garage has a tenant	
Units 6 and 8 St Thomas Place	Unit 8 is currently occupied by Harry Specters and negotiations are ongoing for occupation of Unit 6.	
Travellers Site- Wentworth		Operational decisions are taken by the Operational Services Committee
Travellers Site- Earith Bridge	Leased from Cambridgeshire Council Council until 2144	Operational decisions are taken by the Operational Services Committee
Travellers Site- Burwell	Leased from Cambridgeshire Council Council until 2144	Operational decisions are taken by the Operational Services Committee
Playgrounds	The Council currently owns 19 playgrounds in East Cambridgeshire	List attached
The Barn, Littleport	Currently leased to Littleport Parish Council on a peppercorn rent until 2048	
Car Park- Forehill, Ely	103 short stay, 180 Long stay	
Car Park- Ship Lane, Ely	104 Long stay	
Car Park- Newnham Street, Ely	46 Long stay, 133 Short stay	
Car Park- Barton Road, Ely	186 Long stay	
Car Park- St Marys, Ely	69 Short stay	
Car Park- Angel Drove, Ely	This is a commuter car park. The Council charges for this car park. 214 spaces	
Car Park- The Dock, Ely	This is a commuter car park. The Council charges for this car park.	

	128 Spaces	
Car Park- Fountain Lane, Soham	Leased from Soham Town Council until 2085 28 spaces	
Car Park- Clay Street, Soham	35 spaces	
Car Park- Main Street, Littleport	64 spaces	
Car Park- Littleport Station	This is a commuter car park. The Council charges for this car park. 139 spaces	26 spaces are being licenced to Network Rail to facilitate the new platform extension works. This will be for a 12 month period. The Council will be fully compensated for the loss of spaces and Network Rail will make good the area once they have finished. This will not have a detrimental impact on users as the car park has sufficient capacity.
Car Park- Burwell	Unmarked parking area	
Cemetery Lodge	Currently occupied by a tenant on a secured tenancy	
Closed Churchyards	Locations; Burwell, Cheveley, Ely, Isleham, Little Thetford, Littleport, Stretham, Stuntney, Swaffham Bulbeck, Swaffham Prior and Wilburton	
Footpaths/Roads	The Council owns or is responsible for many footpaths and roads across the district	Various across the district
Public Open Spaces	The Council owns various open spaces across the district	Some details available from <a href="https://www.eastcambs.gov.uk/environment/parks-and-open-spaces">https://www.eastcambs.gov.uk/environment/parks-and-open-spaces</a>





FORE HILL	ELY	OS TOP SHORT STAY AREA
FORE HILL	ELY	OS CORNER SHORT STAY AREA
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
JUBILEE GARDENS	ELY	WITHIN JUBILEE GDNS OFF BROAD STREET
NEWNHAM STREET (C138)	ELY	RO 77 NEWNHAM STREET
NEWNHAM STREET (C138)	ELY	OS NEAR DIVIDING LOW WALL
NEWNHAM STREET (C138)	ELY	OS MIDDLE OF CAR PARK
NEWNHAM STREET (C138)	ELY	OS MIDDLE CAR PARK
NEWNHAM STREET (C138)	ELY	RO THE HIGH FLIER PUPLIC HOUSE
NEWNHAM STREET (C138)	ELY	RO THE HIGH FLIER PUPLIC HOUSE
NEWNHAM STREET (C138)	ELY	OS MIDDLE CAR PARK
NEWNHAM STREET (C138)	ELY	OS MIDDLE CAR PARKA
NEWNHAM STREET (C138)	ELY	OS NEAR DIVIDING LOW WALL
NEWNHAM STREET (C138)	ELY	OS NEAR PARADISE POOL
NEWNHAM STREET (C138)	ELY	OS FAR LEFT CORNER NEAR BOWLING GREEN
NEWNHAM STREET (C138)	ELY	OS HOLGATE FRENCH RO 71
NEWNHAM STREET (C138)	ELY	OS PUPLIC TOILETS
NEWNHAM STREET (C138)	ELY	OS TOILET BLOCKS
NEWNHAM STREET (C138)	ELY	OS PUPLIC TOILETS INSEATING AREA
NEWNHAM STREET (C138)	ELY	OS SEATING AREA F/P TO MAIN ROAD
NEWNHAM STREET (C138)	ELY	OS NEAR MAIN ROAD ON F/PATH
NEWNHAM STREET (C138)	ELY	OP HOLGATE FRENCH
NEWNHAM STREET (C138)	ELY	OP SKATE PARK
NEWNHAM STREET (C138)	ELY	OS NEAR SPORTS CENTRE
NEWNHAM STREET (C138)	ELY	OP SPORTS CENTRE NEAR CCTVA
NEWNHAM STREET (C138)	ELY	OP SPORTS CENTRE
NEWNHAM STREET (C138)	ELY	OS NR PARADISE SPORTS CENTRE
NEWNHAM STREET (C138)	ELY	OS ENTRANCE TO PARADISE POOL
NEWNHAM STREET (C138)	ELY	OS DISABLED PARKING BAYS NEAR POOL
PEGASUS WALK	ELY	NEAR RAILWAY BRIDGE BY RIVER
PEGASUS WALK	ELY	SIDE OF RIVER
PEGASUS WALK	ELY	SIDE OF RIVER
PEGASUS WALK	ELY	SIDE OF RIVER
PEGASUS WALK	ELY	SIDE OF RIVER
PEGASUS WALK	ELY	NEAR SEATING AREA
SHIP LANE	ELY	OP PUPLIC TOILETS
SHIP LANE	ELY	OS IN MIDDLE ISLAND
SHIP LANE	ELY	OS CENTRE ISLAND CAR PARK
SHIP LANE	ELY	RO 1A SHIP LANE
SHIP LANE	ELY	OP ENTRANCE IN SHIP LANE
SHIP LANE	ELY	OS NEAR CCTV CAMERA
SHIP LANE	ELY	OS IN DIVIDING ISLAND
SHIP LANE	ELY	OP ATS
SHIP LANE	ELY	CO CAR PARK NEAR FLATS
SHIP LANE	ELY	RO ATS BROAD STREET
SHIP LANE	ELY	OS FLATS
SHIP LANE	ELY	OS MOUNTED ON TOP CCTV CAMERA
SHIP LANE	ELY	OS FLATS
SHIP LANE	ELY	OS 5B
SHIP LANE	ELY	OS PUPLIC TOILETS
SHIP LANE	ELY	OS PUPLIC TOILETS
ST JOHNS ROAD	ELY	OS ENTRANCE TO CAR PARK
ST JOHNS ROAD	ELY	RO HOUSES IN CAR PARK
ST JOHNS ROAD	ELY	OS REAR OF CAR PARK
ST JOHNS ROAD	ELY	ON FOOTPATH NR HERTFORD CLOSE
ST JOHNS ROAD	ELY	ON FOOTPATH NR HERTFORD CLOSE
ST JOHNS ROAD	ELY	ON FOOTPATH NR HERTFORD CLOSE
ST MARYS STREET	ELY	OP ENTRANCE
ST MARYS STREET	ELY	OS FAR CORNER CAR PARK
ST MARYS STREET	ELY	OS CENTRAL ISLAND FAR SIDE
ST MARYS STREET	ELY	OP 16D IN CORNER ONEXIT ROAD

ST MARYS STREET	ELY	OP 16D IN CORNER ON EXIT ROAD
ST MARYS STREET	ELY	RO 22 ST MARYS STREET IN CORNER
ST MARYS STREET	ELY	OP ENTRANCE NEAR CCTV
ST MARYS STREET	ELY	OP ENTRANCE
ST MARYS STREET	ELY	OP EXIT
ST MARYS STREET	ELY	OS MIDDLE NEAR WASTE BIN
ST MARYS STREET	ELY	OS NEAR ENTRANCE TO CHURCH
ST MARYS STREET	ELY	OS NEAR ENTRANCE TO CHURCH
ST MARYS STREET	ELY	OS NEAR CHURCH ENTRANCE
ST THOMAS PLACE	ELY	OS SHEARLINE
ST THOMAS PLACE	ELY	OS DAKO/THORLABS
ST THOMAS PLACE	ELY	OS THORLABS/NFU MUTUAL
ST THOMAS PLACE	ELY	OS KIDS UNLIMITED
ST THOMAS PLACE	ELY	OS SHEARLINE
	<b>161 units</b>	
THE STREET	KIRTLING	C/O 215
THE STREET	KIRTLING	NEAR 199
	<b>2 units</b>	
ELM SIDE	LITTLEPORT	RO 118 WISBECH RD
ELM SIDE	LITTLEPORT	SO 32
ELM SIDE	LITTLEPORT	RO 100 WISBECH RD
MAIN STREET	LITTLEPORT	OS ENTRANCE TO CAR PARK
MAIN STREET	LITTLEPORT	OS RECYCLING BAY
MAIN STREET	LITTLEPORT	OP ENTRANCE
MAIN STREET	LITTLEPORT	OP THE BARN
MAIN STREET	LITTLEPORT	OS TOILETS
MAIN STREET	LITTLEPORT	CAR PARKING AREA
STATION ROAD	LITTLEPORT	IN STATION CAR PARK
STATION ROAD	LITTLEPORT	IN STATION CAR PARK
STATION ROAD	LITTLEPORT	IN STATION CAR PARK
STATION ROAD	LITTLEPORT	IN STATION CAR PARK
STATION ROAD	LITTLEPORT	IN STATION CAR PARK
STATION ROAD	LITTLEPORT	IN STATION CAR PARK
STATION ROAD	LITTLEPORT	IN STATION CAR PARK
STATION ROAD	LITTLEPORT	IN STATION CAR PARK
STATION ROAD	LITTLEPORT	IN STATION CAR PARK
	<b>19 units</b>	
CLAY STREET	SOHAM	OS CAR PARK ENTRANCE
CLAY STREET	SOHAM	OS FAR END OF CAR PARK
FOUNTAIN LANE	SOHAM	AT TOILET BLOCK GENTS ACCESS
FOUNTAIN LANE	SOHAM	AT WALL ABOVE LADIES TOILET ENTRANCE
FOUNTAIN LANE	SOHAM	SO CAR PARK EXIT
FOUNTAIN LANE	SOHAM	AT WALL ABOVE DISABLED TOILET ENTRANCE
FOUNTAIN LANE	SOHAM	SO TOILET BLOCK
FOUNTAIN LANE	SOHAM	SO PLAY AREA ON CCTV CAMARA
THE CAUSEWAY	SOHAM	OP REDHOUSE GARDENS
THE CAUSEWAY	SOHAM	RO 48
THE CAUSEWAY	SOHAM	OS 47/48
THE CAUSEWAY	SOHAM	RO 50
THE CAUSEWAY	SOHAM	RO 62
THE CAUSEWAY	SOHAM	OS 5
THE CAUSEWAY	SOHAM	OS 14
THE CAUSEWAY	SOHAM	OP 19 ON F/PATH TO TANNERS LANE
THE CAUSEWAY	SOHAM	OS 24
THE CAUSEWAY	SOHAM	OS 29
THE CAUSEWAY	SOHAM	OS 44
THE CAUSEWAY	SOHAM	OS 41
THE CAUSEWAY	SOHAM	RO 90 ON F/PATH
THE CAUSEWAY	SOHAM	RO 70
	<b>22 units</b>	
MANOR COURT ROAD	WITCHFORD	OS WARDEN HOUSE
MANOR COURT ROAD	WITCHFORD	OP CUL DE SAC
MANOR COURT ROAD	WITCHFORD	OS15
MANOR COURT ROAD	WITCHFORD	OS WARDENS HOUSE
MANOR COURT ROAD	WITCHFORD	OP REAR OF 15
MANOR COURT ROAD	WITCHFORD	OS 5
	<b>6 units</b>	

## **List of Play Areas 2019**

**Beresford Road – Ely - Owned**

**Brooke Grove – Ely - Owned**

**Jubilee Gardens – Ely - Owned**

**Kingsley Walk – Ely - Owned**

**Pocket Park – Ely - Owned**

**Tennyson Place – Ely - Owned**

**Morley Dive – Ely – Owned**

**Murfitt Close – Ely - Owned**

**Goldsmith Court – Ely - Owned**

**Bittern Grove – Soham - Owned**

**Fishers Bank – Littleport - Owned**

**Kingfisher Drive – Soham - Owned**

**Lapwing Way – Soham - Owned**

**Meadow Way – Mepal - Owned**

**Sandy's Crescent – Littleport - Owned**

**Teal Avenue – Soham - Owned**

**Victoria Green - Witchford - Owned**

**Northumbria Close – Haddenham - Owned**

**Downfield - Soham - Owned**

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**TITLE:        SPACE SOUTH**

Committee: Finance & Assets Committee

Date:           26 September 2019

Author:        Director Commercial

[U73]

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1.0    ISSUE

1.1    To consider the winding up of East Cambridgeshire Business Centres Limited and transferring assets to East Cambridgeshire District Council.

2.0    RECOMMENDATION

2.1    Members are requested to:

- i)     Approve the winding up of East Cambridgeshire Business Centres Limited and transferring assets to East Cambridgeshire District Council, and
- ii)    Delegate authority to the Finance Manager and Legal Services Manager to complete the necessary financial and legal documentation

3.0    BACKGROUND/OPTIONS

3.1    East Cambridgeshire District Council (ECDC) owns and operates two business centres; E-space North in Littleport and E-space South in Ely. Both centres are run as a single operation with staff employed by ECDC. This report focuses on E-space South in Ely.

3.2    E-space South was built in 2000/01 with funding from the Regional Development Agency, EEDA/Business Link. Business Link were a 20% minority shareholder with ECDC holding 80% majority shares. For that purpose East Cambridgeshire Business Centres Limited (ECBC Ltd) was formed in 1999.

3.3    In 2008/09 ECDC acquired Business Links' 20% shareholding and ECDC became the sole shareholder.

3.4    Officers, working with Price Bailey, have reviewed whether there is still a need for E-space South to continue to operate as a trading company or whether ECBC Ltd should be wound up with assets transferring to ECDC.

3.5    The review considered:

- The purpose and benefit of setting up ECBC Ltd

- For historic reasons the company has duplicated some processes including banking arrangements (three bank accounts)
- The additional administrative burden, for example, preparation and audit of statutory accounts
- The tax implications of winding ECBC up and transferring the assets to ECDC

3.6 The conclusion of the review is that there is neither an operational nor foreseeable strategic benefit to having a separate company. There would however be benefits to winding up ECBC Ltd and transferring the asset to ECDC. These benefits include:

- Audit cost savings (current Price Bailey carry out an annual audit)
- Surpluses that are generated will benefit ECDC and the need to pay Corporation Tax will be removed
- Cash held by ECBC Ltd will benefit ECDC
- No need to submit annual accounts to Companies House and HMRC
- Streamlined internal administration

For these reasons it is recommended that ECBC Ltd is wound up and the asset transferred to ECDC. For the avoidance of doubt, ECDC will continue to run the service as is. This proposal is merely an exercise in ensuring administrative efficiency.

#### 4.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

4.1 There will be no costs to ECDC. There are unknown costs associated with the winding up of ECBC Ltd, these will be met from the funds held by ECBC Ltd.

4.2 EIA not required.

#### 5.0 APPENDICES

5.1 None.

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#### Background Documents

None

#### Location

Room 106  
The Grange,  
Ely

#### Contact Officer

Emma Grima  
Director Commercial  
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E-mail:

[emma.grima@eastcambs.gov.uk](mailto:emma.grima@eastcambs.gov.uk)

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**APPOINTMENTS TO OUTSIDE BODIES**

Committee: Finance & Assets Committee

Date: 26 September 2019

Author: Democratic Services Officer

[U74]

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**1.0 ISSUE**

- 1.1 Representation on Internal Drainage Boards.
- 1.2 Representation on the Paradise Centre Management Committee, Ely.

**2.0 RECOMMENDATIONS**

2.1 Members are requested to make the following appointments:

2.1.1 Internal Drainage Boards (as nominated)

Cawdle Fen:	Councillor Michael Rouse (City of Ely Council)
Haddenham Level:	Councillor Steve Cheetham (Haddenham Parish Council)
Littleport & Downham:	Councillor Mark Taylor (Little Downham Parish Council) <b>or</b> Councillor Sue Kerridge (Littleport Parish Council)
Padnal and Waterden	Councillor Edward Carlsson Browne (City of Ely Council) Councillor Maria Stableford (Littleport Parish Council) Councillor Debra Jordan (Littleport Parish Council)

2.1.2 Paradise Centre Management Committee, Ely: Councillor David Ambrose Smith

**3.0 BACKGROUND/OPTIONS**

- 3.1 Following the meeting of the Finance & Assets Committee on 20<sup>th</sup> June 2019, there remained a number of vacancies in respect of the following Internal Drainage Boards: Cawdle Fen, Haddenham Level, Littleport & Downham Level, and Padnal & Waterden.
- 3.2 No appointment was made to the Paradise Centre Management Committee, Ely.
- 3.3 Using the procedure previously followed in 2018/19, the Democratic Services Officer therefore wrote to the City of Ely, Haddenham, Little Downham, and Littleport Parish Councils to seek nominations to the IDB's.

3.4 The nominations received from the relevant Parish Councils are detailed in paragraph 2.1.1. All have either been able to evidence previous experience or have expressed an interest in representing East Cambridgeshire on Internal Drainage Boards.

3.5 With regard to the Littleport & Downham Level IDB, there is one vacancy, but two nominees have been put forward:

- Councillor Mark Taylor (Little Downham Parish Council) is a previous Board member and has extensive knowledge of the area. He is aware of the concerns surrounding the South Level barrier bank and the north and west of the District risks of flooding;
- Councillor Sue Kerridge (Littleport Parish Council) served on the Board during 2018/19.

3.6 The Leader of the Council has advised that Councillor David Ambrose Smith is content to be appointed to the Paradise Centre Management Committee.

#### **4.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT**

4.1 There are no financial implications arising from this report. There is no requirement for Equality Impact Assessment (EIA).

#### **5.0 APPENDICES**

5.1 None

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<b><u>Background Documents</u></b>	<b><u>Location</u></b>	<b><u>Contact Officer</u></b>
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Finance & Assets Committee 20 June 2019 Agenda Item No. 13	Room The Grange Ely	Janis Murfet Democratic Services Officer (01353) 616457 E-mail: Janis.murfet@eastcambs.gov.uk
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ACTION TAKEN BY THE CHIEF EXECUTIVE ON THE GROUNDS OF URGENCY

Committee: Finance & Assets Committee

Date: 26 September 2019

Author: John Hill, Chief Executive

[U75]

1.0 ISSUE

1.1 To note the action taken by the Chief Executive on the grounds of urgency.

2.0 RECOMMENDATION

2.1 That the action taken by the Chief Executive on grounds of urgency be noted.

3.0 BACKGROUND

**Independent Persons**

3.1 Following the resignation of the Independent Person appointed at the Annual Council meeting, the Council had no Independent Person in office to deal with a number of complaints received under the Members Code of Conduct. Therefore, on the recommendation of the Monitoring Officer, the Chief Executive has appointed Gillian Holmes and Stuart Webster as the two Independent Persons for this Authority to enable the complaints to be dealt with in accordance with the requirements of the Localism Act 2011.

3.2 In accordance with Part 3(4) paragraph 4.1, of the Constitution, the Chief Executive consulted the Chairman of Finance & Assets Committee and the Leader of Council prior to the delegated decisions. The Chairman of Council, Lead Member for the opposition on the Finance & Assets Committee and the Leader of the Liberal Democrat Group were subsequently notified of the delegated action taken.

3.3 In accordance with paragraph 4.1 of the Constitution, the urgent action is being reported to Council for information.

4.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

4.1 There are no additional financial implications.

4.2 Equality Impact Assessment (INRA) not required for the purposes of this report.

5.0 APPENDICES

None



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<b><u>Background Documents</u></b>	<b><u>Location</u></b>	<b><u>Contact Officer</u></b>
East Cambridgeshire District Council Constitution: Part 3, Page 4, Paragraph 4.1 Urgent Action Memos dated: 30 July and 28 August 2019	Room 103 The Grange Ely	John Hill Chief Executive (01353) 665555 <a href="mailto:john.hill@eastcambs.gov.uk">john.hill@eastcambs.gov.uk</a>

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**TITLE: EAST CAMBS TRADING COMPANY ACCOUNTS 2018/19**

Committee: Finance & Assets Committee

Date: 26 September 2019

Author: Director Commercial

[U76]

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1.0 ISSUE

1.1 To receive the East Cambs Trading Company accounts 2018/19.

2.0 RECOMMENDATION

2.1 Members are requested to note the East Cambs Trading Company accounts 2018/19 as set out in Appendix 1.

3.0 BACKGROUND/OPTIONS

3.1 The Managing Director is due to sign off the ECTC Accounts 2018/19 on 19 September 2019. The accounts set out the company trading position for 2018/19. These will be circulated and published as soon as possible after the 19 September 2019.

4.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

4.1 There are no financial implication arising from this report.

4.2 EIA not required.

5.0 APPENDICES

5.1 Appendix 1- East Cambs Trading Company accounts 2018/19 (to follow)

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**Background Documents**

None

**Location**

Room 105,  
The Grange,  
Ely

**Contact Officer**

Emma Grima  
Director Commercial  
(01353) 616960  
E-mail:

[emma.grima@eastcambs.gov.uk](mailto:emma.grima@eastcambs.gov.uk)

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**TITLE: ECTC BUSINESS PLAN 2019/20**

Committee: Finance & Assets Committee

Date: 26 September 2019

Author: Director Commercial

[U77]

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1.0 ISSUE

1.1 To consider the ECTC Business Plan 2019/20.

2.0 RECOMMENDATION

2.1 Members are requested to recommend approval of the ECTC Business Plan 2019/20 to Full Council.

3.0 BACKGROUND/OPTIONS

3.1 In accordance with the Shareholder Agreement ECTC is required to produce an annual business plan for approval by Council.

3.2 The annual business plan was produced and considered by the Shareholder Committee on 11 February 2019. The Committee requested further information to be included in the business plan. Specifically, further financial information. This has been produced and is appended to the business plan as an exempt appendix.

4.0 ARGUMENTS/CONCLUSIONS

4.1 ECTC has produced the Business Plan 2019/20 (Appendix 1 (to follow)), which will be considered by the ECTC board of directors on the 19 September 2019. The business plan will be circulated and published as soon as practicably possible after 19 September 2019.

4.3 The ECTC Business Plan 2019/20 has been produced in compliance with the Shareholder Agreement and sets out the key business that will be conducted by ECTC during 2019/20.

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 There are no financial implication arising from this report.

5.2 EIA not required.

6.0 APPENDICES

6.1 Appendix 1- ECTC Business Plan 2019/20 (to follow).

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<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
None	Room 105, The Grange, Ely	Emma Grima Director Commercial (01353) 616960 E-mail: <a href="mailto:emma.grima@eastcambs.gov.uk">emma.grima@eastcambs.gov.uk</a>



EAST CAMBRIDGESHIRE  
DISTRICT COUNCIL

**East Cambs**  
**Trading CO. Ltd**

**ECTC BUSINESS PLAN**

2019/20

## 1. INTRODUCTION

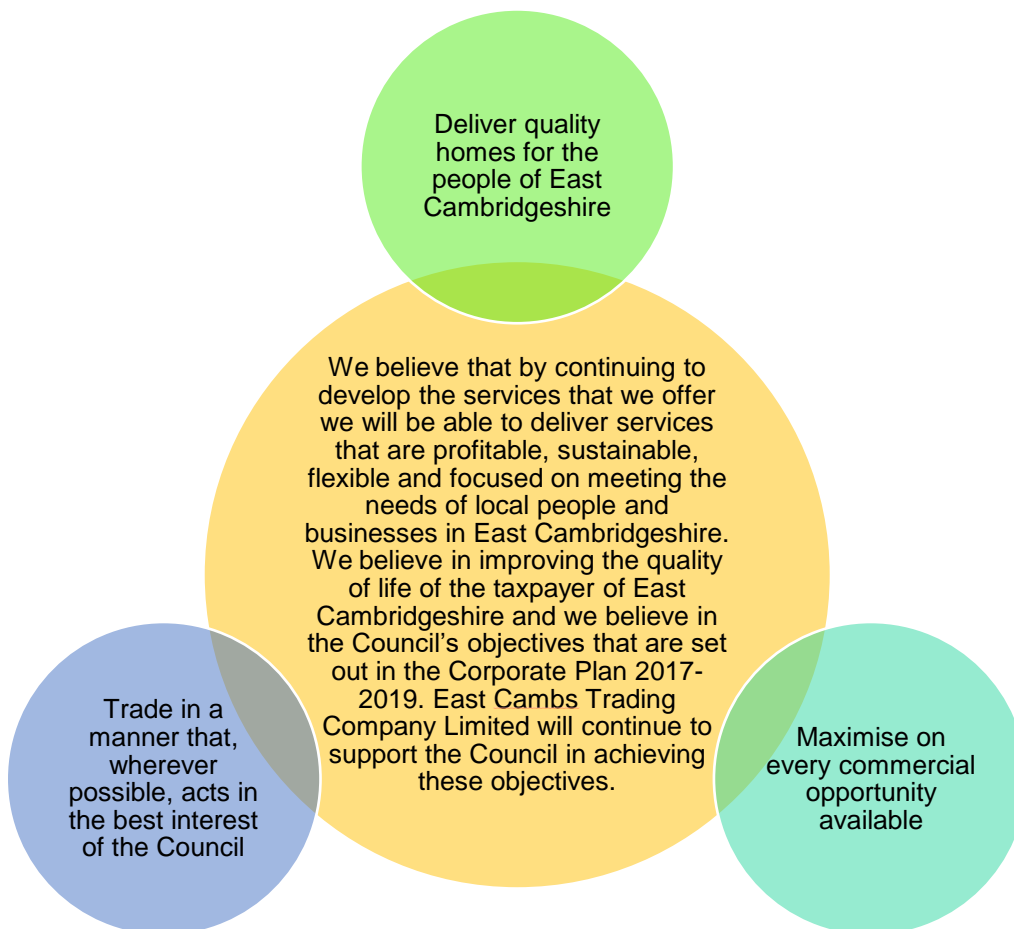
This Business Plan is designed to provide an overview and detail of the:

- ❖ Governance structure
- ❖ Financial overview
- ❖ Risk Management
- ❖ Board and Management Structure
- ❖ Commercial Services
- ❖ Property and Community Housing

East Cambs Trading Company (ECTC) is a private company limited by shares that is wholly owned by East Cambridgeshire District Council (ECDC). ECTC operates at 'arm's length' from ECDC with an independent board for operational decision making.

Working with ECDC the following drivers were established:

- ❖ Balance the Budget
- ❖ Improve Services
- ❖ Build New Homes
- ❖ Maximise Devolution Opportunities
- ❖ Promote Open for Business and 'Can Do' Attitude



## **2. BACKGROUND**

ECTC was established as a 'tool' to enable ECDC to do more than it already does. Whilst ECTC is a legal entity in its own right, and should be free to operate commercially to generate the maximum returns, it is important to remember that it is a company that is wholly owned by ECDC.

As the sole shareholder ECDC has an interest to ensure, wherever practicably possible, that ECTC is profitable. Profit for ECTC will ultimately benefit the Council as sole shareholder as the only body capable of receiving a dividend. Profit will either be reinvested in ECTC to achieve greater profits or will be paid to ECDC, as a dividend, to enable it to achieve the aims of the MTFs and the Corporate Priorities.

### **2.1 Key Business**

ECTC has two key business areas; the first is Commercial Services, which currently delivers Ely Markets and Grounds Maintenance and, the second is Property and Community Housing.

Both areas of the business carry out business on behalf of ECDC as well as other customers.

ECTC will continually look for new opportunities to enter new markets or expand in existing markets. Where necessary individual business plans will be developed for approval by the board.

## **3. PROCESS**

### **3.1 Service Level Agreements**

ECDC will continue to provide support services to ECTC through Service Level Agreements (SLA). ECTC will negotiate individual SLAs with each ECDC support service to reflect the needs of ECTC. Each SLA will include measurable performance indicators, break clauses and remedies for non-performance. There will be an annual review process whereby SLAs are refined to more accurately reflect the support required by ECTC.

Support services from ECDC for 2019/20 include:

- ❖ HR Support, including recruitment and training,
- ❖ Payroll,
- ❖ Customer Services- Phone answering service and taking telephone payments,
- ❖ Insurance provision (buildings, vehicles, employers and public liability),
- ❖ Legal Support- as and when required, and
- ❖ IT

### **3.2 Property and Assets**

The Head Office of ECTC is The Grange, Nutholt Lane, Ely, Cambridgeshire, CB7 4EE. Wherever possible, ECTC seeks to operate from premises within the ECDC Estate.

Ely Markets currently occupy The Grange, Ely.

Grounds Maintenance currently occupy The Grange, Ely and The Depot, Portley Hill, Littleport.

Property and Community Housing occupy 5 Fordham House Court, Newmarket Road, Fordham. The Fordham property is occupied under a 6 year lease that has an option to break after 3 years. The lease is assignable and sub-letting is allowed. A formal review of the office requirements of Property and Community Housing will be carried out prior to December 2020.

### **3.3 Policies and Procedures**

ECTC continue to use all relevant ECDC policies and procedures.

### **3.4 Data Protection**

ECTC comply with the relevant legislation and guidance concerning Data Protection.

### **3.5 Freedom of Information**

ECTC is subject to requests for the disclosure of information under the Freedom of Information Act 2000 in its own right. As such, ECTC maintain a record management system that complies with the relevant guidance concerning the maintenance and management of records. ECTC will liaise with ECDC as appropriate to ensure consistency in answering FOI requests and provide such information to ECDC as it may require to answer questions it has received.

## **4. GOVERNANCE AND MANAGEMENT**

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

ECTC continues to maintain an effective service and will deliver financial performance management reporting systems to the Board and ECDC Shareholder Committee.

The financial reporting information is currently being improved to suit the requirement of both the Board of Directors and the Shareholder Committee.

This Business Plan provides for sufficient support and leadership from Executive and Non-Executive Directors, a Managing Director and an Independent Chairman.



## 4.1 Structure

### **Board of Directors**

The Board of Directors comprises:

The Independent Chairman

2 ECDC Elected Members; Leader of Council and Chairman of Operational Service Committee

2 ECDC Senior Officers; the Chief Executive and the Director, Commercial

The quorum for board meetings shall be three and one of the three must be either the Leader of Council or the Chairman of Operational Services Committee.

At board meetings each director shall have one vote.

Board meetings shall be held at least quarterly on such dates as 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 business days prior to the meeting.

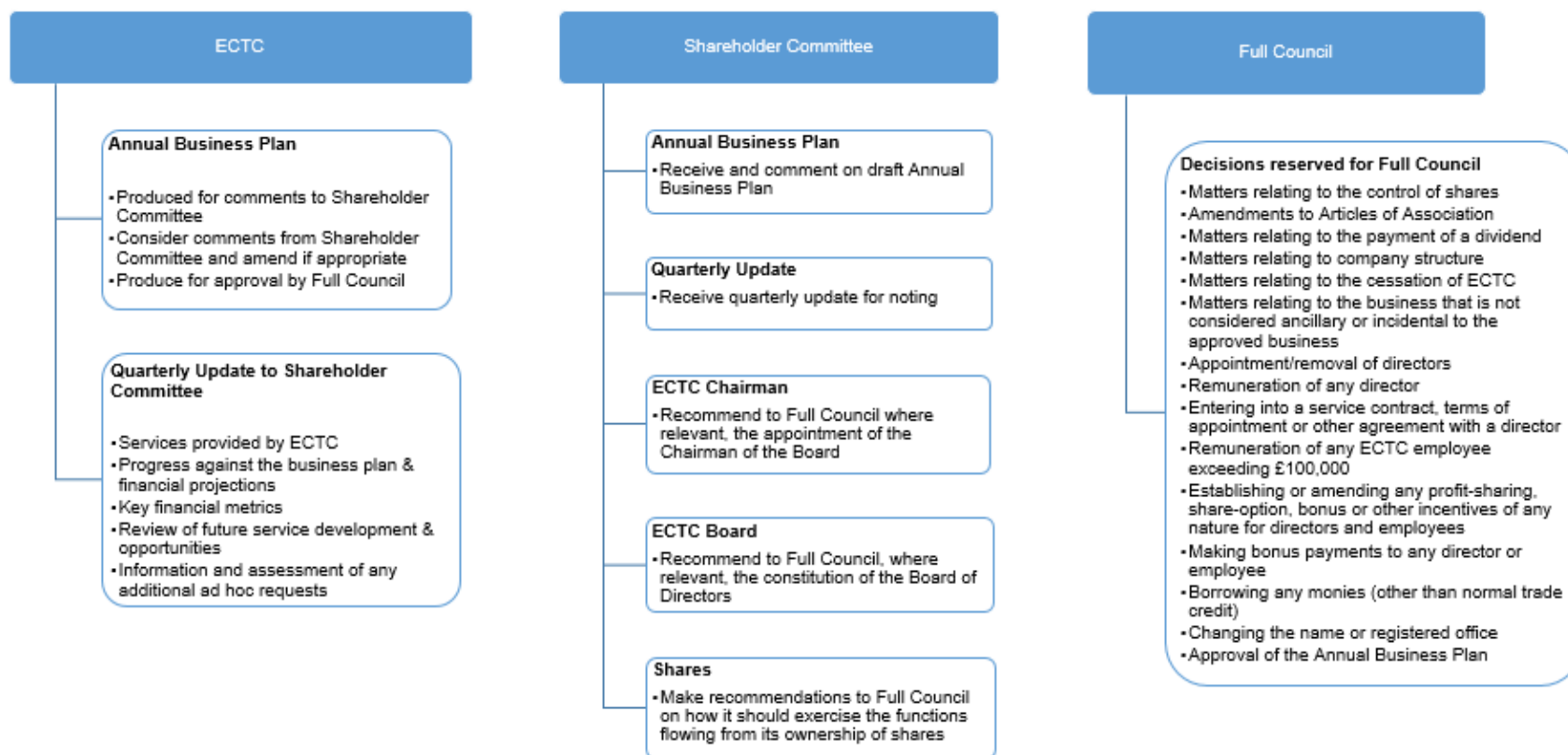
Except where the information is commercially sensitive, minutes of Board meetings will be provided to the Shareholder Committee for noting.

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

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

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

## 4.2 ECTC's relationship with ECDC



On 21 February 2019 ECDC approved a new committee structure. From May 2019 the Shareholder Committee became a function of the Finance & Assets Committee. The Shareholder Agreement has been amended and agreed to reflect these changes.

## 5. FINANCIAL INFORMATION

### 5.1 Budget

The table below provides a summary of turnover and cost up to 2020/21.

	2018/19	2019/20	2020/21
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Turnover</b>			
Commercial	1,076,395	1,118,119	1,146,383
Property	5,547,779	10,421,327	19,491,065
<b>Total</b>	<b>6,624,174</b>	<b>11,539,446</b>	<b>20,637,448</b>
<b>Cost</b>			
Corporate	200,059	160,090	172,560
Commercial	882,324	925,856	980,182
Property	4,878,286	9,863,094	19,113,766
<b>Total</b>	<b>5,960,669</b>	<b>10,949,040</b>	<b>20,266,507</b>
<b>EBITDA</b>	<b>663,505</b>	<b>590,406</b>	<b>370,941</b>
Interest cost	(417)	341,791	592,758
Profit before tax	663,922	248,615	(221,817)
Tax	-	-	-
Profit after tax	663,922	248,615	(221,817)

The balance sheet and cashflow statement are provided as EXEMPT Appendix 1.

### 5.2 Financial benefit to ECDC

The table below shows the receipts that ECDC has received from ECTC as a result of its activities:

	2016/17 Actual	2017/18 Actual	2018/19 Actual (Dec 2018) + forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	Total
<b>Company profit</b>	(405,810)	(305,803)	663,922	228,657	(257,718)	825,249	748,496
<b>Financial Benefits From Property Development</b>	-	-	943,224	234,769	444,269	566,559	2,188,822
<b>Charges Incurred From ECDC</b>	93,800	233,188	388,334	316,082	305,618	176,769	1,513,791
<b>Total Financial Benefit From Company</b>	<b>(312,010)</b>	<b>(72,615)</b>	<b>1,995,481</b>	<b>779,508</b>	<b>492,170</b>	<b>1,568,577</b>	<b>4,451,109</b>

Full details provided at Appendix 2.

## 6. RISK MANAGEMENT

LEGISLATIVE/POLICY				
Identified Risk	Management of Risk	Risk Score		Risk Owner
<p><b>Changes in legislation which could place restrictions on the Council's powers to trade in a commercial manner.</b></p> <p><b>Changes in legislation could impact on ECTC's ability to borrow (or conversely ECDC's power to lend) to fund future projects</b></p>	<p>This is outside the control of ECTC.</p> <p>Continuous monitoring of changes to legislation and government guidance through liaison with MP's, ebulletins, consultations, LGA KnowledgeHub and other publications.</p> <p>Any significant changes in legislation which realise this risk should be addressed immediately by the Managing Director to the Board of Directors.</p> <p>An amended Business Plan or Exit Strategy will need to be approved by the Board of Directors and submitted to the Council.</p> <p>The Council's S151 Officer attends all Board Meetings and advises on all relevant financial and governance matters.</p> <hr/> <p><b>Monitoring</b></p> <p>There have been no significant changes in legislation. This risk is continually reviewed through publications and regular liaison with Grant Thornton.</p>	<p>Likelihood</p> <p>Impact</p> <p>Risk</p>	<p>1</p> <p>5</p> <p>5</p>	<p>Managing Director</p>
<p><b>The June 2016 Referendum result for the United Kingdom to leave the European Union could have a financial and/or operational impact on ECTC.</b></p> <p><b>The extent of the impact is unknown, this will be kept under continuous review.</b></p>	<p>The Board of Directors shall continuously monitor the perceptions and actual impacts on market conditions and inform the Council of any changes/decisions that need to be made.</p> <p>Advice will be sought from the relevant professional body when appropriate.</p> <hr/> <p><b>Monitoring</b></p>	<p>Likelihood</p> <p>Impact</p> <p>Risk</p>	<p>3</p> <p>4</p> <p>12</p>	<p>Board of Directors</p> <p>Section 151 Officer &amp; Director Commercial (ECDC)</p>

	<p>At present there are still many unknown implications that could arise from BREXIT.</p> <p>The key risks identified so far relate to inflationary pressures on construction products and material prices, potential for skills shortages within the construction industry, and constraints on market for new homes due to political and economic uncertainty</p> <p>ECTC seek to manage these risks through its tendering process and ensures that as much flexibility as possible is retained when entering into land agreements.</p> <p>The Head of Development has addressed the key risks in the individual project business plans.</p>			
<b>Local Government Reform</b>	<p>The Cambridgeshire and Peterborough Combined Authority Mayor has announced a review for local government reform. Details and scope of the review are not defined at present, such a review is capable of having both a positive and a negative impact on ECTC, depending on the outcomes of the review.</p> <p>It is unlikely that there will be negative impact for ECTC in 2019/20 as the review is likely to take a significant amount of time to conclude.</p> <p>The Director Commercial shall monitor the proposals as they progress.</p> <p>The Director Commercial shall inform the Board as soon as is practicably possible of any opportunities and threats that arise.</p>	<p>Likelihood Impact Risk</p>	<p>2 2 4</p>	<p>Director Commercial</p>
<b>Changes in Planning and Housing Policies could have an impact of the Property Division, for example, changes to Affordable Housing, Starter Homes, and Self-build could</b>	<p>The Government has published revised National Planning Policy Framework (July 2018). The revised definition of affordable rented housing restricts delivery to registered providers. This will restrict CLTs ability to deliver affordable rented housing unless they become, or work with, a registered provider.</p>	<p>Likelihood Impact Risk</p>	<p>3 3 9</p>	<p>Director Commercial  Head of Property Development</p>

<p><b>impact the profitability of a particular development.</b></p>	<p><b>Monitoring</b></p> <p>The ECDC Director Commercial has sought consent from Council to progress to Stage 1 of the application process to become a registered provider. At the time of writing the application has been submitted to the Regulator for consent but a decision from the regulator has not been made.</p> <p>There will be no impact on the Haddenham Development or the MOD, Ely Phase 1 development as the Section 106 Agreement for the former was completed prior to the changes and there is no Section 106 Agreement for the latter.</p> <p>The Head of Property shall continue to monitor progress.</p>			
<p><b>The Council cannot demonstrate a five year land supply.</b></p> <p><b>This has a potential to undermine the ability to deliver CLT development in East Cambridgeshire.</b></p>	<p>In February 2019 ECDC took the decision to withdraw the emerging local plan and has reverted to the 2015 adopted local plan. The Council cannot demonstrate a five year land supply from now until April 2020 (once the adopted plan is five years old).</p> <p>This situation provides landowners the potential of an additional option for development outside the development envelope other than CLT's or rural exception sites. This could undermine the negotiating ability of local CLT's.</p> <hr/> <p><b>Monitoring</b></p> <p>ECTC has not experienced a negative impact from the Council's lack of five year land supply. The Head of Development shall continue to monitor the situation closely in 2019/20.</p>	<p>Likelihood Impact Risk</p>	<p>5 4 20</p>	<p>Director, Commercial Services</p> <p>Head of Property Development</p>

<b>GOVERNANCE</b>				
<p><b>Inadequate governance arrangements and lack of clarity on roles of the Council and ECTC could lead to poor decision making which could undermine the operation of ECTC</b></p>	<p>In 2017/18, both the Shareholder Committee and ECTC Board had reservations about the operation of the Shareholder Agreement. This resulted to changes in the Shareholder Agreement which were approved and implemented in May 2019.</p> <p>The Council and ECTC will continue to monitor the practicalities of the Shareholder Agreement to ensure that it is fit-for-purpose. Any necessary changes will be brought to the attention of the Council.</p> <p>Any changes to the Shareholder Agreement will need to be approved by the Council. The Managing Director will provide a report to the Council detailing any proposed changes and why these changes would be necessary.</p>	<p>Likelihood Impact Risk</p>	<p>3 4 12</p>	<p>Managing Director</p>
<p><b>As ECTC is wholly owned by ECDC, ECTC is subjected to the controls and decision making process for matters that lay outside of the Business Plan.</b></p> <p><b>The speed of the decision making process may have an impact on ECTC's ability to operate effectively.</b></p>	<p>The Shareholder Agreement sets out the decision making abilities of the ECTC and ECDC. The Shareholder Agreement provides for the ability of extraordinary meetings of the Shareholder Committee to be called to consider urgent business and make recommendations to Full Council.</p> <p>In accordance with the Council's Constitution a Full Council meeting can be convened to deal with any urgent business.</p>	<p>Likelihood Impact Risk</p>	<p>3 4 12</p>	<p>Managing Director</p>
<b>ECONOMIC</b>				
<p><b>ECDC has provided a loan to ECTC of £5,000,000, to be drawn down in accordance with the loan agreement.</b></p>	<p>ECTC is required to repay in full at March 2021 any loan outstanding from the £5m facility agreed by Council at the inception of the company.</p> <p>The ability of ECTC to repay any outstanding loan to ECDC is dependent on commercial activities of ECTC particularly with reference to property development.</p>	<p>Likelihood Impact Risk</p>	<p>4 4 16</p>	<p>Finance Manager</p>

<p><b>If the Council's MTFS is not successfully implemented this will reduce the availability of loan finance to ECTC, thus undermining the cash flow and profitability.</b></p>	<p>The repayment schedule is on track but is dependent on £2m receipt from the Kennett development, most probably facilitated with the transfer of the site to a special delivery vehicle wholly owned by ECTC or joint venture with third party funder. This is of course, dependent on the availability of finance.</p> <hr/> <p><b>Monitoring</b></p> <p>The £2m assured receipt or a substantial part of this figure will be required to meet ECTC obligations to the Council.</p> <p>An award of funding from the Combined Authority should enable the transfer of the site to a special delivery vehicle and retain the development rights for ECTC and any JV partners (if applicable).</p> <p>The Head of Development is exploring alternative commercial opportunities to ensure that ECTC can meet its obligations to repay the loan and will report progress to the board in due course.</p> <p>The Head of Development will complete a full risk assessment before ECTC commit further finance (beyond that already agreed to achieve outline planning permission) for the Kennett development.</p> <p>The Section 151 Officer will ensure the Council can make the advances to ECTC in accordance with the loan agreement, in the event that advances cannot be made the Section 151 Officer shall notify the Managing Director as soon as is practicably possible.</p>			<p>S151 Officer</p>
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<p><b>With the exception of new loans from the Combined Authority, ECTC cannot increase its indebtedness without the consent of the Council; it is likely that loans will be provided by the Council (subject to Full Council approval of the Business Case for the loan).</b></p> <p><b>If the Council's MTFs is not successfully implemented this will reduce availability of loan finance to ECTC. This means ECTC would need to borrow from the 'market' and as such will undermine ECTC's profitability and cash flow as the ECTC would not be able to benefit from the same terms and conditions of a loan agreement if it went to the market for such a loan.</b></p>	<p>This matter concerns the future of ECTC, however, effective business planning requires continuous consideration of financing in order to realise its success.</p> <p>In considering an application for a loan from the Council ECTC shall engage with the Section 151 Officer as early as practicably possible to enable the Council time to assess its financial position and make a decision as to whether such a loan could be provided.</p> <p>The Council shall make a decision on whether to provide ECTC with a loan as early as practicably possible; if it is not possible this will enable ECTC to consider alternative options for financing.</p> <p>All parties shall have regard to the Council's decision making processes.</p> <p>ECTC shall, wherever possible, adhere to the deadline requirements of the Council's Committee and Council meetings.</p> <hr/> <p><b>Monitoring</b></p> <p>ECTC has not experienced any issues with accessing the £5,000,000 loan facility that has been agreed with the Council.</p> <p>ECTC and the Council's S151 Officer continue to keep this matter under review, firstly to ensure that the Council can continue to make this facility available and secondly to ensure ECTC continue to be in a position to make the repayments.</p> <hr/> <p>The current loan facility from ECDC is inadequate to fund all of the development activities that ECTC plans to undertake in this business plan</p>	<p>Likelihood Impact Risk</p>	<p>3 4 12</p>	<p>Section 151 Officer</p> <p>Managing Director</p> <p>Head of Property Development</p> <p>Director, Commercial (ECTC)</p>
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	<p>The future growth of ECTC is dependent on the availability of affordable development finance over and above that provided by the shareholder.</p> <p>Its immediate funding requirements are in relation to West End, Haddenham (circa £6.5m), Kennett (after planning circa £14m) and MOD Ely (circa £25m).</p> <hr/> <p>ECTC has secured project loans from the Combined Authority (Haddenham £6.5m and MOD Ely (£23.5m) and from ECDC (£1.5m MOD Ely).</p>			
<p><b>Changes in taxation, interest rates and build cost inflation could have an impact on the viability and profitability ECTC.</b></p>	<p>At present changes in taxation is not a known risk, however, ECTC should have regard to the impact of any such changes.</p> <p>Building cost inflation is a key risk; to minimise the impact of this contracts will be let on a fixed price basis with costs defined.</p> <p>The Finance Team, and where relevant the Head of Property Development will monitor changes and factor any changes in the business planning process.</p>	<p>Likelihood Impact Risk</p>	<p>1 3 3</p>	<p>Section 151 Officer/Finance Manager</p> <p>Head of Property Development</p> <p>Director, Commercial Services (ECTC)</p>
<p><b>Economic downturn could result in less than anticipated (or even losses) assumed in the Business Plan</b></p>	<p>A full assessment of the market conditions will be carried out prior to any development commencing. In the event that an economic downturn occurs once a development has commenced the Head of Property Development will appraise the Managing Director of the situation and propose a solution to mitigate any potential losses.</p> <p>The Managing Director shall inform the Council as soon as is practicably possible of any significant changes that may impact on the repayment of any of the company's loans.</p>	<p>Likelihood Impact Risk</p>	<p>3 4 12</p>	<p>Head of Property Development</p> <p>Managing Director</p>

	Where relevant the Managing Director shall present to the Council an amendment to the Business Plan or, if necessary, present an Exit Strategy, for approval.			
<p><b>In order to prosper in a commercial environment, cash flow for the ECTC will be essential.</b></p> <p><b>Insufficient cash flow will result in ECTC being constrained in realising the objectives of the Business Plan.</b></p>	<p>The cash flow of ECTC is dependent on the loan facilities from ECDC/Combined Authority, commercial returns from non-property based activities, receipts from property sales and project cash flow.</p> <hr/> <p><b>Monitoring</b></p> <p>ECTC continues to monitor its cash flow to ensure it meets its creditor obligations to staff and contractors.</p> <p>Should opportunities arise that are outside of the scope of the Business Plan ECTC shall liaise with the Council and prepare a revised Business Plan, at the earliest opportunity, which will include identifying loan funding (to be approved by Council) that would enable commercial opportunities to be realised.</p>	Likelihood Impact Risk	3 4 12	<p>Managing Director</p> <p>Head of Development</p> <p>Director Commercial</p> <p>Finance Manager</p>
<b>OPERATIONAL</b>				
<p><b>Inadequate cost controls on commercial build contracts can lead to delays, overspends and reduced profitability/cash flow for the company.</b></p> <p><b>This has the potential to undermine the ability to repay loans to the Council.</b></p>	<p>The Head of Property Development, in the business planning cycle, shall have regard to market conditions, build cost inflation and put in place a robust project management and cost control plan.</p> <p>The Head of Development shall monitor the impacts of Brexit and report any implications to the Board of Directors.</p>	Likelihood Impact Risk	2 3 6	<p>Managing Director</p> <p>Head of Property Development</p>
<p><b>Lack of community appetite for CLT development may undermine the targets set out in the Business Plan</b></p>	<p>ECTC is reviewing the Community Housing element of the business who continue to deliver support to Community Land Trusts.</p>	Likelihood Impact Risk	2 4 8	<p>Head of Property Development</p>

<p><b>Adequacy of resources to deal with change and upheaval.</b></p>	<p>The realisation of ECTC ambitions to build 1850 homes (including Kennett) requires investment into ECTC particularly on the development side to ensure that the company has the human resources it needs to deliver the necessary outcomes.</p> <hr/> <p><b>Monitoring</b></p> <p>In 2018/19 the Managing Director approved a phased increase in the company's human resources specifically in the areas of strategic projects, land and development, finance and administration. Recruitment to these posts is on track and is in accordance with the phased approval.</p> <p>In 2019/20 the Head of Property and Managing Director shall review the company's human resources to ensure that the services are being delivered efficiently and effectively.</p>	<p>Likelihood Impact Risk</p>	<p>1 3 3</p>	<p>Managing Director Head of Property</p>
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## 7. COMMERCIAL SERVICES

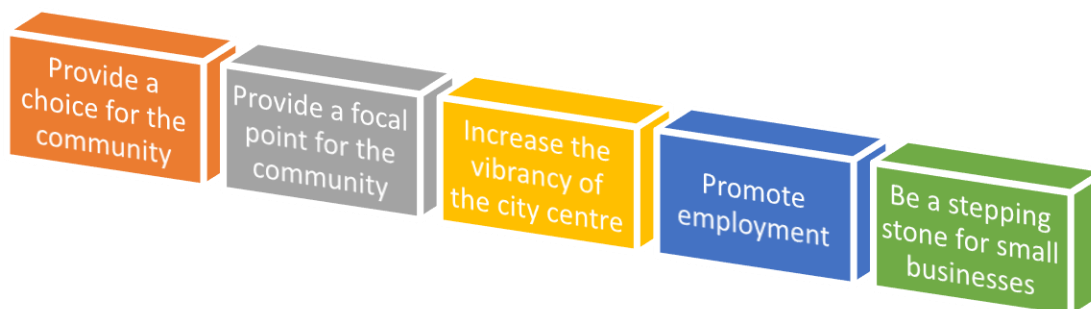
- 7.1 The Commercial Services of ECTC currently delivery Ely Markets on behalf of ECDC and Grounds Maintenance Services; both on behalf of ECTC and for other customers.
- 7.2 Commercial services, through the Grounds Maintenance Service has made a commitment to explore areas of income generation that will enable ECDC to continue to deliver good quality services to its residents, visitors and businesses.
- 7.3 The primary focus of Commercial Services for 2019/20 shall be to continue to develop Ely Markets, focusing on the community as its customer, and Grounds Maintenance Service focusing on new areas of income generation; ensuring that both continue to deliver high quality services that respond to the needs of their customers and seek to maximise opportunities that arise throughout the year.
- 7.4 Where opportunities arise that are outside of the scope of this business plan, individual business plans will be produced and submitted to the Board for approval.
- 7.5 The following table provides a cumulative budget to 2020/21.

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Turnover</b>	1,076,395	1,118,119	1,146,283
<b>Cost</b>	922,336	957,874	1,014,694
<b>EBITDA</b>	154,059	160,245	131,589

## 7.6 Ely Markets

ECTC manages and operates Ely Markets on behalf of ECDC. This has been secured by way of a ten year operations and management contract.

### 7.6.1 Service Objectives



### 7.6.2 Budget

The following table provides a summary of the budget to 2020/21.

Markets	2018/19	2019/20	2020/21
<b>Salaries</b>	126,259	124,937	129,090
<b>Premises</b>	26,067	36,197	46,500
<b>Transport</b>	3,235	2,085	2,601
<b>Supplies &amp; Services</b>	20,716	20,936	22,032
<b>Turnover</b>	208,735	222,579	217,050
<b>Gross Profit</b>	<b>32,458</b>	<b>38,425</b>	<b>16,827</b>

Please note that Ely Markets is maintaining the profitability levels that it has achieved in previous years. The service has been able to maintain previous profitability levels and make investments in improving the service, i.e. the electrical improvement works on the Market Place. This shows that Ely Markets is a self-sustaining element of the business and relies on its own income to keep improving.

The difference in premises cost relates to repayment to the Council for the electrical improvement works.

The Ely Markets Team consists of 2 part-time Markets Development Officers, 1 part-time Markets Administrative Officer and 1 full-time Market Supervisor. For the operational element of the market, Ely Markets has a 'Wrecking Crew'.

## 7.7 Grounds Maintenance

ECTC currently carries out Grounds Maintenance services for a variety of different customers; ECDC, Cambridgeshire County Council, Parish Council's, Schools and other private clients. Grounds maintenance services include (but are not limited to); grass cutting, hedge trimming, SUDS maintenance, sports pitch line marking, tree services and sports pitch maintenance.

### 7.7.1 Service Objectives



ECTC's main client is ECDC; generating an income of £720,675 in 2019/20 and rising with RPI in future years. Please note that the Sanctuary contract is incorporated into the management fee paid by ECDC as ECDC 'sub-contract' the Sanctuary contract to ECTC.

The Sanctuary contract is due to end in March 2020. New contract negotiations have already commenced with Sanctuary, updates will be provided to ECDC and board as negotiations progress.

### 7.7.5 Budget

	2018/19	2019/20	2020/21
<b>Salaries</b>	493,393	552,076	557,757
<b>Premises</b>	72,378	69,408	61,000
<b>Transport</b>	69,921	80,056	88,444
<b>Supplies &amp; Services</b>	70,355	40,161	72,757
<b>Turnover</b>	867,660	895,539	929,233
<b>EBITDA</b>	<b>161,613</b>	<b>153,838</b>	<b>149,275</b>

There is an 'overspend' on grounds materials in 2018/19, this overspend relates to a new contract secured in 2018/19 that was not budgeted for previously. The 'overspend' is recovered by the income.

The transport costs have increased from 2018/19 to reflect the lease charge that ECTC pays ECDC. The lease charged will be reviewed during 2019/20.

The Grounds Maintenance Team consists of 21 members of staff; 1 Open Spaces & Facilities Manager, 1 Parks & Open Spaces Team Leader, 1 Open Spaces & Facilities Support Officer, 1 Open Spaces & Facilities Administrative Officer, 2 Gardeners, 13 Grounds Maintenance Operatives (2 vacancies), 2 Grounds Maintenance Operatives (Seasonal) and 1 Apprentice Grounds Maintenance Operative (vacant).

At the time of preparing this business plan ECTC is actively recruiting to fill the vacancies identified above. The vacancies arose during different periods of 2018/19. The service was able to absorb the vacancies during the year by offering additional hours (either through overtime or time off in lieu), however, such a low staffing structure would not be sustainable in the long term for two reasons:

Some contracts require us to deploy staff quickly and if there is no flexibility in the structure and due to the length of time it takes to recruit we will lose our ability to respond quickly to new opportunities.

This staffing structure represents the level of staff needed to accommodate the existing contracts in place. If further contract opportunities arise then there may be a need to recruit additional staff to service the contracts. A case will be made to the Managing Director as and when appropriate to secure additional resource.



## 7.8 Property and Community Housing

### 7.8.1 Service Objectives



### 7.8.2 Overview

Since the company was established in 2016, East Cambs District Council has already benefitted by £964,000 from the activities of ECTC Property and Community Housing. In addition, 24 high quality new homes have been delivered, including 10 CLT owned affordable homes that will be available for local people in perpetuity and will generate positive returns for re-investment in the local communities.

Palace Green Homes has now identified and secured land that will expand the development pipeline from 570 to 722 homes, an increase of 25%. Over 200 of these new homes are expected to be affordable homes.

The company has been able to take advantage of new business opportunities using the existing finance arrangements that it has from ECDC and is on-course to being in a position where it is expected to be able to repay the ECDC loan in 2021 as planned. In addition, a significant new source of project financing has been secured in the past year using an innovative new revolving financing facility that has been established by the Cambridgeshire and Peterborough Combined Authority (CPCA).

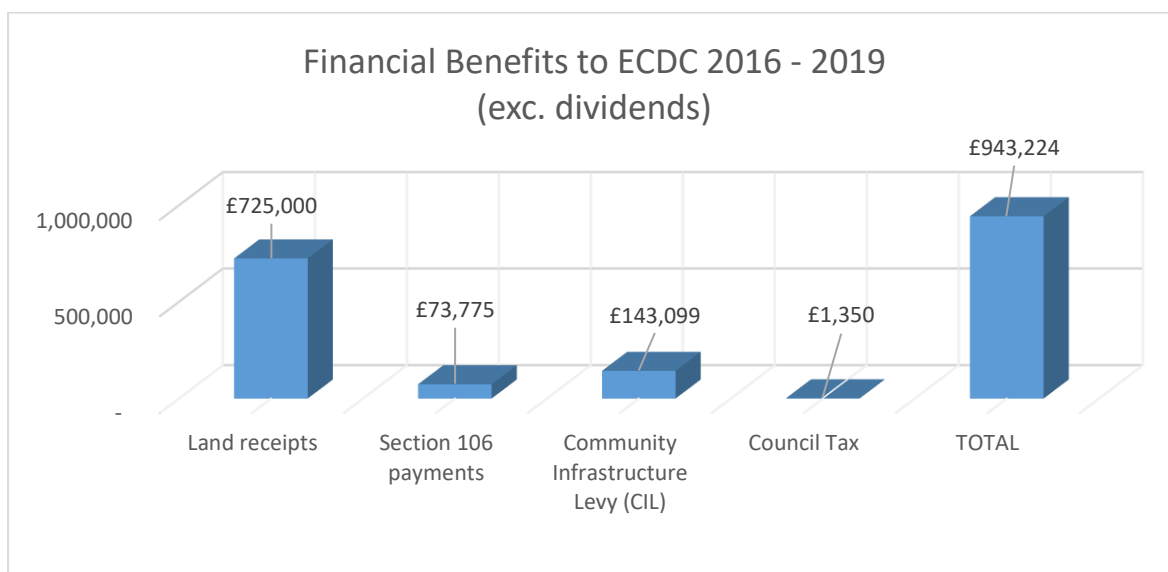
The projects at West End Gardens, Haddenham and Ely will be the first investments of this kind for the CPCA and will bring forward new homes that are additional to the existing development pipeline, support the further development of CLTs and bring homes back into use that are currently excluded from the market. Unlike a normal public sector grant fund, the repayable loan and profit-share arrangements that have been agreed with ECTC will allow CPCA to recycle the funds into other housing projects from 2021.

The new housing management element of ECTC was established in 2018 and has already produced revenue which is expected to grow in the coming year. Housing management contracts with two local CLTs were secured and affordable homes were allocated to new CLT tenants on our projects at 'Fledglings' in Soham and 'Kings Row' in Ely.

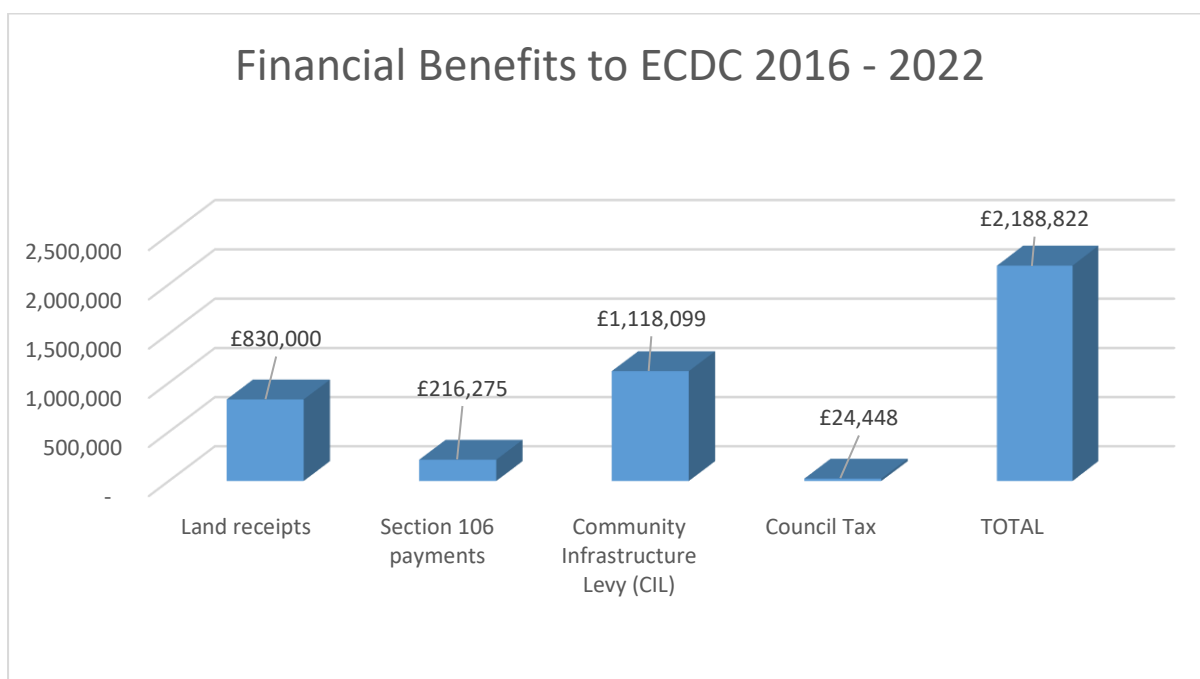
To deliver this ambitious programme of development, the company is reviewing its resources to ensure that key projects can be delivered effectively and efficiently to meet the demands of a growing business.

### 7.8.3 Financial benefits to ECDC from ECTC Property and Community Housing

To date, due to the development activities of ECTC (Property and Community Housing), over £950,000 in financial benefits have already been transferred to the Council in the form of land receipts, section 106 payments, CIL payments and Council tax receipts from new properties.



Based on the projected development pipeline, by March 2022 the financial benefits that are expected to directly accrue to the Council from the company's development activities will exceed £2.17 million. This figure excludes any additional dividends that may be paid to the Council as shareholder during the period.



#### 7.8.4 Key Challenges for 2019/20

This business plan has been produced at a time of almost unprecedented uncertainty, with politics affecting the real economy as almost never before. But away from Brexit, technology continues to drive immense structural change, and new policy initiatives will alter the way in which the housing market operates. It will be a challenging year for the company as it seeks to deliver on its objectives.

Back in October 2018, the announcement of an extension to the government's Help to Buy Scheme provided additional confidence for the industry and the company is anticipating being able to offer this product on its new housing development at Haddenham. However, the July 2019 RICS Residential Market Survey results show some of the improvement seen in near term expectations partly reversed. Political uncertainty is increasingly being cited as a constraint on the market, alongside the well-established challenges around affordability and a lack of stock available for purchase.

Bank of England forecasts suggest economic growth of 1.3% in 2019, and 1.3% in 2020. This is well below the long-term average, and growth will remain subdued over the medium term. A "no deal" Brexit is likely to reduce projected economic growth in 2019, whilst an increase in certainty may create a modest "Brexit bounce".

UK short-term interest rates are also likely to rise, although this would be less certain in the event of a "no deal" Brexit. This should be limited and gradual, but a key risk is that the base rate rises faster than currently expected. This would impact adversely on consumer expenditure, business confidence and the residential market. Indeed, the banks are increasingly aware of this and are already factoring it into their lending decisions.

The company expects that the lower end of the affordability spectrum will continue to fare well in 2019. Property pricing that attracts lower stamp duty (SDLT), and transactions where first time buyers are SDLT exempt will be very popular, as they have been in 2018. Properties where affordability more closely aligns with earnings will be the most attractive.

ECTC will continue to closely monitor local market conditions for any potential impact on customer confidence in light of the wider political and economic uncertainty. Certainty of future demand is absolutely key as the company looks to invest in its planning permissions, and get them to the point to where homes can actually be built.

Concern of course remains as to the impact Brexit will have on the economy, and in particular on continued access to skilled foreign workers who provide around 7% of the UK construction workforce, which will be key to the company's ability to build out its sites expeditiously. Construction products and material prices have already risen significantly following the falls in the value of sterling post referendum, and with about 15% of products used in UK construction coming from the EU, leaving the EU without a deal would undoubtedly add to these inflationary pressures. The company is likely to find it more challenging to secure fixed price tender contracts with suppliers and contractors given the challenging external environment.

That said, the company has secured a strong development pipeline and has ambitions to be delivering 250 homes per year within 5 years, so it will continue to invest in the people, supply chain and new technologies that it needs to achieve this target. By further developing the company's own 'in house' capability, it should be possible to mitigate against some of these external risk factors, and give the company greater control of project delivery. Utilisation of modern methods of off-site construction on future projects should also help to ensure more homes can be built, more quickly, and with greater pricing certainty.

Challenging though it will be, 2019 will also be a year of opportunity for ECTC. The housing crisis that exists in the UK will not go away and local communities within the region will continue to seek to provide more affordable homes for local people on local wages. ECTC is uniquely placed to take advantage of this trend toward more community-led housing and with financial and political support also now available at local, regional and central government level, conditions are set fair for the company to continue to grow at pace.

#### **7.8.5 Targets for 2019/20**

During the current financial year, ECTC will:

- ❖ Commence construction on two new development sites at Haddenham and Ely
- ❖ Complete the refurbishment of 40 homes at Ely, including 15 shared ownership affordable homes
- ❖ Secure planning permission and establish delivery arrangements for 500 (including 150 affordable homes) new homes, a new primary school and other village facilities in Kennett

#### **7.8.6 Projects**

##### **West End Gardens, Haddenham**

This development, now underway, is for 54 new homes in the village of Haddenham, with generous green space on eight acres of land that was acquired in April 2019. A close partnership formed back in 2016 between the landowner, ECTC (Palace Green Homes), Haddenham CLT, Haddenham Parish Council, and the local community looks sets to create a positive lasting legacy for the parish.

19 of the new homes within the scheme will be affordable homes managed by Haddenham CLT that are available to people that live and/or work in the parish. These one, two and three bed properties will be assets that benefit the wider community for years to come. The affordable homes, that include several bungalows, are expected to be ready for occupation in Summer 2020.

35 two, three and four bed homes will be available for sale on the open market, again ready for occupation in Summer 2020. All of the homes within the scheme have been designed so that the affordable and the market homes blend together seamlessly to create a balanced community, close to the centre of Haddenham.

The project is being funded in part by a £6.5 million landmark housing loan agreement from the Cambridgeshire and Peterborough Combined Authority. The balance of the project costs are being resourced from ECTC's own finances.

### **Former MOD Site, Kilkenny Avenue, Ely**

In late July 2019 ECTC acquired 8.78 hectares (21.6 acres) of land in Ely. The land includes 88 existing houses and provides opportunities for further new-build development. The site is contiguous with adjoining existing housing estates, new development at Ely North and the Princess of Wales Hospital.

The estate was formerly used to accommodate US Air Force families, but some of the homes have stood empty for up to 5 years. The housing is at low density, and includes terraced, semi-detached and detached houses. There are several hundred mature protected trees giving it a very attractive 'garden village' feel. Structurally the houses are generally in very good condition however, the refurbishment plans will bring them up to modern standards through the installation of replacement bathrooms, kitchen and floor coverings. Improvements to the streetscape and additional off-road parking will also be completed.

Through these improvements, it is possible to convert four houses into eight maisonettes, delivering 92 homes in total. These will be refurbished for occupation over a two year period with 77 sold to individual purchasers on the open market and 15 offered as shared ownership units.

Refurbishment work is now underway and the first homes are expected to be available for sale from October 2019. The shared ownership homes are expected to be available for occupation in Spring 2020. In total, 40 homes are expected to be refurbished during the current financial year.

In addition to the refurbishment, subject to planning permission, there are opportunities for further new build development within the site. The terms of the deal to buy the site from the MOD include obligations on ECTC to submit planning applications to make optimum use of this well-located, urban, brown-field site. ECTC have already committed to deliver more than 30% of the homes as affordable housing.

The project is being funded by a £24.4 million loan agreement from the Cambridgeshire and Peterborough Combined Authority. The balance of the project costs will be funded by ECTC resources and an additional 'top-up' ring fenced loan of £1.5 million from ECDC.

### **Kennett Garden Village**

Now in the advanced planning stage, Kennett Garden Village is set to be the fifth and largest community-led development in East Cambridgeshire. The proposals for

Kennett Garden Village are the product of a genuine collaboration between the local community, the landowners, who live locally, and ECTC (Palace Green Homes).

Kennett Garden Village will offer 500 high-quality homes of all tenures and for all ages, create local employment opportunities and encourage healthy and sociable community living in a careful design that will further enhance this attractive village. 150 of the new homes will be affordable housing.

We will build the new housing, and invest significantly in improvements to local highway infrastructure. In conjunction with Cambridgeshire County Council, the project will deliver new school buildings for Kennett Primary School with a dedicated sports pitch and an Early Years Centre. There will also be a new Village Green and Village Square, an enterprise park for new business, car parking for the adjacent railway station (connecting the development to Cambridge and Ipswich), and open spaces that local families, dog walkers, picnickers and joggers can enjoy.

The project has been designed as a sustainable, lower-density 'garden village' style mixed-use development that will not only be a great place to live, but is somewhere that has community ownership at its heart, including genuinely affordable homes and attractive open spaces owned by Kennett Community Land Trust. The trust will own and manage community assets for the long-term, providing a significant and on-going income that can be reinvested back into the local community for generations to come.

Planning permission was approved by ECDC planning committee in April 2019 and the Section 106 Agreement is being finalized so that the final planning permission can be issued. ECTC is now actively working up a strategy for delivery of the scheme and is aiming to commence development in 2021.

## Current CLT projects in East Cambs

East Cambs CLT	The 2 affordable homes at Kings Row, Ely have been transferred to the ownership of East Cambs CLT. They are now being managed under contract through ECTC.
Haddenham CLT	ECTC has commenced construction of the project at West End Gardens, Haddenham and is supporting the local CLT as it prepares to take ownership of 19 new affordable homes.
Kennett CLT	The CLT continues to support the development on land at Station Road. This large scheme will provide 500 new dwellings with affordable homes contributing 150 of the total. Outline planning permission has been granted subject to the completion of a Section 106 Agreement.
Soham CLT	Following handover of 8 affordable properties at Fledglings, Soham, the CLT is using ECTC to manage the properties on their behalf. The CLT is actively looking at a further housing projects in the town.
Stretham & Wilburton CLT	The CLT have identified a site in Wilburton that might provide 15 affordable homes and new sports facilities for the village although it is at an early stage of planning. ECTC continue to provide advice and support to facilitate this scheme.
Swaffham Bulbeck CLT	The CLT are working with a landowner and developer to lodge a planning application for a piece of land in the village which currently would provide 15 affordable homes for the CLT. This project will require support throughout its development.
Swaffham Prior CLT	The CLT received a funding grant to research a district heating system. The £3m proposal is for a community heating system run off ground source heat pumps and it is hoped the scheme will take the village off its' reliance on oil heating and provide a sustainable, environmentally sound, economical source of energy for the whole village

## Financial projections – Property and Community Housing

Financial projections 2017 – 2022 (exc. revenue from Kennett Garden Village) at Jan 2019.

	2017/18	2018/19	2019/20	2020/21	2021/22	TOTAL
<b>Turnover</b>						
Market housing sales	£0.0m	£4.56m	£10.09m	£16.97m	£21.94m	£53.56m
Affordable (CLT) housing sales	£0.0m	£0.86m	£0.29m	£2.51m	£3.28m	£6.93m
EC Community Housing	£0.15m	£0.11m	£0.05m	£0.01m	£0.01m	£0.33m
Other income	£0.84m	£0.02m				£0.86m
<b>Total Turnover</b>	<b>£0.99m</b>	<b>£5.55m</b>	<b>£10.42m</b>	<b>£19.49m</b>	<b>£25.23m</b>	<b>£61.68m</b>
<b>Cost of Sales</b>	<b>£1.18m</b>	<b>£4.88m</b>	<b>£9.86m</b>	<b>£19.11m</b>	<b>£23.85m</b>	<b>£58.88m</b>
<b>Gross Profit / (Loss)</b>	<b>(£0.19m)</b>	<b>£0.67m</b>	<b>£0.56m</b>	<b>£0.38m</b>	<b>£1.38m</b>	<b>£2.8m</b>
Overheads	£0.14m	£0.16m	£0.13m	£0.14m	£0.14m	£0.71m
<b>EBITDA</b>	<b>(£0.33m)</b>	<b>£0.51m</b>	<b>£0.43m</b>	<b>£0.24m</b>	<b>£1.24m</b>	<b>£2.09m</b>



<b>SWOT Matrix</b>	
<b>INTERNAL FACTORS</b>	
<b>STRENGTHS (+)</b>	<b>WEAKNESSES (-)</b>
<ol style="list-style-type: none"> <li>1. Low overhead costs.</li> <li>2. Responsive and pro-active.</li> <li>3. Specialist knowledge of existing team.</li> <li>4. Strong local connections.</li> <li>5. EC Community Housing - a catalyst to PGH development projects.</li> <li>6. Ethos aligned with target market.</li> <li>7. Intensive community engagement reduces development risk.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reliance on existing funders and difficulties in securing private finance.</li> <li>2. Build costs are higher than other competitors.</li> <li>3. Balance between company profit vs community benefit could be better defined.</li> <li>4. Inability to pay staff bonuses could affect staff retention.</li> <li>5. Media and PR profile could be stronger.</li> <li>6. Risk of perceived bias / conflict of interest between company and council activities.</li> </ol>
<b>EXTERNAL FACTORS</b>	
<b>OPPORTUNITIES (+)</b>	<b>THREATS (-)</b>
<ol style="list-style-type: none"> <li>1. Corporate objectives aligned with Council Corporate Plan.</li> <li>2. Few local competitors.</li> <li>3. Public sector land disposal opportunities.</li> <li>4. Growing interest in community-led development.</li> <li>5. New geographic markets.</li> <li>6. Demand from local CLTs for Housing and Estate Management Services.</li> <li>7. Housing crisis firmly on political agenda.</li> <li>8. Partnerships / Joint ventures.</li> </ol>	<ol style="list-style-type: none"> <li>1. Housing market deterioration affects sales revenue projections.</li> <li>2. Construction cost inflation erodes profit.</li> <li>3. Failure / delay in obtaining planning permissions.</li> <li>4. Loss of uniqueness as company grows and competitors enter the market.</li> <li>5. Loss of support from local Communities.</li> <li>6. Change in local political priorities.</li> </ol>

**EAST CAMBS TRADING COMPANY LTD:**

**STATEMENT OF FINANCIAL BENEFITS FOR EAST CAMBS DISTRICT COUNCIL**

<b>2016/17</b> <b>Actual</b>	<b>2017/18</b> <b>Actual</b>	<b>2018/19</b> <b>Actual</b>	<b>2019/20</b> <b>Actual July 19</b> <b>plus forecast</b>	<b>2020/21</b> <b>Forecast</b>	<b>2021/22</b> <b>Forecast</b>	<b>TOTAL</b>
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<b>SUMMARY</b>							
<b>PROFIT AFTER TAX FROM TRADING COMPANY</b>	(405,810)	(305,803)	663,922	248,615	(221,917)	837,334	<b>816,341</b>
<b>FINANCIAL BENEFITS FROM PROPERTY DEVELOPMENT</b>	-	-	943,224	234,769	444,269	566,559	<b>2,188,822</b>
<b>CHARGES INCURRED FROM ECDC</b>	93,800	233,188	388,334	316,082	305,618	173,770	<b>1,510,792</b>
<b>TOTAL FINANCIAL BENEFIT FROM TRADING COMPANY</b>	<b>(312,010)</b>	<b>(72,615)</b>	<b>1,995,481</b>	<b>799,466</b>	<b>527,971</b>	<b>1,577,663</b>	<b>4,515,955</b>

2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual July 19 plus forecast	2020/21 Forecast	2021/22 Forecast	TOTAL
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PROPERTY DEVELOPMENT						
<b>Land Receipts</b>						
Soham		10,000				10,000
Barton Road, Ely		715,000				715,000
Paradise Pools Site					105,000	105,000
<b>TOTAL LAND RECEIPTS</b>	-	-	<b>725,000</b>	-	-	<b>830,000</b>
<b>S106 Agreements</b>						
Soham		559				559
Barton Road, Ely		73,216				73,216
Haddenham			17,500			17,500
Paradise Pools Site					25,000	25,000
Ely, MOD New Build					100,000	100,000
Kennett Garden Village						-
<b>TOTAL S106 AGREEMENTS</b>	-	-	<b>73,775</b>	<b>17,500</b>	-	<b>216,275</b>
<b>Community Infrastructure Levy (CIL)</b>						
Soham		16,193				16,193
Barton Road, Ely		126,906				126,906
Haddenham			214,000	321,000		535,000
Paradise Pools Site				120,000		120,000
Ely, MOD New Build					320,000	320,000
Kennett Garden Village						-
<b>TOTAL CIL</b>	-	-	<b>143,099</b>	<b>214,000</b>	<b>441,000</b>	<b>320,000</b>
<b>Council Tax receipts from new properties</b>						
Soham		794	1,706	1,706	1,706	5,911
Barton Road, Ely		557	1,564	1,564	1,564	5,247
Haddenham					3,838	3,838

	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual July 19 plus forecast	2020/21 Forecast	2021/22 Forecast	TOTAL
Paradise Pools Site						640	640
Ely, MOD New Build						8,813	8,813
Kennett Garden Village							-
<b>TOTAL COUNCIL TAX RECEIPTS FROM NEW PROPERTIES</b>	-	-	1,350	3,269	3,269	16,559	24,448
<b>TOTAL ADDITIONAL FINANCIAL BENEFITS FROM PROPERTY DEVELOPMENT</b>	-	-	943,224	234,769	444,269	566,559	2,188,822

<b>CHARGES INCURRED FROM ECDC</b>							
Management Support	44,000	44,440	45,329	46,236	47,160	48,103	275,268
Interest on Loan	23,262	138,156	245,853	178,752	165,542	30,892	782,457
Support Services							-
Finance	10,000	10,100	15,302	5,000	5,100	5,202	50,704
Payroll & HR	3,138		12,000	13,000	13,260	13,525	54,923
IT Support	6,900	6,969	7,108	7,250	7,395	7,543	43,165
Accommodation	5,000	30,954	57,651	58,804	59,980	61,180	273,569
Customer Services	1,500	1,515	3,091	5,000	5,100	5,202	21,408
Member Services		1,054	2,000	2,040	2,081	2,122	9,297
							-
<b>TOTAL CHARGES INCURRED FROM ECDC</b>	<b>93,800</b>	<b>233,188</b>	<b>388,334</b>	<b>316,082</b>	<b>305,618</b>	<b>173,770</b>	<b>1,510,792</b>

**FINANCE & ASSETS COMMITTEE**  
**ANNUAL AGENDA PLAN**

**AGENDA ITEM NO 22**

**LEAD OFFICER(S): Emma Grima, Director Commercial**

**DEMOCRATIC SERVICES OFFICER: Janis Murfet**

Meeting on: Thursday 26 September 2019 4.30pm			Meeting on: Thursday 28 November 2019 4.30pm			Meeting on: Monday 27 January 2020 4.30pm		
Agenda Planning meeting:			Agenda Planning meeting:			Agenda Planning meeting:		
Pre-meeting briefing:			Pre-meeting briefing:			Pre-meeting briefing:		
Deadline for reports/dispatch:	4pm Monday 16 September 2019	Wednesday 18 September 2019	Deadline for reports/dispatch:	4pm Monday 18 November 2019	Wednesday 20 November 2019	Deadline for reports/dispatch:	4pm Wednesday 15 January 2020	Friday 17 January 2020
<ul style="list-style-type: none"> <li>Chairman's Announcements</li> <li>External Audit - Update Report</li> <li>Internal Audit Update</li> <li><i>Action taken by the Ch Ex on the Grounds of Urgency</i></li> <li>Forward Agenda Plan</li> <li>Gender Pay</li> <li>Anti-Fraud &amp; Corruption Strategy</li> <li>ECTC Business Plan 2019/20</li> <li>Assets Update</li> <li>Community Infrastructure Levy (CIL) Instalment Policy</li> <li>Community Transport Grant Scheme</li> <li>Write Off of Unrecoverable Debt (EXEMPT)</li> </ul>	Chair External Audit Internal Audit DSO DSO HR Manager Finance Manager & S151 Officer Director Commercial Open Spaces & Facilities Manager Infrastructure & Strategy Manager Infrastructure & Strategy Manager Finance Manager & S151 Officer	<ul style="list-style-type: none"> <li>Chairman's Announcements</li> <li>External Audit Annual Audit Letter</li> <li>Internal Audit Update</li> <li>Six Month Performance Monitoring Service Delivery Plans &amp; ICT Service Delivery Plan</li> <li>Treasury Operations Mid Year Report</li> <li>Finance Report</li> <li>ARP Joint Committee Minutes</li> <li><i>Appointments, Transfers, Resignations [EXEMPT]</i></li> <li>NNDR Write-Off</li> <li><i>Action taken by the Chief Executive on the Grounds of Urgency (if any)</i></li> <li>Forward Agenda Plan</li> </ul>	Chair External Audit Internal Audit Perf Mgmt Officer Finance Manager & S151 Officer Finance Manager & S151 Officer Dir Commercial HR Manager Finance Manager & S151 Officer DSO DSO	<ul style="list-style-type: none"> <li>Chairman's Announcements</li> <li>External Audit – Annual Certification Report</li> <li>External Audit Annual Audit and Inspection Plan</li> <li>Medium Term Financial Strategy, Revenue Budget and Capital Programme 2018/19</li> <li>Annual Treasury Management Strategy/MRP/AIS</li> <li>Corporate Risk Register Update</li> <li>Budget Monitoring Report</li> <li>ARP Joint Committee Minutes</li> <li>Assets Update</li> </ul>	Chair External Audit External Audit Finance Manager & S151 Officer Finance Manager & S151 Officer Internal Audit Fin Manager & S151 Officer Dir Commercial Open Spaces & Facilities Manager			

**[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]**

**[UPDATED: 18/09/19]**

**FINANCE & ASSETS COMMITTEE**  
**ANNUAL AGENDA PLAN**

**LEAD OFFICER(S): Emma Grima, Director Commercial**

**DEMOCRATIC SERVICES OFFICER: Janis Murfet**

Thursday 26 September 2019 [continued] 4.30pm			Meeting on: Thursday 28 November 2019 4.30pm [continued]			Meeting on: Monday 27 January 2020 4.30pm [continued]		
Agenda Planning meeting:			Agenda Planning meeting:			Agenda Planning meeting:		
Pre-meeting briefing:			Pre-meeting briefing:			Pre-meeting briefing:		
Deadline for reports/dispatch:	4pm Monday 16 September 2019	Wednesday 18 September 2019	Deadline for reports/dispatch:	4pm Monday 18 November 2019	Wednesday 20 November 2019	Deadline for reports/dispatch:	4pm Wednesday 15 January 2020	Friday 17 January 2020
<ul style="list-style-type: none"> <li>Council Response to CPCA Local Transport Plan</li> <li>East Cambridgeshire Bus Services Review</li> <li>Littleport Vision 2030</li> <li>Service Level Agreement Grant Funding</li> <li>Appointments to Outside Bodies</li> <li>eSpace South</li> <li>ECTC Accounts 2018/19</li> <li>ECTC Management Accounts (EXEMPT)</li> <li>Assets Matters (EXEMPT)</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure &amp; Strategy Manager</li> <li>Infrastructure &amp; Strategy Manager</li> <li>Infrastructure &amp; Strategy Manager</li> <li>Senior Leisure Services Officer</li> <li>DSO</li> <li>Director Commercial</li> <li>Director Commercial</li> <li>Director Commercial</li> <li>Director Commercial / Legal Services Manager</li> </ul>	<ul style="list-style-type: none"> <li>Assets Update</li> </ul>		<ul style="list-style-type: none"> <li><i>Appointments, Transfers, Resignations [EXEMPT]</i></li> <li><i>Action taken by the Chief Executive on the Grounds of Urgency (if any)</i></li> <li>Forward Agenda Plan</li> </ul>	<ul style="list-style-type: none"> <li>HR Manager</li> <li>DSO</li> <li>DSO</li> </ul>			

**[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]  
[UPDATED: 18/09/19]**

**FINANCE & ASSETS COMMITTEE**  
**ANNUAL AGENDA PLAN**

**LEAD OFFICER(S): Emma Grima, Director Commercial**

**DEMOCRATIC SERVICES OFFICER: Janis Murfet**

Meeting on: <b>Thursday 26 March 2020</b> 4.30pm										
Meeting on:			Meeting on:			Meeting on:				
Agenda Planning meeting:			Agenda Planning meeting:			Agenda Planning meeting:				
Pre-meeting briefing:			Pre-meeting briefing:			Pre-meeting briefing:				
Deadline for reports/dispatch:	4pm Monday 16 March 2020	Wednesday 18 March 2020	Deadline for reports/dispatch:			Deadline for reports/dispatch:				
<ul style="list-style-type: none"> <li>Chairman's Announcements</li> <li>External Audit Progress Report</li> <li>External Audit Local Govt Sector Briefing &amp; Finance Manager's Response</li> <li>End of Year Reports &amp; Draft Service Delivery Plans</li> <li>Internal Audit Charter and Work Plan 2019/20</li> <li>Internal Audit Progress Report</li> <li>Action taken by the Chief Executive on the Grounds of Urgency</li> <li>Assets Update</li> </ul>		Chair External Audit  External Audit /Fin Mnger & S151 Officer Perf Mgmt Officer  Internal Audit  Internal Audit  DSO  Open Spaces & Facilities Manager								

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**[UPDATED: 18/09/19]**

**FINANCE & ASSETS COMMITTEE**  
**ANNUAL AGENDA PLAN**

**LEAD OFFICER(S): Emma Grima, Director Commercial**

**DEMOCRATIC SERVICES OFFICER: Janis Murfet**

Meeting on: <b>Thursday 26 March 2020</b> 4.30pm [continued]									
Meeting on:			Meeting on:				Meeting on:		
Agenda Planning meeting:			Agenda Planning meeting:				Agenda Planning meeting:		
Pre-meeting briefing:			Pre-meeting briefing:				Pre-meeting briefing:		
Deadline for reports/dispatch:	4pm Monday 16 March 2020	Wednesday 18 March 2020	Deadline for reports/dispatch:			Deadline for reports/dispatch:			
•			•				•		

**[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]  
 [UPDATED: 18/09/19]**