



EAST CAMBRIDGESHIRE DISTRICT COUNCIL

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

MEETING: **OPERATIONAL SERVICES COMMITTEE**

TIME: 4.30pm

DATE: 22nd March 2021

VENUE: **PLEASE NOTE:** Due to the introduction of restrictions on gatherings of people by the Government due to the Covid-19 outbreak, this meeting will be conducted remotely facilitated using the Zoom video conferencing system. There will be no access to the meeting at the Council Offices, but there will be Public Question Time at the commencement of the meeting in accordance with the Council's Public Question Time Scheme, as modified for remote meetings. Details of the public viewing arrangements for this meeting are detailed in the Notes box at the end of the Agenda.

ENQUIRIES REGARDING THIS AGENDA: Adrian Scaites-Stokes

DIRECT DIAL: (01353) 665555 EMAIL: adrian.scaites-stokes@eastcambs.gov.uk

Membership:

Conservative Members

Cllr David Ambrose Smith
(Chairman)
Cllr Julia Huffer
(Vice Chairman)
Cllr Christine Ambrose Smith
Cllr Lis Every
Cllr Jo Webber

Liberal Democrat Members

Cllr Victoria Charlesworth
Cllr Mark Inskip
(Lead Member)
Cllr Christine Whelan

Independent Member

Cllr Paola Trimarco

Substitutes:

Cllr Dan Schumann
Cllr Joshua Schumann
Cllr Lisa Stubbs

Substitutes:

Cllr Simon Harries
Cllr John Trapp
Cllr Alison Whelan

Substitute:

Cllr Sue Austen

Lead Officers:

Jo Brooks, Director Operations

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 approve the minutes of the meetings held on 18th January 2021

5. Chairman's Announcements

6. Service Presentation – Building Control

7. East Cambs Street Scene Business Plan 2021/22

8. Draft East Cambridgeshire Youth Strategy and Action Plan

9. Eyes and Ears Parish Council Training

10. Forward Agenda Plan

NOTES:

1. Since the introduction of restrictions on gatherings of people by the Government in March 2020, it has not been possible to hold standard face to face public meetings at the Council Offices. This led to a temporary suspension of meetings. The Coronavirus Act 2020 now has been implemented, however, and in Regulations made under Section 78 it gives local authorities the power to hold meetings without it being necessary for any of the participants or audience to be present together in the same room.

The Council has a scheme to allow Public Question Time at the start of the meeting using the Zoom video conferencing system. If you wish to ask a question or make a statement, please email Adrian Scaites-Stokes, Democratic Services Officer, at adrian.scaites-stokes@eastcambs.gov.uk by 5pm on . If you are not able to access the meeting remotely, or do not wish to speak via a remote link, your question/statement can be read out on your behalf at the Committee meeting.

2. A link to a live stream of the meeting will be available on YouTube via the Council's website, on the meeting's webpage, for public viewing.
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
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 item no(s). X because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item(s) there would be disclosure to them of exempt information of Category X of Part I Schedule 12A to the Local Government Act 1972 (as amended)."

AGENDA ITEM NO. 3

Minutes of a meeting of the Operational Services Committee facilitated via the Zoom Video Conferencing System at The Grange, Nutholt Lane, Ely on Monday 18th January 2021.

PRESENT

Cllr David Ambrose-Smith (Chairman)
Cllr Victoria Charlesworth
Cllr Lis Every
Cllr Julia Huffer
Cllr Mark Inskip
Cllr Daniel Schumann (Substitute for Cllr Christine Ambrose-Smith)
Cllr Paola Trimarco
Cllr Jo Webber
Cllr Christine Whelan

OFFICERS

Jo Brooks – Director Operations
Lewis Bage – Communities & Partnerships Manager
Tracy Couper – Democratic Services Manager
Caroline Evans – Democratic Services Officer (Committees)
Richard Kay – Strategic Planning Manager
James Khan – Head of Street Scene
Angela Parmenter – Housing & Community Advice Manager
Rebecca Saunt – Planning Manager
Anne Wareham – Senior Accountant
Karen Wright – Information Communication Technology (ICT) Manager

57. PUBLIC QUESTION TIME

There were no public questions.

58. APOLOGIES AND SUBSTITUTIONS

Apologies for absence had been received from Cllr Christine Ambrose Smith and Councillor Daniel Schumann was acting as Substitute.

59. DECLARATIONS OF INTEREST

No declarations of interests were made.

60. MINUTES

It was resolved:

That the minutes of the meetings held on 16th and 30th November 2020 be confirmed as correct records and be signed by the Chairman, subject to the following amendments:

Agenda Item 49 Budget Monitoring Report resolution (i): amend last line to read 'planned'.

Agenda Item 54 ECSS Business Plan 2020/21 (Revised) page 2 second paragraph 7th line: amend to 'dependent'.

61. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman made the following announcements:

East Cambs Housing Service Recognised as Gold Standard

This accolade had only been given to a few councils nationwide and was testament to the time and effort which goes into the service day-in, day-out, to ensure it was of the highest standard for our residents.

I would like to share my personal congratulations to all of the officers who have worked tirelessly to make our Housing, Community and Advice Service the best it can be.

COVID-19 Support Grant

Our officer-led Covid Recovery Group were recently successful in securing a bid for £200,000 from the Covid Outbreak Management Fund held by the County Council. This funding is to assist our residents, communities and Community Hubs.

The Community Hubs assist our residents with things such as shopping, collecting prescriptions, befriending services, etc.

Part of our bid was to provide small, one-off grants to the Community Hubs to support them in supporting our residents. There weren't specific criteria, as each Community Hub would have different needs to help our residents. The grant was for a maximum of £500 per Hub, of which we had 42 which covered the whole of our District.

Committee Membership

There had been a slight change to the substitutes - Councillor Anna Bailey had been replaced by Councillor Josh Schumann.

62. **SERVICE PRESENTATION – PLANNING SERVICE**

The Committee received a presentation by the Planning Manager, Rebecca Saunt, on the work of the Council's Planning Service. The presentation covered statistical information and comparisons between 2019 and 2020 for the following areas:

- Number of applications received by month
- Comments received
- % applications acknowledged within 5 working days
- Applications received by category
- Decision Notices issued
- Tree Officer consultation responses statistics

- Conservation Officer consultation responses statistics
- Appeals
- Enforcement
- Changes made to processes since March 2020 due to Covid-19

The Planning Manager highlighted the increase in 2020 in the months where the Team were achieving or exceeding the target of 75% of applications acknowledged as valid within 5 working days, which was a great achievement by officers in the light of the pandemic. As a result of Covid-19, there was a greater use of E-mailing of correspondence in relation to applications, which resulted in savings in printing and postage costs. Pre-App and Planning Committee meetings were being held via Zoom, which had received good feedback from all interested parties and the public. The Planning Manager thanked and paid tribute to her Team for how they had adapted to the challenges faced by them.

In response to questions by Members regarding arrangements for informal contact between members of the Team via lockdown, the Planning Manager reported that weekly Team Leader meetings and full Team meetings every 2 weeks had taken place via Zoom, but she acknowledged that there still were benefits to round the table face-to-face meetings where you could share plans, etc.

The Chairman and Members of the Committee commended the excellent work of the Planning Service Officers.

It was resolved:

That the Planning Service presentation be received.

63. BUDGET MONITORING REPORT

The Committee considered a report, V124 previously circulated, which detailed the financial position for services within the responsibility of Operational Services Committee.

In response to a question by a Member on the Housing underspend due to the non-use of the Bed and Breakfast Budget and the potential impact in the future of Covid-19, the Housing & Community Advice Manager reported that the service was preparing for the potential for a greater level of homelessness due to the economic impact of Covid-19 on people and families, by having available a contingency provision of 5 'floating rooms'.

It was resolved:

- (i) That it be noted that the Committee was currently projected to end the year with a revenue underspend of £74,500, when compared to its planned budget, of £5,650,903.
- (ii) That it be noted that the Committee had a projected capital programme outturn of £1,166,380. This was an underspend of £2,655,950.

64. HOUSING & COMMUNITY ADVICE SERVICE – UPDATE ON IMPACT OF COVID-19

The Committee considered a report, V125 previously circulated, which gave an update on the Housing and Community Advice Service and impacts arising from Covid-19.

The Housing & Community Advice Manager reported that a full service had been maintained via Zoom and telephone and staff continued to undertake an extensive programme of training as detailed in Appendix 1 of the report. The Housing & Community Advice Manager highlighted the significant rise in requests for Foodbank vouchers and stated that the end of the moratorium on Section 21 or Section 8 evictions, due from the end of March, was likely to result in a rise in homelessness cases. The service had dealt with 9 settled status applications and ECDC was the only authority in the area still undertaking this service. The Housing & Community Advice Manager referred to the case of a Polish worker who had escaped modern slavery for whom the Team had successfully completed this process.

A commitment had been given to undertake a review of the Advice Service following the first 12 months of in-house delivery and this was due to be undertaken in the near future.

In concluding, the Housing & Community Advice Manager expressed her great praise and pride for her staff, for the outstanding manner in which they had risen to the challenges created by the Covid-19 Pandemic.

Members also commended the outstanding work of the Team during the Pandemic.

A Member referred to an apparent discrepancy in the actual and percentage figures relating to Housing Advice cases and the Housing & Community Advice Manager clarified this and agreed to provide Members of the Committee with a breakdown of the cases. Another Member referred to the large percentage of prevention cases at 29% where the outcome was not known. The Housing & Community Advice Manager explained that this was due to the ability to use an 'other' category on the database, which now had been removed, but again she agreed to provide Members of the Committee with a breakdown of the cases.

In response to a question by a Member on the timetable for the Advice Service review and reporting to this Committee, the Chairman stated that this would be discussed by himself with the Director Operations, as Lead Officer for the Committee.

It was resolved:

That the update report be noted.

65. **EAST CAMBS ENVIRONMENT ACTION PLAN – PROGRESS REPORT, INTERIM TARGETS AND PARTNERSHIP FORUM SET-UP**

The Committee considered a report, V126 previously circulated, which provided:

- an update on progressing the 'Top 20 Actions' within the Environment Plan;
- possible options for interim targets towards 'net zero' carbon emissions for discussion; and
- further update on the progressing of a Community Partnership Forum.

The Strategic Planning Manager reminded the Committee that the second ECDC Environment Plan scheduled for June 2021 should include interim target(s) towards the Council's long-term carbon emissions ambitions. Therefore, commentaries were included in the report regarding possible different targets for Member discussion at this stage, prior to more detailed consideration in June. A key factor in this was the position with regard to the fleet of refuse vehicles, the current lack of availability on the market of low emission vehicles suitable for use in a rural District and the delay in the Government Waste Strategy.

During discussion of the content of the report, the following comments were made by Members:

A Member queried the impact of the replacement of all the Council's street/car park lighting with energy efficient LEDs and moving to a renewable energy electricity tariff, and the Strategic Planning Manager confirmed that, whilst lighting was not a source of significant emissions for the Council, both actions made a statement of intent to the principle of lowering energy usage and emissions.

A Member asked for information on the likely individuals/organisations to be invited to be part of the Partnership Forum and the Strategic Planning Manager agreed to provide Members of the Committee with details of these.

Members welcomed the range of options set out in the report for interim emissions targets and expressed support for the principle of 'frontloading' of the target. A number of Members expressed support for the target being set by near neighbouring Councils detailed in paragraph 3.38 of the report, which was similar to that propounded by the Tyndall Centre. Members acknowledged the need for the Council to set an ambitious target but also to be flexible and to take into consideration any County-wide target set by the Combined Authority.

A Member commented that other Councils around the country were using low emission refuse vehicles and some of these were rural in nature. The Council could approach such comparable Councils to obtain further information.

A Member also suggested that the Council should contact the Tyndall Centre for information and advice.

Other Members commented on the need to await the Government announcement of the Waste Strategy before committing ourselves in relation to the purchase of costly waste vehicles.

Members supported the proposal for the conducting of a short preliminary investigation into the potential of ECDC generating its own commercial scale renewable energy.

With regard to the appointment by the Committee of a Natural Environment and Climate Change Member Champion, Councillor Julia Huffer was proposed and seconded.

In concluding, the Chairman and Members of the Committee commended the Strategic Planning Manager on the excellent quality and comprehensive nature of the report.

It was resolved:

That the Committee:

- (A) Welcomed the progress made to date, in respect of achieving the June 2020 Environment Plan's 'Top 20 Actions'.
- (B) Noted the progress made to date in terms of establishing a Partnership Forum and the establishment of district-wide baseline climate related data and agrees that officers should continue to progress on the basis outlined in the submitted report.
- (C) Noted the commentary on the options in respect of setting an interim carbon emissions reduction target for ECDC, and agrees that the options and commentary as set out in the submitted report form a reasonable basis for further investigation, with the intention of this Committee establishing an interim target at its meeting in June 2021.
- (D) Agreed that a short preliminary investigation into the potential of ECDC generating its own commercial scale renewable energy be conducted and brought to Committee at the earliest opportunity.
- (E) Appointed Councillor Julia Huffer as Natural Environment and Climate Change Member Champion.

66. REVIEW OF GRANT TO CITIZENS ADVICE WEST SUFFOLK

The Committee considered a report, V127 previously circulated, which detailed the outcome of a review of the grant awarded to Citizens Advice West Suffolk (CAWS) for 2020/21 and whether a grant should be awarded for 2021/22.

The Communities and Partnerships Manager reported that the proposal to award a grant for the forthcoming year acknowledged the need for the continuation of delivery of a service during the current pandemic.

Councillor Daniel Schumann left the meeting at 5.40pm and did not return.

Members referred to the importance of maintaining a service to the residents in the south of the District. Therefore, it was proposed and seconded that a grant be awarded for a 2 year period rather than 1 year.

In that connection, the Chairman referred to the review of the Housing and Community Advice service being conducted and it was reported that a 2 year Service Level Agreement would not allow the flexibility to revise arrangements as a result of this review.

Other Members commented that a 2 year grant would give CAWS greater stability and the proposals for the extension of Community Hubs would not benefit villages in the far south of the District.

Upon being put to the vote, the Motion to award a grant for a 2 year period was declared to be lost.

The recommendations in the submitted report then were moved and seconded and declared to be carried.

It was resolved:

- (i) That the review findings be noted.
- (ii) That a grant of £23,166.03 be awarded to CAWS via a Service Level Agreement for 2021/22.

67 QUARTER 3 PERFORMANCE REPORT: WASTE & STREET CLEANSING SERVICES

The Committee considered a report, V128 previously circulated, which provided the updated performance information for delivery of the Waste and Street Cleansing Services.

In response to a question by a Member regarding the sourcing of wheelie bins, the Head of Street Scene stated that an increase in requests for recycling bins just after Christmas had meant that the stock had been depleted, as an order placed with the supplier in November had yet to be delivered. Customers were being supplied with clear sacks for recyclables as an alternative.

Members commended the Team on the excellent service provided and in maintaining service levels during the pandemic.

It was resolved:

That the performance and service delivery for the third quarter of 2020 be noted.

68. FORWARD AGENDA PLAN

It was resolved:

That the Forward Agenda Plan be noted and the reviews of the Housing and Community Advice Service and CAWS provisionally be included on the Agenda Plan for the July meeting.

The meeting concluded at 6:10pm.

TITLE: ECSS BUSINESS PLAN 2021/22

Committee: Operational Services Committee

Date: 22 March 2021

Author: Jo Brooks - Director Operations

[V154]

1.0 ISSUE

1.1 To consider the ECSS Business Plan 2021/22.

2.0 RECOMMENDATION

2.1 Members are requested to approve the ECSS Business Plan 2021/22.

3.0 BACKGROUND/OPTIONS

3.1 In accordance with the Shareholder Agreement ECSS is required to produce an annual business plan for approval by the Operational Services Committee.

4.0 ARGUMENTS/CONCLUSIONS

4.1 Operational Services Committee is requested to approve the ECSS Business Plan 2021/22.

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 There are no financial implications arising from this report.

5.2 EIA not required.

6.0 APPENDICIES

6.1 Appendix 1- ECSS Business Plan 2021/22.

Background Documents

Location

Room 101B,
The Grange,
Ely

Contact Officer

Jo Brooks
Director Operations
(01353) 665555
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East Cambs Street Scene Limited

Business Plan – 2021/22

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MISSION STATEMENT

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

VISION

We believe in improving the quality of life of the taxpayer of East Cambridgeshire and we believe in the Council's objectives that are set out in the Corporate Plan 2020-23. East Cambs Street Scene Limited will continue to support the Council in achieving these objectives.

VALUES

Strategic Objectives

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

Our Services will be:

- Flexible - Innovative and tailor-made options to meet the needs of the customer
- Local - Wherever possible (and relevant) utilise local suppliers
- Trusted - Reliable services delivered by skilled staff



Introduction

The financial year 2021/22 will see East Cambs Street Scene move into its fourth year of operation and responsibility of providing waste and street cleansing services to the residents of East Cambridgeshire.

The previous year has been full of trials and challenges, with COVID-19 unfortunately negatively affecting our employees and the services we provide. Thankfully, ECSS has remained resilient and committed to its goals and has sustained the delivery of all of its waste collection and street cleansing operations throughout the year.

We made a big commitment to our employees this year and ensured that no one was negatively financially affected by COVID. These steps further evidence our commitment to our employees and the assurances we give them that ECSS is a company who supports its staff. We are truly grateful to all of our staff and when working together, we know we can achieve greatness.

Moving into this financial year, we will look to fully recover from the effects COVID has left us with, including improving the affected performance figures and refocusing on the targets we have been unable to complete in the previous year.

ECSS remains committed to providing the highest levels of performance throughout all the services it provides to its customers, the residents of East Cambridgeshire.

We will continue to investigate into commercial opportunities, where they arise, in a bid to further grow the company's commercial income stream. Increasing this revenue will assist in supplementing the management fee paid by ECDC and contribute to the growth and development of the services.

This business plan seeks to provide a brief overview of 2020/21 and the year ahead for ECSS.



Looking Back

Although 2020/21 was plagued with unfortunate events, ECSS remained strong and committed to its cause.

Performance targets remained at 80% for this year, with ECSS vigorously committed to achieving this.

Table 1 below highlights the performance outrun for each service, for each month, for the first three quarters of the year 2020/21.

As highlighted in the table, the start of the year remained positive as we continued the hard work and dedication we amassed by the end of the previous year. However, it is clear that these figures were affected by the negative impacts of COVID, as we moved further through the year, resulting in Refuse, for the month of September, coming in under the monthly target of 80%.

This is a combination of both the increased pressure of the annual black bag delivery as well as the efforts in stabilising the services as all employees returned to full time work after the conclusion of the first lockdown.

However, as we moved to the end of the calendar year, after regaining some stability and control, these figures rose to their pre-lockdown figures.

Table 1: ECSS Performance in Relation to the Management and Resolution of Service Requests within the Time Specified Resolution (as a %) for April to December 2020

Note: The RAG rating relates to the month on month cumulative performance trend.

Service	Apr 2019			May			Jun		
	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend
Refuse	99	99	-	99	99	-	96	99	-
Recycling	98	98	-	99	99	▲	94	97	▼
Green	99	99	-	98	99	-	99	99	-
Bulk & Clinical	100	100	-	97	98	▼	98	98	-
Street Cleansing	93	93	-	95	94	▲	88	92	▼
Service	July 2019			Aug			Sep		
	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend
Refuse	99	99	-	100	99	-	69	90	▼
Recycling	91	95	▼	84	93	▼	92	93	-
Green	97	98	▼	88	96	▼	91	95	▼
Bulk & Clinical	94	96	▼	96	96	-	98	97	▲
Street Cleansing	88	91	▼	92	91	-	89	91	-
Service	Oct 2019			Nov			Dec		
	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend
Refuse	81	88	▼	100	89	▲	98	90	▲
Recycling	93	93	-	97	94	▲	98	94	-
Green	94	95	-	99	96	▲	99	96	-
Bulk & Clinical	98	97	-	98	97	-	100	97	-
Street Cleansing	92	91	-	93	91	-	93	91	-

Our Achievements 2020/21

Although heavily affected by the Coronavirus, which resulted in submitting a reviewed business plan in November and altering our goals and budget for the remainder of the year, we were still able to achieve many accomplishments. A few are highlighted below.

- With ECSS having grown and developed substantially since its creation in 2018, it was therefore necessary to review and update the Memorandum of Agreement (MoA) it has with the Council.

The MoA highlights the services ECSS is expected to provide on behalf of the Council, the performance levels it must aim to achieve and the reporting process it must follow. With Committees and working groups being dissolved and new Committees taking their place, it was vital that this document was updated to reflect the changes that have taken place over the past three years.

- September saw the management structure for ECSS change. This change saw Matt Ings leave ECSS as the Street Scene Manager and James Lawless join us. James joins from the private sector, previously working for a busy London Borough, and brings a raft of operational experience with him. He joins at a pivotal point in the company's operational growth and development.
- A major achievement for this year, that we are all so proud of, was to be able to continue to deliver all of our services, despite the impacts of COVID. This is something that not all Authorities across the country have been able to do and has resulted in many difficulties with waste collection and resident satisfaction.

Our teams were out every single day providing an unaffected service that our residents could rely on ensuring that there were no further pressures placed on them. Throughout both lockdown periods, we were able to ensure all waste streams were collected and streets remained clear and clean.

Although lockdown resulted in less foot traffic on our streets, keeping them clean and presentable throughout, maintained the standards the residents deserved and expected to see, when leaving their homes.

This also assisted in reducing the burden when lockdown restrictions were relaxed and residents began utilising the amazing parks and open spaces throughout the district during the summer months.

- We hold our employees in the highest regard and understand that they are the cogs that keep the company performing. In line with the pay review and the subsequent performance related pay and increments we introduced in 2019, this year saw 80% of all operational staff successfully achieved their performance targets and were awarded their increment from October.

Completing these annual appraisals and subsequent increases in pay continues to support and thank our employees and contribute to ECSS being a company worth working for and staying with. This also assists in improving employee retention, which ensures we keep knowledge and the desired skill set. This is an area which poses a major threat and where many operational activities could suffer.

- Although suffering a performance dip in some service areas at times of the year, we always stayed committed to achieving the 80% target set by the Council. For a large proportion of the year, all service streams achieved or over achieved against this target, evidencing the unbreakable will and determination we have as an organisation

- The lockdown period witnessed an increase in service requests received from residents. This is strongly linked to the large majority of residents working from home and utilising our open spaces for exercise. This resulted in residents utilising the CRM system and proactively reporting waste and street scene issues. This assisted us in clearing and resolving these issues quickly and efficiently.
- With the growth of our development team, communication, education and promotion witnessed an increase in productivity and engagement with the community.

Unfortunately, due to the social distancing measures in place, we were unable to continue with our school's education programme, which saw the development team share and educate the next generation on important waste related matters and the positive impact they can have.

These social distancing measures also hindered the face to face engagement we have previously had with the wider community. With events and local gatherings on hold we were unable to use these opportunities to connect with the residents.

These interactions are vital in ensuring residents are informed and educated on waste matters and issues. However, this change in circumstance led us to think differently.

With social media becoming relevant now more than ever, bridging the communication gap between us all, ECSS focused on developing and growing its own channels.

This resulted in ECSS creating its very own Facebook page, providing a platform for us to share information with residents, businesses and the wider community.

To date, we have used this platform to share local and national waste communications as well as share information on important waste events like Recycle Week. Our Facebook page currently has 196 followers and 170 page likes and is growing with every post, video or link we share.

- In addition to growing our virtual presence, doing what we can to ensure waste is known in the community, we did something different this year.

During Recycle Week in September, to show our support and commitment to recycling, ECSS teamed up with Ely Cathedral and joined many other major landmarks around the country and illuminated the Cathedral green. This is the first year that East Cambs has taken part in this prestigious achievement, which was a massive success.

- The second quarter of the year saw the annual delivery of the black bags to every household in the district. Following the improvement in the quality of the bags last year, the same bags were issued this year

To further ensure that this delivery was completed as efficiently as possible, the calendars confirming collection dates were included with the sacks, reducing the resource required to deliver them, ultimately providing a substantial cost saving.

- Ensuring the vehicle fleet remained fit for service, safe and compliant is paramount. This year saw the end of the three-year Service Level Agreement ECDC held with Cambridgeshire City Council to service and maintain the vehicles.

Following a paper that was submitted to Operational Services Committee in November, this contract was extended for a further three years, guaranteeing ECSS continues to operate a well-maintained fleet, crucial for the delivery of its services.

- With COVID resulting in many residents working from home, we witnessed an increase in the amount of waste collected through our kerbside collection services. In April alone, domestic tonnage increased by 125 tonnes, recycling tonnage increasing by 102 tonnes and green waste increased by 196 tonnes, compared to the same period in 2019.

We hope that the increase in recycling tonnage confirms that one of the main issues surrounding unsuccessful recycling, is time. With residents spending more time at home they have had more of an opportunity to better understand what waste goes in which bin.

We already know that the residents are great recyclers and hope that the increased time spent better understanding the process, assists us in reaching our recycling goals in future years to come.

Section 1: Strategic Vision and Work Programme

The financial year 2021/22 – Key development areas

Communication, Education and Promotions

Successful engagement with our customers, the residents of East Cambs, is pivotal in supporting the realisation of our goals. Clear, precise and valuable information is vital in ensuring that residents understand what is expected of them and how they can make a positive impact when it comes to waste related matters.

Keeping the residents “in the loop” has proven positive across many organisations before and this is something we want to continue with ECSS. Providing up to date information to residents, through a multitude of channels, ensures this is achieved.

Improving customer interaction with ECSS and ECDC is something we were working on through the previous year. This year we aim to further improve this and continue to dynamically review all areas of contact and interaction residents have with ECSS.

This will include:

- A review of all waste pages on the Council website to ensure up to date and relevant information is available
- The implementation of an A to Z of recyclable material in order to provide residents with greater confidence and reassurance they are doing what’s right with their waste
- Grow ECSS’s dedicated Facebook page and investigate into the use of additional social media platforms, where proven beneficial
- Continue to deliver, where practicable, our schools education programme and extend this to other local community groups and events.

With COVID affecting the successful schools programme through 2020, we intend to re instate this, where possible, throughout this year and continue to educate the next generation on waste related matters and how they can make a difference.

This year’s school programme will include a review of the previous material used as well as the creation of electronic material to be shared with schools that cannot accommodate a visit. Information in this format can also be shared with local community groups who can then share with their respective communities whenever they see fit.

Performance

Although affected at times by the increase in demand following COVID restrictions, ECSS has maintained high levels of performance throughout 2020/21.

As an organisation, we strive to provide the most efficient, highly performing service we can. To further improve on the targets already being achieved, the below new KPIs will be introduced, monitored and reported against. These revised targets, will focus on service areas which impact the company and the resident the most and will provide a solid base for future growth and development.

Table of KPIs for 2021/22

Description of Key Performance Indicator	Target
Waste Collection	
Collections completed successfully	95%
Successful completion of bin deliveries within 10 working days	92%
Percentage of Waste Recycled	59%
Overall performance of the service	90%
Street Cleansing	
Work completed as scheduled	95%
Successful removal of offensive graffiti within 1 working day	98%
Successful removal of fly tipped waste within 2 working days	98%
Overall performance of the service	90%
Communication, Education and Promotion	
Increase in social media presence	Increase number of posts, likes and shares by 5%
School or Community groups engaged with	10
Number of local events attended	10

The targets outlined above look at monitoring the positive impact rather than the negative and fall in line with those depicted within the MoA. These form a platform to better promote the success rather than highlighting the failures. This is something that further drives and supports the business and its employees.

The targets ensure that the company act in a more proactive way and remove issues or failures before impacting the residents. This assists in removing the negative interaction a resident may have to have with the Council and ECSS through the reporting process.

Fleet and Assets

At this time, the proposals highlighted within the Governments Waste and Recourse Strategy (RAWS) evidence a change to waste collection as we see it now. However, the delay in the release of the next consultation, originally scheduled for Winter 2020 and now scheduled for Spring 2021, halted the procurement of replacement vehicles last year.

The current proposals look to implement dedicated weekly food waste collections as well as pose an opportunity for ECDC to implement a wheeled bin for domestic waste, with the appropriate funding made available.

These proposed changes would alter the current configuration of the collection fleet and procuring before further evidence is provided, could have left ECSS in a position where it did not hold the required fleet specification to deliver the mandatory services. This in turn could have required ECDC to sell, at a loss, the vehicles and, re-procure different vehicles to meet the demand of the strategy.

With the next consultation now scheduled for Spring 2021 and a large proportion of the current vehicle fleet beyond its scheduled lifespan, the information laid out in the consultation will hopefully provide more structured evidence into the service requirements and provide evidence into the method of funding to allow the correct procurement of new vehicles in this financial year.

However, if the consultation remains vague and does not provide the clarity needed to commit to the substantial investment required to replace the vehicles, it may be deemed necessary, following prior approval from the Board, to remove the aged vehicles from the fleet, reducing the increased maintenance expenditure and move to a short to medium term alternative, thus minimising the overall financial impact.

Additionally, and in line with the proposed round reconfiguration for this year, if necessary vehicle quantities or variables may require a change to achieve the desired outcome This will be factored into the procurement process.

In accordance with the Council's Climate Change Action Plan, consideration will be given to carbon neutral alternatives, where available and practicable.

Development of Employees

The introduction of performance related pay and annual appraisals has given operational employees the opportunity to increase their hourly rate, if their set targets are achieved. This process has seen the majority of staff successfully awarded an increment for the past two consecutive years resulting in over 60% of all employees reaching the top of their scale in October 2020.

The introduction of increments has allowed employees to be rewarded for their hard work and commitment to the services we provide and has provided a platform for the company to acknowledge this.

Performance targets have been set for this financial year in order to enforce the dedication we have to our employees, their individual development and the growth of the company. Successful completion of these targets could see all employees reach the top of their respective scales by October 2021.

We continue to fly the flag on "growing our own" into this financial year and keep our commitment to use our contribution to the apprenticeship levy to uplift our loaders and give them the opportunity to complete an HGV driver training programme.

Unfortunately, due to COVID, we were unable to achieve this goal last year, however, the funds committed to this programme through 2020/21 will roll over into this financial year and provide additional opportunities for training.

Improving the Services

Although already providing the service to a high standard, the historic configuration of the waste collection rounds, is something that is yet to evidence optimal efficiency.

As they are currently, the collection rounds are unbalanced throughout the week causing a shift in resource demand for each day. This imbalance causes unnecessary fluctuations in the demand for both staff and vehicles which in turn proves difficult to manage.

During the previous year, preliminary work was carried out to gather relevant data to enable amendments to the service to be proposed. This work continued to the end of last year and will form a business plan to be submitted to the Board and relevant Council Committee within the first quarter of the year, to request that these proposals are implemented to regain balance and control across the services.

The magnitude of these proposed changes will see the waste collection service receive its largest review for many years. The proposals will likely include collection day changes for many residents, which could include different waste streams being presented on different days, although efforts will be made to keep this to a minimum. In addition, there will be no intention to change the current frequency of collections.

To support this project, relative funding has been committed under a new budget line, Communication and Education, in order to ensure that the necessary promotion, communication and resident engagement is achieved.

It is suspected that once agreed, the implementation of this project will take up to six months, with a further six months assigned to review and monitor, adjusting as necessary.

The completion of this project will provide ECSS with a more stable platform to deliver a consistent service, manage its employees more efficiently, including managing annual leave and absences as well as provide the necessary reassurances that sufficient vehicle fleet will be available throughout the week to meet the demand.

The stability that round reconfiguration will bring to staffing requirements will ensure that ECSS can provide a more pro-active approach to its other services, which will assist in reducing the impact on the resident and support the achievement of the newly proposed KPIs.

Further possible outcomes of the project include reducing our current carbon output. This can be achieved with ensuring that vehicle movements are as efficient as possible, with teams working collectively in combined areas to assist in reducing unnecessary additional travel time. Additionally, if feasible without adding too much additional pressure on individual collection rounds, underutilised or underproductive rounds could be removed from service. Any change in this manner would achieve the highest carbon saving.

In support of the Council's climate change strategy, having carbon efficiency a variable when processing through this plan ensures that ECSS does whatever it can to assist the Council in realising its carbon goals.

With ECSS and ECTC's relationship every growing, we look to continue bridging this gap throughout the coming year. Closer working relationships have allowed both trading companies to utilise their individual skill sets and knowledge and ensure tasks can be completed to the highest standards.

Continuing to grow this relationship reduces lost time when approaching tasks that require input from each trading company, ultimately resulting in a more cost effective, positive outcome for the residents.

The growth of this relationship has allowed for better management of the operational depot, situated in Littleport and ensures that any future plans for this site are mutually beneficial.

Developing the Business

With ECSS growing both the services it delivers as well as a company as a whole, it is necessary to investigate into more efficient ways to manage the core requirements of the business.

As the business has gained stability in the past three years and proven that it can stand on its own, it is time to review the systems that were implemented during its creation in 2018 and introduce further levels of independence from the Council.

A prime example of a system that ties the company to the Council and removes independence is payroll. A function that affects every employee equally and a system that at this current time, we do not have full responsibility over.

During the creation phase, it was necessary to piggyback on the existing system being used by the Council, rather than create and implement a differing system solely for ECSS's use. The addition of two more payrolls to manage, on top of the ones already in place prior 2018, resulted in a substantial increase in demand on the Council's existing resources.

As we have progressed through these past three years, evidence has shown that piggybacking onto the same system as the Council may not be the most beneficial factor for ECSS. This has been evidenced during the COVID pandemic and due to the fact that ECSS utilised the same PAYE system as the Council, the company was ineligible for many of the Government grants to support businesses during this time.

It is therefore proposed, that any level of profit realised at the end of the financial year 2020/21 be reinvested into a standalone, cloud-based payroll system, which will separate the company from the Council and be fully managed internally through existing ECSS resource.

In addition to utilising the profits from the previous year, the annual fee paid to the Council for providing this service to ECSS, can be re purposed to support the ongoing management of the system.

Removing the additional demand from the existing combined payroll system will allow ECSS to manage its own system and information without having to rely on Council resources, ultimately reducing the demand on their resource and improving the service for ECDC employees.

Technology

A proposal for an In-Cab technology system was intended to be considered by the Board during the last financial year. However, due to the constraints brought on by COVID, we have been unsuccessful in completing this task.

With the proposal for a large scale round reconfiguration becoming the more pressing matter, which will award the company with greater returns, the investigation and proposal into this technology has become unachievable this year. The proposed budget for this financial year does not support the necessary financial investment required to investigate and procure a system of this nature.

However, improving the interaction residents have with the services and the technology they use to do this remains essential.

As previously mentioned within this plan, this year we will look to investigate and implement an A to Z system, hosted on the Council website, for residents to utilise and to better understand what items can and can't be recycled in their bins.

This programme will assist in increasing the quality of the recycling material collected as well as reducing the risk of contamination, which poses a financial risk through penalty. This programme will also provide residents with greater support when recycling and confirm their positive actions.

As technology continues to grow and using it becomes part of our everyday life, we will investigate into ways we can utilise these developments to make engaging with the Council and company as efficient and broad as possible.

Commercial Opportunities

With COVID halting the implementation of a dedicated trade waste collection last year, it has become necessary to carry out a holistic review of the service, including the level of demand that remains, before committing to providing a service.

It is our intention to complete this holistic review and prepare a revised business case for the Board to consider. It must be considered, that at this time, we are unaware of the ongoing impacts of COVID and therefore, there may not be an appropriate time to instigate this piece of work this year. Frequent updates on the probability of instigating this will be provided to the Board for its consideration.

Additionally, other commercial activities ECSS has pursued in previous years have been halted due to the impacts. Again, we are unaware of the ongoing impacts COVID will have on this for this year.

The budget for this year has considered this and only included income received from fixed commercial activities, which fall outside of the MoA with ECDC. However, as the year progresses, we will investigate into any practicable additional commercial activities that present themselves.

If circumstances change to the point that community events can resume, ECSS will ensure it is in a state in which it can offer its waste collection and cleansing services, at competitive rates, to further increase its commercial income stream.

During the previous year, and owing to the increase in demand, ECSS were able to provide a further day of bulky waste collections. As with the previous year, we will seek to utilise the opportunity to grow this commercial activity, in line with the level demand. Any further increase in demand and service provision will increase the potential income and assist in offsetting expenditure as well as introduce the possibility of the company showing a profit at year end.

The Future of Waste and the services provided

ECSS and ECDC continue to work with the RECAP partnership to investigate into and prepare for the implementation of the Government's Waste and Resource Strategy.

The next consultation is set to be released in Spring 2021. The release of this consultation will provide the group with more information on the next steps the Government is proposing.

The proposals to date have already indicated changes to waste collection, the process waste follows as well as the way in which the authority receives recycling credits for the recyclable waste it collects at the kerbside.

As a partnership, all local authorities across Cambridgeshire and Peterborough are working collaboratively to ensure that full consideration and investigation into the possible impacts on the collection authorities and the disposal authority are discussed and where necessary, using outside organisations to assist in planning and detailing the potential positive and negative impacts the strategy could bring.

Currently, the proposals include implementing a mandatory separate weekly food waste collection, which would result in all households receiving an additional receptacle as well as additional collections rounds, including vehicles and staff to manage this new waste stream. To date, the Government has stated that the full net cost of new burdens, will be covered.

Further proposals could see the way in which we collect recyclable material change and even another process for consumers to dispose of their waste responsibility themselves, through a deposit return scheme.

All proposal are likely to see the way in which residents manage their waste as well as the way we collect it on behalf of the Council change.

We move into this year continuing to focus on ensuring that any amendments to waste collection have the resident's best interest and ease at the forefront.

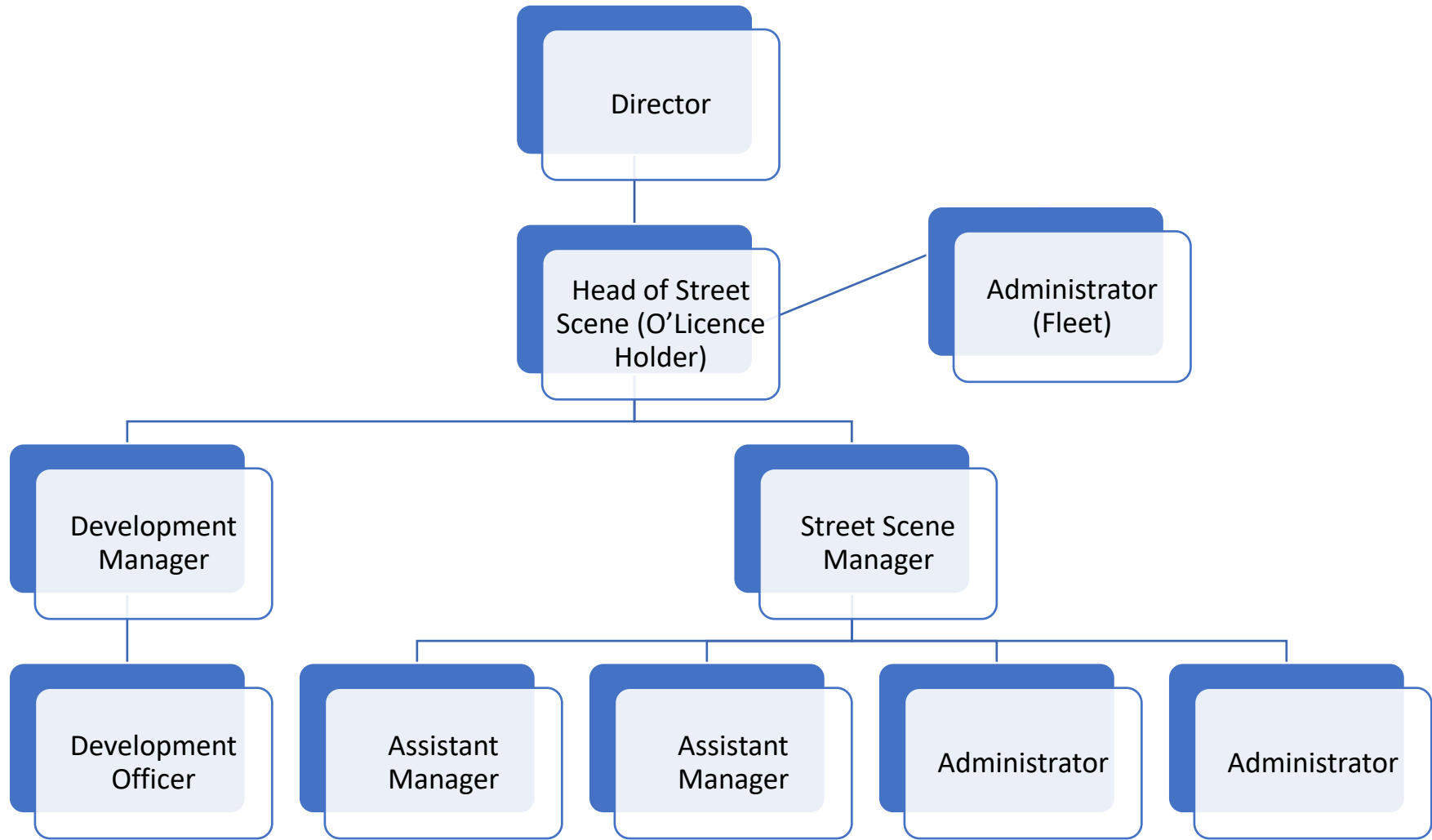
As more information is released in conjunction with the strategy, updated information and presentations will be submitted to the Board.

Section 2: Staffing Structure and Responsibilities

- 2.1 In 2021/22 ECSS will deploy the following staffing structure to deliver this business plan:

Number	Job Title	Employment Status
1	Director of Operations	(ECDC employee)
1	Head of Street Scene	(ECDC employee)
1	Street Scene Manager	(ECSS employee)
1	Development Manager	(ECSS employee)
1	Development Officer	(ECDC employee)
2	Assistant Managers	(ECSS employee)
2	Administration Assistant	(ECSS employee)
1	Fleet Admin Assistant	(ECDC employee)
15	HGV Drivers/Team Leaders - All waste streams	(ECSS employee)
3	7.5 tonne Driver/Team Leaders – All waste streams	(ECSS employee)
28	Operatives – All waste streams	(ECSS employee)
3	Street Cleansing - HGV Drivers	(ECSS employee)
7	Street Cleansing – Driver/Operatives	(ECSS employee)
4	Street Cleansing - Operatives	(ECSS employee)
Total		
70		

- 2.2 At an operational level, the workforce will remain multi-skilled ensuring staff are flexible in their work, enabling the management team to deploy staff to meet any service need. This increased flexibility shall assist in sustaining performance levels and reduce the impact of staff absenteeism.
- 2.3 A substantial review of the staff required to provide effective service delivery was completed at the end of the previous year. This review ensures that there are sufficient levels of trained staff, for each service area, to deliver the standards required. This process has also supported the relevant staffing budget line.
- 2.4 The diagram on the following page details the management staffing structure and the flow of reporting. This structure remains unchanged from the previous year and has proven to be efficient.



Section 3: Arrangements to Underpin Service Delivery

- 3.1 **Comms/Education/Promotion:** ECSS's development team will continue to grow their relationship with ECDC's customer service and web team to ensure necessary amendments can be made to Council operated platforms.

In addition, the development team will continue to work alongside Prominent PR and utilise their experience and knowledge to ensure successful communication with residents and external organisations. This relationship will also support the growth of ECSS's social media presence.

- 3.2 **Fleet and Assets:** To guarantee best value is achieved through the procurement of any new waste collection vehicles, ECSS will work with the RECAP partnership in reviewing and implementing a revised framework. This revised framework will ensure all of ECSS's specifications and requirements are met as well as providing a secure platform for the future procurement of vehicles, taking into consideration possible carbon alternatives.

- 3.3 **Deployment of Employees:** ECSS shall deliver all services using the workforce detailed in the section above. ECSS shall continue to monitor individual performance levels using the annual appraisals ensuring all services are provided to the required performance standards.

ECSS shall continue to develop their employees through internal and external training, including the use of monthly tool box talks. Additional external training programmes will be utilised, to ensure all necessary training requirements are met.

- 3.4 **Core Employment Requirements:** ECSS shall continue to comply with its core employment requirements, as determined by its HR policies and procedures.

- 3.5 **Trade Union Engagement:** ECSS shall continue to operate an open-door policy with trade unions and continue to grow its positive relationship.

- 3.6 **Improving the Service:** Substantial amendments to the service will follow a specific process, including seeking the necessary approval from the Board or relevant Council Committee before implementation. To ensure improvements to the service are implemented successfully, relevant action plans will be created and reported on to manage their progress. Subsequent monitoring reports and updates will be provided where specified.

- 3.7 **Commercial Opportunities:** The proposal of any new commercial activity will be subject to Board approval before its implementation. This will ensure group commitment and understanding of financial risk and impact is given.

- 3.8 **Quality Assurance:** ECSS will continue to operate a performance management culture that will drive delivery improvements from within the service. The implementation of new KPIs will keep employees motivated and committed and assist in preventing performance drop off.

- 3.9 **Independent Auditing:** The Development Manager and Officer will act as an independent auditor conducting internal performance audits across all service areas. These audits will aid in achieving and sustaining the required performance levels. ECSS will continue with external health and safety audits carried out by the Council's Health and Safety Manager. The audits will ensure the Company remains compliant with all policies, procedures and legislation.
- 3.10 **Day to Day Communications:** Day-to-day users of the services will be able to contact ECSS via the Customer Services function of the Council. This includes the Council website and ECSS's Facebook page, which will receive constant monitoring to ensure it is kept as up to date as possible. All vehicles, equipment and literature relevant to the services provided by ECSS will carry the contact details of the Council's Customer Services. Operational staff, who are likely to meet members of the public as they complete their duties, will be encouraged to channel all enquiries and complaints through Customer Services. Contact cards will be used to ensure clear communication.
- 3.11 **Out of Hours Communications:** An out of hours communication process will be in operation to ensure that customer requests are responded to, in line with the service request targets set out in the MOA. This will be managed through a rota, ensuring the process remains fair.
- 3.12 **Arrangements for Health and Safety:** ECSS shall maintain an up to date health and safety policy, codes of practices, risk assessments and safe systems of work to ensure that the Company delivers a consistent approach to safety, maintaining standards and minimising risk to all stakeholders. Constant communication of health and safety information will be relayed to employees monthly, to ensure they remain compliant. ECSS will continue to manage risks in accordance with its Risk Register that is contained in Appendix 1 of this business plan.

Section 4: Marketing of the Services

Over the past three years ECSS has managed to make a name for itself and is slowly becoming a household name in homes across the district.

We intend to continue this growth in presence and become a service provider that fills the residents with confidence and pride.

As mentioned previously in this plan, keeping the residents “in the loop” is pivotal in maintaining high levels of satisfaction.

Ensuring our residents are aware of the services we provide, how they can engage with us and what they receive in return is vital.

COVID-19's impact caused us to think differently and create and implement ideas that ensure the resident could continue to stay in touch with us and ensure we could communicate efficiently with them.

This year we look to grow the social media channel we started last year as well as creating and implementing additional channels where deemed appropriate.

Growing this type of platform will ensure that we are able to communicate and engage with residents, whenever and wherever and, share a multitude of information covering different themes.

Using these new platforms, we will be able to promote information on the local events our development team will be attending as well as share educational material with audiences outside of schools.

Following on from these channels and as we start to grow our commercial sectors more, the growth in social media will provide a platform to be able to communicate and engage with local businesses across the district and serve as a tool to promote the commercial services we can provide.

In addition, we will continue to utilise the Council website and Prominent PR to market the company and our services.

If achievable, and heavily dependent on the climate following COVID, we look to continue to attend local events and community groups which will serve as an additional method of promotion.

It is these forms of engagement which provide us with the greatest opportunity to understand our residents and gain knowledge of the issues that affect them the most.

Conversations and information gathered during these events provide us an insight in to homes in the district, their preferred method of communication and their views on the services we provide as well as their levels of satisfaction. This information is vital and assists in shaping future communication, education and promotional campaigns.

Section 5: Customer Care

ECSS shall continue to fully comply with the following policy statement for customer service to ensure high quality services are provided to customers.

Policy Statement for the Waste and Street Cleansing Services: Measures to Ensure Excellent Customer Service
<p>1. Purpose of the Policy Statement: Ensure a high level of customer service is consistently delivered by proactively and consistently responding to service requests and complaints from customers to ensure the performance targets for the services are at least met if not exceeded.</p>
<p>2. Treating Customer Service Requests as Genuine: Each request received from a resident will be treated as a genuine issue and that they are not being difficult or seeking to mislead the service. Even if there is doubt about their service request it shall be treated as genuine and dealt with accordingly.</p>
<p>3. First Time Fixes: Top performing services operate on first time fixes by directly empowering management teams within the services. This approach shall be fully adopted by ECSS to improve and then sustain high quality and consistency of the service activities. Unless they are policy related, all service requests and complaints shall go directly to the management team within ECSS for resolution within the set timeframes. This being consistent with the need for empowerment of the management team and to ensure their full accountability for service delivery.</p>
<p>4. The Design of Workflows: Design shall be from the customer's perspective to ensure they are robust and fit for purpose. This is to ensure that service requests and complaints from customers are effectively and consistently addressed at the point they are made to Customer Services, through to the action required by ECSS and to the point of closure within the CRM system within the timeframes set for each activity.</p>
<p>5. Annual Targets for Completion of Service Requests: The service management team shall set annual targets for completion for all categories of service requests. To support the achievement of the annual targets, the service management team shall receive a prompt if they have failed to close off a service request or if there is a call back from the resident about the request being outstanding; and the management team must then prioritise the service request being closed off. If the service request is still outstanding it shall be referred to a designated senior manager for direction. Monthly monitoring of performance against the individual stretch targets for service response times (as a percentage of the total number of service requests received for the month) shall continue to ensure efficient day to day management of the service.</p>
<p>6. Compliance with Adopted Policies and Procedures: All staff in both Customer Services and ECSS shall fully comply with all adopted policies and procedures of the Council that cover the provision of waste and street cleansing activities. This is to ensure consistency and transparency in the delivery of the services. Any variances from adopted policies and procedures must be agreed by a senior manager.</p>

Section 6: Services to be provided

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
<p>Education and Communications</p>	<ul style="list-style-type: none"> • To provide an education function for Schools and more widely to communicate to the public key environmental policies. • To influence waste minimisation, participation rates and on meeting recycling targets. 	<ul style="list-style-type: none"> • To be managed through the annual communications strategy. This will cover education, including school, private and public events and a variety of information covering waste and recycling. • An increase in focus to social media platforms will ensure that the change in resident engagement is catered for. • Creating education and promotion material in differing formats will ensure that communities we were unable to engage with previously, will now be reached.
<p>Domestic Waste Collection Service:</p>	<ul style="list-style-type: none"> • Weekly collection service. • Service utilising sack collections. • Workforce directly employed by ECSS. • Service managed by ECSS. • Disposal by Cambridgeshire County Council. 	<ul style="list-style-type: none"> • Weekly household waste sack collections from up to 40,000 properties within the District, with additional necessary assisted collections. • The delivery of 52 black sacks to each property in the District. • Workforce directly employed by ECSS. • Management structure identified • ECSS to manage the interface, including waste disposal, with Cambridgeshire County Council.
<p>Garden Waste Collection Service:</p>	<ul style="list-style-type: none"> • Fortnightly collection service. • Service utilising wheeled bins. • Workforce directly employed by ECSS. • Service managed by ECSS. • Disposal by Cambridgeshire County Council. 	<ul style="list-style-type: none"> • Fortnightly garden waste wheeled bin collections from up to 40,000 properties within the District, with additional necessary assisted collections.

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
		<ul style="list-style-type: none"> • The provision of new and replacement wheeled bins • Workforce directly employed by ECSS. • Management structure team identified • ECSS to manage the interface, including waste disposal, with Cambridgeshire County Council.
Dry Recyclable Waste Collection Service:	<ul style="list-style-type: none"> • Fortnightly collection service. • Service utilising wheeled bins. • Workforce directly employed by ECSS. • Service managed by ECSS. • Disposal by the current RECAP MRF contract. 	<ul style="list-style-type: none"> • Fortnightly recycling waste wheeled bin collections from up to 40,000 properties within the District, with additional necessary assisted collections. • The provision of new and replacement wheeled bins • Workforce directly employed by ECSS. • Management structure identified • ECSS to manage the interface, including waste disposal, with RECAP and the MRF contractor on behalf of ECDC.
Trade Waste Collection Service:	<ul style="list-style-type: none"> • Service to be managed by ECSS. • Provision of a service to other Council services • Disposal by Cambridgeshire County Council. 	<ul style="list-style-type: none"> • Carry out a holistic review of the previously proposed trade waste collection service, with the view to present an updated business case to the board for consideration.
Clinical Waste Collection Service:	<ul style="list-style-type: none"> • Weekly or ad hoc collection service determined by the clinical needs of the customer. • Collections from the properties of the customers. • Service managed by ECSS. • Current contractual arrangements for disposal. 	<ul style="list-style-type: none"> • To provide and manage a clinical waste collection service through the RECAP clinical waste collection contract. • Current contractual arrangements for disposal to be used.
Bulky Household Waste Collection Service and White Goods Collection Service:	<ul style="list-style-type: none"> • Bookable service. • Service managed by ECSS. • Workforce directly employed by ECSS. • Current contractual arrangements for disposal. 	<ul style="list-style-type: none"> • Operate a bulky waste collection service of a minimum of two days per week. • Expand the service to match demand. • Workforce directly employed by ECSS.

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
Bring Sites:	<ul style="list-style-type: none"> • 10 textile recycling sites. • Service managed by ECSS. 	<ul style="list-style-type: none"> • Bring banks are outsourced to external providers. • Service managed and monitored by ECSS
Disposal Arrangements	<ul style="list-style-type: none"> • Existing contractual arrangements to be managed by ECSS 	<ul style="list-style-type: none"> • ECSS to manage.

Section 7: Service Delivery Plans

The following service delivery plans are subject to review, following the completion of the round reconfiguration project.

Council Core Requirement	ECSS's Service Delivery Plan
<p>Domestic Waste Collection Service:</p>	<p>ECSS's Domestic Waste Collection Service shall be based on 5 rounds with one driver and two loaders operating weekly, excluding Bank Holidays and a close-down at Christmas. The service shall cover a total of up to 40,000 dwellings. ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> • 60 litre sacks <p>ECSS shall incorporate the Assisted sack collections – this service is reviewed annually.</p> <p>ECSS shall replace sacks on domestic collections as follows:</p> <ul style="list-style-type: none"> • 52, 60 litre sacks to each residential property located within the district.
<p>Garden Waste Collection Service:</p>	<p>ECSS shall deliver a fortnightly Garden Waste Collection Service based on a maximum of 5 rounds, excluding Bank Holidays and a close-down at Christmas. The service shall cover a total of up to 40,000 dwellings with following flexible staff deployment implemented as required:</p> <ul style="list-style-type: none"> • Driver and two loaders in the summer months, to suit demand. • A reduction in loaders or collection rounds in the winter months as required <p>ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> • Wheeled Bins from the majority of residential properties within the District with a number of properties requiring an alternative sack collection as necessary. <p>ECSS shall incorporate the Assisted sack collections – this service is reviewed annually. ECSS shall replace sacks and wheeled bins on garden collections as required.</p>

Council Core Requirement	ECSS's Service Delivery Plan
Dry Recyclates Collection Service:	<p>ECSS shall deliver a fortnightly Dry Recyclates Collection Service based on a maximum of 5 rounds with one driver and two loaders operating excluding Bank Holidays and a close-down at Christmas. The service shall cover a total of up to 40,000 dwelling. ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> • Wheeled Bins from the majority of residential properties within the District with a number of properties requiring an alternative sack collection as necessary. <p>ECSS shall incorporate the Assisted sack collections – this service is reviewed annually. ECSS shall replace sacks and wheeled bins on recycling collections as required.</p>
Trade Waste Collection Service:	<p>Following the unsuccessful implementation of the pilot service in 2020/21, due to the impact of COVID, a holistic review of the service will be completed to better understand if the demand remains and the service can be profitable. A new business plan will be submitted to the board for consideration, if deemed practicable.</p>
Clinical Waste Collection Service:	<p>To continue to provide a clinical waste collection through a 3rd party contractor in accordance with the contract procured through RECAP.</p>
Neighbourhood Recycling Sites:	<p>ECSS shall continue to subcontract the collection of textile banks across the district.</p>

Section 8: The Budget 2021/22

Introduction

Detailed below is the budget projections for the delivery of the waste and street cleansing service for 2021/22.

The Council will be required to review the management fee in accordance with the MoA by December 31st each year.

Allocation of Financial Risks

ECDC shall have the risk of funding the management fee each year based on the financial projections contained in its business case.

Once the management fee has been fixed for a financial year ECSS shall then have the financial risk of delivering the specified services, in accordance with the MoA and within the fixed management fee, including realising any efficiencies necessary. If funding of the management fee is not possible within ECDC's Medium Term Financial Strategy, then ECDC and ECSS shall have meaningful discussions in December before the next financial year to re-specify services to achieve an affordable waste and street cleansing service.

Budget Summary – 2021/22

	Budget
Management Fee	2,911,469
Wheeled Bin Income	57,500
Recycling Credits	382,625
Commercial Income	85,884
TOTAL INCOME	3,437,478
Management & Administration	338,399
Core Staffing	1,387,100
Overtime Costs	97,355
Agency Costs	100,000
TOTAL STAFFING COSTS	1,922,854
Vehicle Dept Repayment	214,299
Vehicle costs inc Maintenance	334,524
Insurance	102,000
Fuel	246,834
Supplies & Services Costs	3,000
Wheeled Bins and Bags	112,950
PPE	12,000
Waste Disposal	292,200
Premises Costs	51,000
Other Direct Costs	1,000
Communication and Education	27,900
Training	13,500
Support Services Costs	72,161
Miscellaneous	26,000
Vehicle Depreciation	5,256
TOTAL EXPENDITURE	3,437,478
Net Profit/(Loss)	0

Split of annual budget by service area			
Refuse	Recycling	Green	Street Cleansing
879,948	595,879	692,054	743,589
0	27,375	30,125	0
0	382,625	0	0
69,288	0	0	16,596
949,236	1,005,879	722,179	760,185
84,600	84,600	84,600	84,600
350,741	350,741	350,741	334,878
20,644	20,644	20,644	35,424
25,000	25,000	25,000	25,000
480,984	480,984	480,984	479,902
151,126	0	0	63,173
81,091	80,910	80,910	91,612
25,500	25,500	25,500	25,500
74,050	74,050	74,050	24,683
750	750	750	750
81,883	11,883	6,883	12,300
3,000	3,000	3,000	3,000
1,000	278,950	250	12,000
12,750	12,750	12,750	12,750
250	250	250	250
6,975	6,975	6,975	6,975
3,583	3,583	3,583	2,750
18,040	18,040	18,040	18,040
6,500	6,500	6,500	6,500
1,752	1,752	1,752	0
949,236	1,005,879	722,179	760,185
0	0	0	0

Notes for the Budget

Using the lessons learnt from the previous years of operating, it has been necessary to review the budget lines and their associated cost centres.

This year's budget has witnessed a reallocation of budget lines under different headings as well as the introduction of new budget lines.

These changes will greatly assist in the day to day management of the company finances and enable the management team to appropriately act on spends with greater confidence.

The table below highlights some key budget areas:

	2021/22
Note 1	The management fee has witnessed a 2% increase across all budget areas. This has been agreed by the Finance Manager, ECDC.
Note 2	Due to the delay in receiving information related to the value of recycling credits, the forecast tonnage collected during the previous year has been used to calculate the budget.
Note 3	Core Staffing has been set to account for all employees receiving a 2% pay award in April as well as all operational employee being awarded their performance increment in October.
Note 4	Commercial income remains at a reduced level, following the impacts of COVID from the previous year, as we are unsure how long these impacts will continue for and therefore, guaranteed income from fixed contracts, is the only income that has been accounted for at this time.
Note 5	Agency costs allow for adequate cover for annual leave and low levels of sickness absence. This budget does not allow for additional costs attributed to COVID cover.
Note 6	Vehicle Debt repayment covers the existing fleet. New vehicles are planned for this year; however, the additional debt repayment will not take effect until the next financial year.
Note 7	A dedicated budget line for Communication and Education has been introduced and includes an allowance of funding to cover the implementation of round reconfiguration. This budget line also allows for the development of other promotional and developmental activities.
Note 8	The Waste Disposal budget line includes the increased fees associated with the MRF contract extension between ECDC and Amey.

The budget for this financial year forecasts the company will break even by year end.

The budget does not factor in any efficiency savings as an outcome from round reconfiguration as the main focus is improving stability and control over the services. Although not a guarantee, a secondary outcome of the review may result in a cost saving and leave the company with a level of profit at year end.

Section 9: Strategic Risk Assessment

A: Legislative Changes	Impact	Control	Likelihood
A1. Substantial changes in health and safety legislation	Places additional service delivery and cost requirements on ECSS which have a pass through to the Council	Substantial changes to legislation are rare with the Health and Safety at Work act 1974 receiving its last update in 2013. If consultations are released on updates ECSS will discuss the possible impacts on service delivery and cost with the Council to ensure appropriate adjustments to the management fee are made ensuring the continued effective delivery of services.	Unlikely
A2. Substantial changes in employment legislation	Places additional service delivery and cost requirements on ECSS which have a pass through to the Council	Minor changes were implemented in the financial year 2020/21 however these carried no changes to service deliver or cost. Any substantial changes will be discussed with the Council to ensure appropriate adjustments to the management fee are made ensuring the continued effective delivery of services.	Unlikely
A3. Changes in commercial legislation	Impact on ECSS's powers to trade in a commercial manner, e.g. to deliver a trade waste	ECSS being a limited company and removed from the Council allows it to operate in a	Unlikely

	service and cleansing services to third parties	commercial manner creating its own income stream from commercial activities. This situation would only differ if the relationship it has with the Council was to change.	
B: Governance			
B1. Inadequate governance arrangements and lack of clarity on roles of the Council and ECSS for the delivery of services	Could lead to poor decision making which could undermine the delivery and future development of the services	Adequate governance arrangements are in place to ensure there is clarity of roles across the Company and Council to ensure decisions made do not adversely affect either party. Annual audits are undertaken to ensure governance arrangements meet the necessary criteria to remain compliant and provide recommendations where necessary.	Unlikely
B2. Lack of key skills amongst the operational management team of ECSS	Could lead to inadequate operation of the services in full compliance with the Council's requirements and reduce ECSS's opportunity to maximise on commercial opportunities. Likely to lose out on potential additional commercial income which would support the	Staff are employed considering their existing knowledge and experience and based on specific essential and desirable criteria. Ongoing training and development is provided to all levels of staff to ensure that there are no knowledge gaps and	Unlikely

	management fee and offset expenditure.	<p>services can continue to be provided to required levels.</p> <p>Specific training is provided to employees, where necessary, to ensure specific knowledge is gained prior to maximising opportunities.</p>	
C: Finance			
C1. Failure to align costs of service delivery to market rates	Insufficient budget planning, performance outturn and tolerance levels could result in ECSS unable to deliver services in line with market rates	Additional services are fully costed against current market rates and discussed with the Finance Manger before specific business cases are submitted to the board for consideration, scrutiny and approval before implementation.	Unlikely
C2. Failure to deliver the waste and street cleansing services within the budget envelope outlined within the Business Case	<p>Potential for ECSS to be unable to provide services with the budget envelope and suffer a loss at year end.</p> <p>Any loss realised will have negative effects on the following financial year.</p> <p>Reputational loss for the Company and Council</p>	<p>Substantial budget planning and review is completed with the Finance Manager, prior to its inclusion within the Business Case, to ensure all services are cost effective and sustainable for the year.</p> <p>Monthly finance meetings are held to review the company's Profit and Loss statement and adjustment of spends and budget lines reviewed to ensure the delivery of services remain sustainable.</p>	Unlikely

		Any substantial changes that effect the delivery of services within the budget envelope are discuss with the Finance Manager and escalated to the Board to consideration.	
C3. Substantial economic downturn negatively impacting on recyclates income	Possible loss of rebate value awarded to the Company following the resale of collected material processed through the MRF.	<p>The current contract ECDC hold with the supplier (Amey) explicitly details fixed gate fees, their year on year increases and percentage share of the resale price of processed material.</p> <p>The contract includes specific KPIs to ensure best value is achieved.</p> <p>Substantial changes in the material price would affect the rebate provided to the Company. Minor fluctuations in material value occur frequently however, this has no affect on the gate fee.</p> <p>Any change in material price does not affect the value of recycling credits the Company receives from the County Council, as this is based on tonnage collected.</p>	Unlikely

<p>C4. Economic downturn impacting the capacity of ECSS to implement and grow a trade waste service</p>	<p>Failure of SME's to continue to trade.</p>	<p>With COVID-19 continuing to affect SMEs, this risk has already been realised.</p> <p>The potential to implement and grow a dedicated trade waste service will be heavily dependent on the ongoing effects of COVID-19 through this year.</p> <p>Before the implementation of any form of service a holistic review will be undertaken to ensure there is sufficient demand and the service can sustain profitability.</p>	<p>Highly Likely</p>
D: Operational			
<p>D1. Failure to manage sickness absence in accordance with adopted policies and procedures</p>	<p>Ineffective management of sickness absence could lead to insufficient levels of resource required to deliver the services. This in turn would lead to an increase in agency spend, which could fall outside the agreed budget allowance.</p> <p>Failure to deliver services would result in reputational damage to the Company and Council.</p>	<p>A substantial policy and procure has been adopted to effectively manage sickness absence.</p> <p>This policy includes specific trigger targets for employees and contains explicit review stages to ensure employees are fit and able to attend work.</p> <p>A specific line is included within the budget to allow for levels of agency cover which reduces the</p>	<p>Unlikely</p>

		impact sickness absence could have on service delivery.	
D2. Failure to consistently deliver services to the performance standards set	<p>Failure to deliver the services to the standards required could result in a financial penalty placed on ECSS by ECDC in accordance with the MoA.</p> <p>Failure to deliver services to the required standards could result in reputational damage to the Company and the Council.</p>	<p>Specific KPIs are included within the MoA which ECSS performs against.</p> <p>These KPIs are monitored on a frequent basis with monthly performance reports being pulled directly from the Council CRM system and submitted to the Company. These reports are scrutinised and amendments to service delivery implemented, where necessary, to ensure successful completion of targets.</p> <p>Quarterly reports are submitted to the Council's Operational Services Committee for monitoring.</p>	Unlikely
D3. Failure to comply with the requirements of ECDC's Fleet Operator's Licence	<p>Possible loss or revoking of the Operator's Licence resulting in ECSS unable to operate heavy goods vehicles and therefore unable to deliver the services and fulfil the requirements of the MoA with the Council.</p>	<p>Requirements of the Head of Street Scene role include the necessary qualification and experience required to hold an O'Licence.</p> <p>Robust control measures are in place to ensure all requirements of the licence are met including a specific SLA held with Cambridgeshire City Council for</p>	Unlikely

		<p>the maintenance and repair of the vehicle fleet.</p> <p>In addition, adequate audit measures are in place to constantly ensure that nominated drivers are suitable and carry the required qualifications and training.</p>	
<p>D4. Failure to have in place sustainable sub-contractor arrangements (e.g. vehicle maintenance, agency staffing etc.) to sustain the delivery of the waste and street cleansing services</p>	<p>Failure to adequately service and maintain the vehicle fleet would be in breach of the O'Licence and risks the licence being revoked.</p> <p>Inadequate supplementary staffing arrangements could result in a failure to provide services to the standards outlined in the MoA.</p>	<p>ECDC holds a substantial SLA with Cambridgeshire City Council for the maintenance of its vehicle fleet. This SLA includes fixed rates for labour and parts and covers a three-year period.</p> <p>Contracts are held with multiple agencies to provide temporary staff, in order to ensure the necessary levels of staffing resource are held to deliver services.</p>	Unlikely
<p>D5. The Council and ECSS failing to progress within budget and to the set time frame the depot refurbishment project</p>	<p>Work is required in order to upgrade the depot facilities to ensure compliance with environmental and health and safety legislation and to provide capacity to deliver extended services from the depot.</p> <p>Failure to provide the required levels of repair could deem the</p>	<p>Atkins have been commissioned to complete the necessary surveys of the site and provide an options appraisal for the completed works.</p> <p>A set of project documents and governance arrangements are in place for the delivery of the project</p>	Unlikely

	<p>site unfit and could no longer be an operating base for ECSS.</p> <p>The Council and ECSS could be forced to source a new operating base that would require significant financial investment.</p>	<p>Options will be submitted to the Board and Council for consideration when completed.</p> <p>Capital funding will have to be secured in order to progress with this project.</p>	
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Section 10: SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong industry knowledge and experience • Evidenced performance achievements • Established team with skills and expertise • Diverse offer of skills • Drive and Determination 	<ul style="list-style-type: none"> • Lack of experience in tendering for contracts • Limited experience in a commercial environment • Lack of flexible investment and reinvestment into the service
Opportunities	Threats
<ul style="list-style-type: none"> • Economies of scale increase potential new business • Expand the team's skill base to reduce the need for external contactors • Increase reputation • Develop new and existing business areas • New commercial contracts for goods and services • Growth of social media presence and opportunity to work with outside organisations • Gain support from local communities and businesses 	<ul style="list-style-type: none"> • Competition from other service providers • Contracts ending and not being renewed • Weather • Employment of skilled workers • The impacts of Brexit creates a shortfall in choice of suppliers and delivery times and forces an increase in price. • COVID – 19 and the lasting impacts that remain

TITLE: Draft East Cambridgeshire Youth Strategy and Action Plan

Committee: Operational Services

Date: Monday 22nd March 2021

Authors: Lewis Bage, Communities and Partnerships Manager; Liz Knox, Environmental Services Manager; Angela Parmenter, Housing and Community Advice Manager

[V155]

1.0 ISSUE

1.1 To note and approve the Draft East Cambridgeshire Youth Strategy and Action Plan.

2.0 RECOMMENDATION(S)

2.1 Members are requested to:

- (i) Approve the Draft East Cambridgeshire Youth Strategy;
- (ii) Approve the East Cambridgeshire Youth Action Plan, and;
- (iii) Note progress made against the Action Plan at this Committee at a later date

3.0 BACKGROUND

3.1 The Draft East Cambridgeshire Youth Strategy endeavors to ensure that young people in East Cambridgeshire are engaged and contributing to local decisions that may affect them so that they are connected, healthy, safe, respected and are aware of the support and resources available to them to maximise their potential.

3.2 The Strategy has been informed following extensive engagement with local young people, voluntary and statutory agencies, community groups and organisations currently accessed by young people. This has enabled Officers to understand the issues, needs, aspirations and desires of the youths in East Cambridgeshire. The organisations consulted overwhelmingly welcomed the opportunity to input into the development of the strategy and recognised the importance of the work.

4.0 ARGUMENTS/OPTIONS

4.1 The consultation findings identified a number of common themes that are of importance to or affecting youths across East Cambridgeshire, including engagement, travel, safety, spaces and activities, health, education and careers.

4.2 The Strategy identifies examples of work currently being done to address the issues identified by local young people. From this, gaps can be identified and services can be reviewed to ensure that they are being utilized as effectively as possible to ensure that our young people have the services and resources they require to thrive.

5.0 CONCLUSIONS

- 5.1 Following engagement with young people and stakeholders, plus the mapping exercises conducted as part of the development of this strategy, it is clear that there is a breadth of work being done by a wide range of agencies, both voluntary and statutory, seeking to address the matters identified by the district's young people.
- 5.2 The Council recognises that even with these existing efforts and current provisions in place, the issues faced by young people continue to evolve, especially as the district responds and recovers from the impacts of COVID-19.
- 5.3 To add value to existing efforts and to ensure that the Council is doing all that it can for the district's young people during these challenging and changing times, an Action Plan (Appendix ii) has been developed that aligns with the themes identified within the strategy. Within the Council's Action Plan are actions to support multi-agency initiatives and approaches to address issues outlined within the strategy which seek to add value to the work that the Council is proposing to undertake. This allows an information sharing and multi-agency approach to implementing and progressing the strategy.
- 5.4 As at 2.1 iii of this report it is proposed that progress on the Action Plan be reported to this Committee at a later date.

6.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

- 6.1 There are no financial implications arising from this report's recommendations.

7.0 APPENDICES

Appendix i – Draft East Cambridgeshire Youth Strategy
Appendix ii – Draft East Cambridgeshire Youth Action Plan
Appendix iii – EIA
Appendix iv – CIA

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
	The Grange	Lewis Bage Communities and Partnerships Manager lewis.bage@eastcambs.gov.uk Liz Knox Environmental Services Manager Liz.knox@eastcambs.gov.uk Angela Parmenter Angela.parmenter@eastcambs.gov.uk 01353 665555



East Cambridgeshire Youth Strategy

Introduction

This strategy endeavours to ensure that young people in East Cambridgeshire are engaged and contributing to local decisions that may affect them so that they are connected, healthy, safe, respected and are aware of the support and resources available to them to maximise their potential.

The strategy's objectives are to:

- **EMPOWER** – young people by giving them a voice
- **ENGAGE** – understand the issues faced, needs, aspirations and desires of local young people
- **PARTICIPATE** – involve young people in effective and appropriate pathways in decision making processes
- **PROMOTE** – promote the resources and support available to young people
- **WORK TOGETHER** – recognise the skills, knowledge and resources available throughout the district and work together to improve the lives of local young people

The strategy endeavors to identify and build on the positive work currently being carried out and understand what can be done to improve the lives of young people.

It is recognised that the needs and aspirations of local young people can only be effectively met by partnership working between a range of different agencies in the public, voluntary and community sector. This strategy aims to influence the council's contribution to this collaborative approach and it compliments other local young person's policies.

In the 21st century young people experience a very different society to past generations. The economy, society and technology have changed, leading to a whole host of additional opportunities being available to them. However, the current economic situation brings with it a different set of ever-changing challenges for young people.

Young people also have more pressures upon them, not least from the media. The availability of new media technologies such as the internet and mobile communication devices have revolutionised the way they interact with the world.

Between the ages of 5-18 children face challenging times, especially around key transition stages such as changing schools and moving into adulthood e.g. money, relationships, employment, health, self-esteem, etc.

The Council is aware that some local young people experience difficulties in their life that mean they need more support than others. Tackling the range and complexity of problems faced by the minority who are at risk goes beyond the remit of this strategy, but it does complement other strategies employed by partners to address these issues.

Context

Countywide Context

Cambridgeshire County Council's Youth in Community's service support the development of a youth offer for Cambridgeshire. The principles of this offer are that it is:

- Led by communities
- Delivered by effective partnerships

- Informed and enjoyed by young people

Youth and community professionals and small project teams across Cambridgeshire deliver the service by:

- working in partnership with those working with young people at a local level
- working in partnership with local communities to understand local needs so that Cambridgeshire County Council put resources in the right places, empower and support communities to deliver their own sustainable solutions
- supporting communities who wish to deliver their own youth services
- helping with governance, funding and safeguarding through mentoring, training and signposting
- facilitating the Community Reach Fund which enables new community groups to meet needs within their community giving young people a say in every aspect of services provided for them
- Supporting young people to play a part and be recognised within their communities. This could be through:
 - volunteering
 - meaningful social action
 - speaking out and having a voice
 - participation in positive activities that support their development, emotional health and well being
 - securing external funding to deliver youth programmes and make existing programmes accessible to young people who need them.

East Cambridgeshire Population and Geography

East Cambridgeshire is a predominantly rural district located to the north-east of Cambridge within the county of Cambridgeshire. East Cambridgeshire is a largely rural district which covers an area of almost 65,500 hectares¹ and has a population of approximately 86,580 which is predicted to grow to 108,610 by 2036.²

The largest population settlements in East Cambridgeshire are Ely, Soham, Littleport and Burwell. Together, these comprise approximately 56% of the district's population, with the remaining population is spread between about 50 villages.³

East Cambridgeshire has an ageing population. There is predicted growth in the total sizes of all age groups by 2036. The numbers of young people aged 5-19 is forecast to increase by 3,100 between 2016 and 2036³. Over the next 10 years, the largest actual and proportional increases expected is in under 5-year olds and 10 to 19-year olds, with a relatively small increase in 5 to 9-year olds.⁴

The majority of Parish's within East Cambridgeshire are experiencing growth. Ely, Littleport and Soham are experiencing significant housing growth and development, in accordance with the Council's locational strategy in the 2015 Local Plan. Witchford and Fordham have experienced a high volume of major applications for residential development and growth. Isleham and Haddenham are also experiencing

¹ <https://eastcambs.gov.uk/east-cambs-district-council/about-east-cambs>

² <https://cambridgeshireinsight.org.uk/wp-content/uploads/2019/08/Cambridgeshire-2015-Based-Population-Forecasts.xlsx>

³ <https://data.cambridgeshireinsight.org.uk/dataset/2015-based-population-forecasts-0-19-years-cambridgeshire-and-peterborough/resource/63cdaebf#{view-graph:{graphOptions:{hooks:{processOffset:{},bindEvents:{}}},graphOptions:{hooks:{processOffset:{},bindEvents:{}}}}>

⁴ Mid 2015 based population forecasts, 2016 to 2026, Research Group, Cambridgeshire County Council

growth, through a number of smaller major applications. Sutton and Burwell have reasonably large housing allocations within the Local Plan and Neighbourhood Plan. Kennett also has outline permission for up to 500 dwellings, new school, community, retail and business uses. The Council is in a strong position at present as has a 5-year housing land supply, but this can change and could see speculative development coming forward in settlements which we didn't envisage in the future.⁵⁶

Young People living in Cambridgeshire and East Cambridgeshire – A snapshot

	Cambridgeshire	East Cambridgeshire
Young people (0-19 inclusive)	151,000 (23% of the population) ⁷	21,000 (24%) ⁸
Children living in poverty ⁹	12.7%	10.1%
Teenage conceptions rate	11.4 per 1,000 ¹⁰	5.8 per 1,000 ¹¹
Excess weight at year 6 ¹²	19.1%	13.8%
U18s Alcohol specific hospital admissions ¹³	23.4 per 100,000	17.0 per 100,000

Different areas across Cambridgeshire experience different rates of self-harm. In 2017/18, East Cambridgeshire had a statistically significantly higher rate of self-harm admissions compared to the overall rate for Cambridgeshire. There has been a noticeable increase in East Cambridgeshire, which appears to be due to a small number of patients being admitted numerous times during the year. Self-poisoning is the main reason for self-harm emergency admissions in children and young people aged 10-24 in Cambridgeshire. Approximately 75% of the self-harm hospital admission rates in Cambridgeshire were from children and young people who had a mental health diagnosis recorded.¹⁴

Approach

This Strategy has been informed following extensive engagement with young people and the agencies, community groups and organisations currently accessed by young people to understand the issues, needs, aspirations and desires of the young people in East Cambridgeshire. The Strategy identifies examples of work currently being done to address the issues identified by local young people. From this, gaps can be identified and services can be reviewed to ensure that they are being utilized as effectively as possible, so that the district's young people have the services and resources they require to thrive.

⁵ https://www.eastcambs.gov.uk/sites/default/files/Local%20Plan%20April%202015%20-%20front%20cover%20and%20inside%20front%20cover_0.pdf

⁶ <https://www.eastcambs.gov.uk/local-development-framework/neighbourhood-planning>

⁷ Mid 2015 based population forecasts, 2016 to 2026, Research Group, Cambridgeshire County Council

⁸ Mid 2015 based population forecasts, 2016 to 2026, Research Group, Cambridgeshire County Council

⁹ https://www.localhealth.org.uk/#c=report&chapter=c04&report=r01&selgeo1=lalt_2013.E07000009&selgeo2=eng.E92000001

¹⁰ https://fingertips.phe.org.uk/profile/health-profiles/data#page/3/gid/8000073/pat/6/par/E12000006/ati/202/are/E10000003/iid/20401/age/173/sex/2/cid/4/page-options/car-ao-1_car-do-0

¹¹ https://fingertips.phe.org.uk/profile/health-profiles/data#page/3/gid/8000073/pat/6/par/E12000006/ati/201/are/E07000009/iid/20401/age/173/sex/2/cid/4/page-options/car-ao-1_car-do-0

¹² <https://fingertips.phe.org.uk/profile/health-profiles/data#page/1/gid/8000073/pat/6/par/E12000006/ati/201/are/E07000009/cid/4>

¹³ https://fingertips.phe.org.uk/profile/health-profiles/data#page/1/gid/1938132694/pat/6/par/E12000006/ati/201/are/E07000009/cid/4/page-options/ine-vo-0_ine-yo-1:2016-1-1_ine-ct-2_ine-pt-0

¹⁴ <https://cambridgeshireinsight.org.uk/wp-content/uploads/2020/06/CYPMHNA-15.6.20.pdf>

The consultation was carried out using a phased approach to provide opportunities to reflect on information received and determine if and what further information was needed. It also provided an opportunity for to share findings to date with young people and relevant stakeholders. The phases of the consultation are outlined in the section below.

Consultation and Engagement

During July-August 2019 a consultation exercise took place across East Cambridgeshire aimed at children and young people aged 5-18. Questionnaires were distributed to a wide range of organisations and agencies that children and young people engage with including schools and sixth form colleges, youth groups, brownies, girl guides, cadets, sports clubs and leisure centres. 212 young people responded to the consultation.

The questionnaires included questions seeking to find out about what it is like to experience life as a young person in East Cambridgeshire. The consultation sought to assess the following:

- Opinions of living in East Cambridgeshire
- Leisure time experiences
- Popular meeting places and use of facilities
- Barriers, dilemmas and desired changes
- Provision of information relating to facilities, services and activities

The consultation findings identified a number of common themes that are of importance to or affecting young people across East Cambridgeshire. The themes are detailed below:

- Engagement
- Travel
- Safety
- Spaces and Activities
- Health
- Education and Careers

During November and December 2019, the main themes of the consultation were shared with education providers (primary, secondary and special educational needs schools and sixth form colleges) within the district. Education providers were invited to share the findings with students and seek feedback to determine if there were any gaps in the findings, and also to provide students an opportunity to identify proposed solutions or suggestions to address any matters identified. Unfortunately, no responses were received from education providers and we therefore engaged with them to understand the reasons why which included that unfortunately the timing of the surveys were unable to be incorporated into lesson plans.

Youth groups were sent the main themes of the consultation and were invited to share the findings with young people that attend their sessions to seek feedback, and again to determine if there were any gaps in the findings, and also to provide attendees an opportunity to identify proposed solutions or suggestions to address any matters identified. Focus group sessions were facilitated with youth groups to obtain further insight into the issues identified.

In January 2020, a range of partner agencies and stakeholders were invited to a workshop to discuss the consultation findings and to identify any work currently being done addressing the findings and also to identify any gaps and opportunities for further exploration. Partner agencies and stakeholders invited to attend included Public Health, Children's and Young Peoples Social Care, Childcare and Early Learning, East Cambs Assessment Team, East Cambs Children's Team, Youth Support Services, Police, Housing, Youth and Communities team, housing providers, Youth Offending Team, Youth Support Services, Early Help and Adolescent Strategy Group, Centre 33, GP practices, Chamber of Commerce, local schools, Children's Centres, Voluntary and Community Action East Cambridgeshire, Infinity Graphics and Cambridgeshire and Peterborough Combined Authority.

The consultation findings were shared with all parish councils and also with relevant members of the Council's Register of Consultees in February 2020 and they were also invited to advise of known services and provisions that they were aware of that addressed the matters identified by the consultation findings, and to advise of what more could be done as well as advising of any gaps that they were aware of within their parish.

Issues Identified

This section outlines the issues identified by young people (grouped into common, recurring themes).

Engagement

- The consultation identified that young people felt that more information was needed about activities, services and facilities.
- There was an aspiration for more engagement with young people and youth councils was identified as a possible means of achieving this.
- Having an independent voice outside of school was listed as something that young people want.

Travel

- 50% of respondents advised that transport links could be better and 15% advised that lack of and/or cost of transport prevents them from doing the activities that they want to do therefore young people in the district are often reliant on private transport.
- The consultation identified that transport links, including safe cycle links, between places need to be improved or created.

Health

- A variety of health-related matters were identified as issues by young people, including mental health (including suicidal thoughts), lack of exercise, pressure from peers to vape, smoke, take drugs and drink.
- School pressures and feelings of disengagement and loneliness were identified as being linked to mental health issues including depression
- The consultation identified that young people felt that there was a lack of mental health services specifically for young people.
- In addition to the issues identified above by young people, GPs are reporting increases in children and young people with neurodevelopmental disorders such as ADHD, autism and sleeping problems. At present, GP surgeries do not have a school nurse to liaise with and GPs

are reporting that nowadays young people are more likely to raise concerns regarding their mental health.

Safety

- 47% of respondents advised that safety could be better, with consultees reporting fears of anti-social behaviour, knife crime, stranger danger, peer pressure to join a gang, drug taking, bullying and concerns about people online.
- Young people felt that there was a lack of consequences deterring people from committing offences and that they'd like to see more police presence.
- 15% of respondents advised that safety and fear prevents them from doing the activities that they want to do such as walking to places.

Spaces and Activities

- Having things to do and places to go were identified as matters of importance to young people. The consultation found that youth club charges could prevent some young people accessing them.
- Young people expressed a desire for a space where there were opportunities for engagement with specialist agencies and services in a familiar setting such a local youth club.
- There was a need for more informal, indoor spaces to allow young people to socialise and also a desire for life skills to be learnt such as cooking and careers.
- Young people advised that they would like more WIFI in areas for them to hang out.
- There was a desire for more special interest clubs such as gamer clubs, and a want for more indoor and outdoor spaces for activities such as bowling, sports, swimming, gyms and arcades.
- More open space and outdoor sports and recreation provision was identified as a need where young people can freely play or take part in activities without the need for supervision or being a part of a 'club'.
- Lack of activities and things to do were identified as causes of boredom and a reason why young people may drink or take drugs.
- Some young people felt that areas could be cleaner and safer, with some reports of drug paraphernalia in parks and the need for more traffic calming infrastructure and lighting.
- There were reports that some activities were too expensive and that things to do locally weren't advertised well enough.
- A lack of retail provision was identified as an issue to some young people as well as a need for play areas and/or spaces used by young people to be segmented into age groups.
- The installation of water taps was suggested by some young people for people to refill drinks and also some respondents advised that more public toilets were needed.
- Feedback indicated that some young people are intimidated to attend some facilities such as their local skate park due to drug use and litter.

Education and Careers

- Education/life balance was flagged as an issue for young people with reports of too much homework and feeling overworked resulting in stress and lack of help.
- Better career advice, workshops on trade work and assistance with preparing for work and CV writing were all identified as areas for improvement by consultees.
- Some young people reported that there is a need to make education more fun and improve participation in extracurricular activities
- Some young people felt that there needed to be a reduction in university fees.
- The consultation found that there needs to be an improvement in the teaching of tolerance to children to include everybody and that nobody is excluded or feels discriminated against.
- Young people found that more investment in school was needed to improve resources and that more local sixth forms were needed to reduce the need to commute.
- Online material regarding education and careers was identified as needing improvement.

What is being done?

This section details examples of work currently being done to address the issues identified by local young people.

Engagement

- There are already a range of engagement platforms available for young people such as police outreach work and cadets, youth clubs and websites showcasing events taking place.

Travel

- There are a variety of provisions in place within the district addressing travel for young people including community transport schemes and providers for those meeting the criteria; subsidised travel is offered by some travel operators such as rail and bus companies and travel land transport reviews have been taking place that have included community engagement.

Health

- A wide variety of services are already available that focus on improving the health of young people in East Cambs such as campaigns like Kick Ash, mentoring against smoking, vaping and the use of cannabis, Personal, Health, Social and Economic (PHSE) sessions in schools can focus on health-related matters.
- There are online platforms that include resources and lesson plans addressing health issues concerning young people.
- Preventative work is carried out in schools with a substance abuse referral system in place.
- Local counselling services are available in the area.
- The Cambs County Council Early Help Team engages with secondary schools to deliver peer social groups.

- The District Council proactively promotes play areas and areas of informal open spaces and the Let's Get Moving programme seeks to improve health outcomes for residents.
- East Cambs has a number of leisure centres, swimming pools and clubs located around the district as well as campaigns taking place promoting physical activity.

Safety

- The Community Safety Partnership offers a variety of training to young people such as Transforming Lives and also Eyes and Ears training, which is available to all schools and includes topics such as drugs, exploitation and knife crime.
- Schools currently utilise PSHE sessions to educate young people in a variety of matters such as online safety and appropriate contact and also run workshops for parents on various topics, an example being social media and online safety.
- Public Health has commissioned the PSHE team to create additional resources for schools around the new 'relationships and sex' agenda.
- The Fire Service run annual multi-agency Safety Zone events aimed at schools which include topics such as stranger danger. At present these events are for primary school children however there may be an opportunity to widen the scope in the future.
- The County Council Vulnerable Strategy includes actions against knife crime and the Police deliver workshops in schools about knife crime. An anti-bullying app has been launched.

Spaces and Activities

- There are a variety of things to do in East Cambs for young people including Duke of Edinburgh programmes, youth clubs (however provision in East Cambs is depleted and sketchy), skate parks, cinema, leisure centres and a range of other activities.
- There are volunteer opportunities, promotional websites and parks and open spaces.
- Due to the rural nature of the district and issues with transport, not all of these facilities may be available to all of the district's young people.
- There are a range of special interest clubs and activities in the district such as arts and theatre groups and martial arts clubs.
- There are volunteering opportunities through initiatives such as local timebanks.
- In recent years, the Council and some of the district's parish councils have invested money into the development and upkeep of spaces for young people including play areas, parks and recreation grounds.
- Some of the district's leisure centres provide incentives for young people by offering discounted activities. There are local (parish level and district-wide) online platforms providing information on local activities and events.

Education and Careers

- There are a variety of services being provided to young people in East Cambs experiencing mental health issues such as stress (which was been identified by some young people as being linked to educational pressures), services include mental health charities and online support.
- There are also clubs that support students with homework.

- There are a range of careers and employment related services available for young people such as local careers fairs attended by local businesses, school career evenings, promotion of local apprenticeship opportunities, online career related platforms, school trips to local businesses and universities and local businesses providing mentoring, direction and advice.
- There are websites providing advice on core skills for young people including money management and critical thinking.
- During school Personal, Health, Social and Economic (PHSE) sessions, a variety of topics are covered which includes career related matters.
- There are services available on how to use the internet and some schools have banned the use of mobile phones during school hours to encourage young people to make face-to-face friendships and relationships.
- As part of the Fenland and East Cambs Opportunity Area, all the secondary and special schools in East Cambs have developed very good careers programmes. In line with the National Careers Strategy 2017 and Baker Clause of 2018, schools welcome a multitude of Careers Education Information, Advice and Guidance (CEIAG) providers, apprenticeship organisations, colleges and employers into their establishment in order to give the students as many opportunities as possible to make informed choices regarding their post 16 and post 18 destination. The Aim Group deliver the government funded apprenticeship programme to the schools across the area. It can be whole school assemblies, small groups or 1:1 support for individual students seeking an apprenticeship.
- A provider which develops an alumni database and delivers on employability skills, has worked with many of the schools. Connecting students with their former schools, not only provides the school with a wealth of contacts from many different occupational sectors, but is a free sustainable resource which can grow annually.
- Four of the five secondary schools receive funding from 'The Network for East Anglian Collaborative Outreach' (NEACO). NEACO aims to help young people from East Anglia with little or no experience of university to explore the world of higher education. They work with students in years 9-13 who live in areas identified by the Government with low rates of progression to higher education.
- Some schools have invested in digital careers platforms and this has proven particularly beneficial during COVID-19. The schools in the Opportunity Area are part of the Careers & Enterprise Adviser Network. Schools receive the support of an enterprise adviser, a senior person from the business sector, who is matched to their school. They also have access to an enterprise co-ordinator who can support the school with their careers and employer engagement strategy, signpost to resources and other Careers Education Information Advice and Guidance (CEIAG) service providers. The area is also fortunate to be supported by 6 cornerstone employers who will give additional support to schools where needed. Projects currently being planned is the support for virtual work experience by local employers and collaboration between a national employer, Science, Technology, Engineering and Mathematics (STEM) Learning and the Cambridgeshire and Peterborough Combined Authority (CPCA) on a mentoring project for Year 10s for one of the special schools.
- The CPCA is launching their localised labour market information for schools and colleges in March 2021. This will provide students with a wide range of information with regards to the local economy as well as providing a digital, interactive careers platform 'Careers Explorer', which will

give students up to date information on the opportunities available to them within our area, on, apprenticeships, vacancies, Further Education & Higher Education opportunities.

- The CPCA's newly formed Business Growth Service (BGS) is targeted to increase learning outcomes across the whole CPCA region via the Skills Brokerage Team. The Skills Brokerage Team will link businesses and education and help individuals to navigate a complex skills ecosystem.

Impacts of COVID-19 and emerging issues

In November 2020, the Council shared the Consultation and Engagement Findings and sought feedback on any changes or emerging issues identified as a result of the impacts of COVID-19. The following feedback was received:

- The landscape has changed considerably and many activities, clubs and events for young people have been suspended.
- Stakeholders have expressed concerns that some young people may not be engaged with services during the pandemic.
- Careers related events have been cancelled and schools are asking local businesses to engage with young people in other ways, such as via lunchtime lectures.
- There may be potential to explore a digital strategy to connect young people with businesses.
- The Council is encouraging local businesses to sign up to the government's Kickstart scheme and create work placements for young people. The Kickstart Scheme provides funding to create new job placements for 16 to 24-year olds on Universal Credit who are at risk of long-term unemployment.
- There are increasing levels of parents opting to home educate their children as a result of the pandemic. A survey of 151 local councils carried out by the Association of Directors of Children's Services found that there was a 38% rise in the number of home-schooled children in England as a result of COVID-19 in 2020. Elective Home Education can cause some issues to both children and their families such as educating children at home requires time therefore parents/carers may need to stop work or change their working patterns; there is a cost to home educating as Parents/Carers are responsible supplying materials, exam costs, additional support of a home tutor or online learning; parent/carer and young person may find themselves socially isolated being at home; there may be a lack of facilities in the home to effectively educate; teaching requires specific and specialist skills, ability and knowledge which we not be available at home; motivation may be impacted; the child's choices of career may be limited, and; schools play an important role in safeguarding as they provide a direct line of sight to the child. If a child is taken out of school, the school cannot know if the child is in a safe environment and that their needs are being met. Learn Together Cambridgeshire is an agency that provides guidance and training for schools and other settings and has an array of information available to assist parents/carers educate at home: <https://www.cambslearntogether.co.uk/home-learning>

SWOT Analysis of Youth Strategy

Strengths	Weaknesses
<ul style="list-style-type: none"> • Route to continually engage with young people • Based on consultation responses from young people • Commitment from the Council to promote support and resources to young people and organisations and act as a sign-posting resource on matters relating to young people • Addresses local issues • Raises awareness of matters affecting local young people to organisations that can make a difference • Gives young people a voice • Encourages a multi-agency approach to tackling what is important to young people • The right organisations have been involved in consultation process and willing to engage • Local delivery vehicles have been identified 	<ul style="list-style-type: none"> • Low response to some phases of consultation that could have enhanced engagement and representation
Opportunities	Threats
<ul style="list-style-type: none"> • Gives young people a platform to be heard • Opportunity to promote support and resources available to young people • Raises the profile of young people and how they can shape what they want and need locally • Helping young people understand how they can get involved • Organisations working in partnership with young people to deliver the outcomes they want 	<ul style="list-style-type: none"> • Young people not engaging or not wanting to get involved • Potential lack of support from organisations in implementation of action • Priority changes impacting resources/capacity to deliver

Addressing gaps and implementing opportunities

Following engagement with young people and stakeholders, plus the mapping exercises conducted as part of the development of this strategy, it is clear that there is a breadth of work being done by a wide range of agencies seeking to address the matters identified by the district's young people.

The Council recognises that even with these existing efforts and current provisions in place, the issues faced by young people continue to evolve, especially as the district responds and recovers from the impacts of COVID-19.

To add value to existing efforts and to ensure that the Council is doing all that it can for the district's young people during these challenging and changing times, an Action Plan that aligns with the themes identified within this strategy has been developed. Within the Council's Action Plan are actions to support multi-agency initiatives and approaches to address issues outlined within the strategy which seek to add value to the work that the Council is proposing to undertake.

Monitoring and Evaluation

The following methods will be used to assess whether the aims of this strategy are being achieved:

- Delivery of the East Cambridgeshire Youth Action Plan 2021-2024
- Set up an officer project team to monitor and review performance of the strategy and action plan bi-annually
- Provide Operational Services Committee with an annual noting report detailing progress made on the strategy and action

Area of Focus	ECDC Action	How	Timescales
Engagement	Seek continued feedback from young people on youth engagement platforms to ensure methods used by the Council are appropriate and fit for purpose	Youth Advisory Board (YAB)	October 2021 then ongoing
	Promote the Community Engagement Toolkit to ECDC officers that contains information on how to effectively engage with young people	Youth Officer Champion	January 2022
	Invite local youth engagement networks to join the Council's Register of Consultees	YAB Promote Register of Consultees on ECDC Youth webpages	July 2021 and promote on webpages from January 2022
	Engage with young people when developing promotional materials and platforms aimed at them	YAB Development of ECDC youth webpages	July 2021 then ongoing
	Encourage local youth engagement platforms to engage with relevant partnerships, networks and organisations to ensure that the voice of young people is represented	YAB	April 2021 then ongoing
	Appoint an East Cambs Youth Officer Champion to work alongside young people in order to ensure that their voice is heard and represented	Appoint using resources within existing communities and partnerships team	June 2021
	Where relevant, devise engagement plans, initiatives and campaigns in partnership with other organisations (both voluntary and statutory) to maximise effective engagement with young people and seek feedback on action taken	Introduction of officer project group to meet twice a year	Officer project group first meeting to be held in August 2021 and twice annual meetings

	<p>Create a young person's webpage on the ECDC website that contains information and links to matters identified via the Youth Strategy consultation and any future emerging matters identified as well as</p> <ul style="list-style-type: none"> • Promoting local youth engagement platforms • Providing links to consultations and surveys encouraging feedback • Provide a space for young people to engage with relevant partners, networks and organisations and to carry out consultations and surveys of their own 	New webpages with input from young people e.g. YAB	January 2022 then ongoing
	Map local youth engagement platforms for ongoing engagement and signposting purposes	Youth Officer Champion to carry out mapping exercise with partners	January 2022
	Promote the fact that the Council will be there to signpost and raise awareness of youth services to young people and stakeholders through the implementation of communication plans, webpages and via established networks	ECDC website Youth Officer Champion to promote to YAB and partners	January 2022
	Make the strategy available to young people by promoting it on the ECDC website and new youth webpages on the ECDC website and share strategy with relevant partners	ECDC website	May 2021 on ECDC website
ECDC youth webpages		January 2022 on new webpages	
Send to partner agencies		August 2021	
Safety	Ensure that the voice of young people is represented on matters concerning local safety and there is a clear path for them to escalate any issues and offer their ideas and views	Engagement with CSP, YAB and any other relevant youth platforms or groups Promote pathways via ECDC website	April 2021

	Support Community Safety Partnership initiatives where appropriate to ensure that young people are and feel safe in their community e.g. delivery of Eyes and Ears training to schools	Communities and Partnerships officers	April 2021 then ongoing
	Promote safeguarding reporting processes to all ECDC officers	Housing and Community Advice Manager to promote to ECDC officers	April 2021 then delivered at all staff inductions
	Input into partner strategies addressing prevention related matters affecting young people	Officer project group to input	August 2021 then ongoing
	Promote the location of safe routes being identified by other agencies	Promote via ECDC websites e.g. youth webpages	January 2022 then ongoing
Spaces and Activities	Ensure that local youth engagement networks are aware of how and where to submit their suggestions about spaces needed and advise them to proactively engage with parish councils about matters affecting young people	Promote via ECDC websites e.g. youth webpages	January 2022 then ongoing
	Provide advice and/or support to projects seeking to develop facilities and areas for young people to use and play	Provide feedback on feasibility studies for local projects	April 2021 then ongoing
	Promote local youth clubs via the new young people's webpages	ECDC websites e.g. youth webpages	January 2022 then ongoing
	Promote funding available for youth clubs and groups to access via new young people's webpages and communication channels	ECDC websites e.g. youth webpages	January 2022 then ongoing
	Promote local community and voluntary sector support that is available to assist the establishment of new groups (this may include special interest youth groups)	ECDC websites e.g. youth webpages	January 2022 then ongoing
	Consult with and effectively engage with young people when developing spaces that they may use	Promote opportunities for young people to have their say on	August 2022 then ongoing

		via ECDC website e.g. youth webpages, Register of Consultees	
	Promote local volunteering initiatives to young people	YAB Officer Champion New webpage Officer project team	January 2022 then ongoing
Travel	Promote local community transport schemes to young people	ECDC websites e.g. youth webpages	January 2022 then ongoing
Health	Identify and promote health services available to young people in response to the survey findings e.g. mental health services and promote them to local young people such as via ECDC website and to local youth engagement networks	ECDC websites e.g. youth webpages	January 2022 then ongoing
Education and Careers	Identify and promote mentoring opportunities offered by local businesses to young people	New webpage Enterprise East YAB Housing and Community Advice	January 2022 then ongoing
	Promote 'job ready' training for young people that includes interview skills and CV writing	ECDC websites e.g. youth webpages	January 2022 then ongoing
	Promote workshops for developing career skills to young people	ECDC websites e.g. youth webpages	January 2022 then ongoing
	Identify and promote local volunteering reward programmes such as Time Banks to young people to encourage participation which could improve CVs and provide experience	ECDC websites e.g. youth webpages	January 2022 then ongoing
	Promote websites through the Council's youth webpage that list local job opportunities and apprenticeship programmes for young people	ECDC websites	January 2022 then ongoing

	Promote local apprenticeship opportunities to young people	ECDC websites	January 2022 then ongoing
	Identify and promote initiatives that are aimed at retaining local young people to the area	ECDC websites	January 2022 then ongoing
	Promote information on financial support available for further education on emerging youth webpage on ECDC website	ECDC websites	January 2022 then ongoing
Working Together	Set up an ECDC officer project team to monitor and review performance of the strategy and action plan	ECDC officer project team	August 2021 and biannual meetings
	Circulate the approved strategy and consultation findings to relevant organisations requesting them to develop their own internal plans to address identified issues, and seek feedback on progress	Send strategy and consultation findings to relevant organisations ECDC officer project team to monitor	August 2021 Bi-annual monitoring of externally led action plans
	Support partners and multi-agency projects and initiatives that contribute towards achieving the aims of the East Cambs Youth Strategy and monitor progress via the officer project group	ECDC officer project team Youth officer champion	August 2021 – set up project group Biannual monitoring

EQUALITY IMPACT ASSESSMENT (EIA) FORM

Name of Policy:	East Cambridgeshire Youth Strategy and Action Plan
Lead Officer (responsible for assessment):	Lewis Bage, Liz Knox and Angela Parmenter
Department:	Communities and Partnerships, Environmental Services, Housing and Community Advice
Others Involved in the Assessment (i.e. peer review, external challenge):	
Date EIA Completed:	22.02.2021

What is an Equality Impact Assessment (EIA)?

As part of any effective policy development process, it is important to consider any potential risks to those who will be affected by the policy's aims or by its implementation. The Equality Impact Assessment (EIA) process helps us to assess the implications of our decisions on the whole community, to eliminate discrimination, tackle inequality, develop a better understanding of the community we serve, target resources efficiently, and adhere to the transparency and accountability element of the Public Sector Equality Duty.

The word 'policy', in this context, includes the different things that the Council does. It includes any policy, procedure or practice - both in employment and service delivery. It also includes proposals for restructuring, redundancies and changes to service provision.

- (a) **What is the policy trying to achieve?** i.e. What is the aim/purpose of the policy? Is it affected by external drivers for change? What outcomes do we want to achieve from the policy? How will the policy be put into practice?

The strategy endeavors to ensure that young people in East Cambridgeshire are engaged and contributing to local decisions that may affect them so that they are connected, healthy, safe, respected and are aware of the support and resources available to them to maximise their potential

- (b) **Who are its main beneficiaries?** i.e. who will be affected by the policy?

Local young people aged 5-18, organisations/agencies engaged with local young people

- (c) **Is the EIA informed by any information or background data (quantitative or qualitative)? i.e. consultations, complaints, applications received, allocations/take-up, satisfaction rates, performance indicators, access audits, census data, benchmarking, workforce profile etc.**

Primary research was carried out with young people and mapping exercises conducted with stakeholders. The consultation sought to capture the views of all young people in the district aged 5-18 and was sent to a wide variety of organisations that are engaged with young people in order to seek maximum participation and representation. Following phase 1 of consultation, it was recognised that there may be gaps in representation therefore further engagement phases were conducted with young people via a range a organisations and schools, including schools and organisations engaged with young people with disabilities in order to hear their views. An action within the action plan is to share findings with organisations, and schools will be informed that the consultation identified that there was a feeling that the teaching of tolerance to young people in schools could be improved and for schools to address this within their own plans.

(d) Does this policy have the potential to cause a positive or negative impact on different groups in the community, on the grounds of any of the protected characteristics? (please tick all that apply)

Ethnicity	X	Age	X
Gender	X	Religion and Belief	X
Disability	X	Sexual Orientation	X
Gender Reassignment	X	Marriage & Civil Partnership	X
Pregnancy & Maternity	X	Caring Responsibilities	X

Please explain any impact identified: i.e. What do you already know about equality impact or need? Is there any evidence that there is a higher or lower take-up by particular groups? Have there been any demographic changes or trends locally? Are there any barriers to accessing the policy or service?

The strategy seeks to identify and address issues faced by all local young people and aims to benefit young people in a positive way through the implementation of the action plan

- | | |
|---|------------------|
| (e) Does the policy have a differential impact on different groups? | YES/NO/Na |
| (f) Is the impact <i>adverse</i> (i.e. less favourable)? | YES/NO/Na |
| (g) Does it have the potential to disadvantage or discriminate unfairly against any of the groups in a way that is unlawful? | YES/NO/Na |
- (h) How have you engaged stakeholders in gathering evidence or testing the policy proposals?** Who was involved, how and when where they engaged? Does the evidence show potential for differential impact? How will you mitigate any negative impacts? Where there is the potential for an adverse impact that cannot be addressed immediately, these should be highlighted in your recommendations and objectives at the end of the EIA.

Primary research carried out with young people and mapping exercises conducted with stakeholders

* The Consultation Register is available to assist staff in consulting with the Council's stakeholders.

(i) Summarise the findings of your research and/or consultation (please use a separate sheet if necessary).

Findings detailed in strategy sections titled 'Issues Identified' and 'What is being done?'

(j) What are the risks associated with the policy in relation to differential impact and unmet needs/requirements? i.e. reputation, financial, breach of legislation, service exclusion, lack of resources, lack of cooperation, insufficient budget etc.

Without the implementation of this strategy and action plan, some of the issues identified through consultation may not be addressed and the benefits not received

(k) Use the information gathered in the earlier stages of your EIA to make a judgement on whether there is the potential for the policy to result in unlawful discrimination or a less favourable impact on any group in the community, and what changes (if any) need to be made to the policy.

Option 1:	No major change - the evidence shows that the policy is robust and no potential for discrimination.	X
Option 2:	Adjust the policy - to remove barriers or to better promote equality.	

Option 3:	Continue the policy - despite potential for adverse impact or missed opportunity to promote equality, provided you have satisfied yourself that it does not unlawfully discriminate.	
Option 4:	Stop and remove the policy – if the policy shows adverse effects that cannot be justified.	

- (I) Where you have identified the potential for adverse impact, what action can be taken to remove or mitigate against the potential for the policy to unlawfully discriminate or impact less favourably on one or more communities in a way that cannot be justified?** Include key activities that are likely to have the greatest impact (max. 6). Identified actions should be specified in detail for the first year but there may be further longer term actions which need to be considered. To ensure that your actions are more than just a list of good intentions, include for each: the person responsible for its completion, a timescale for completion, any cost implications and how these will be addressed. It is essential that you incorporate these actions into your service plans.

N/A

This completed EIA will need to be countersigned by your Head of Service. **Please forward completed and signed forms to the Principal HR Officer.**

All completed EIAs will need to be scrutinised and verified by the Council's Equal Opportunities Working Group (EOWG) and published on the Council's Intranet to demonstrate to local people that the Council is actively engaged in tackling potential discrimination and improving its practices in relation to equalities. Please be aware that you may be asked to attend a half-an-hour session to summarise the findings of the EIA to the Scrutiny and Verification panel.

Signatures:

Completing Officer: Lewis Bage, Liz Knox and Angela Parmenter **Date:** 22.02.2021

Director: _____ **Date:** _____

V1 (Ctte Reports Jan 2020 onwards)

ECDC Carbon Impact Assessment:

Once complete, this CIA should be sent to Richard Kay (richard.kay@eastcambs.gov.uk) for review prior to including a summary of this CIA within your committee report.

Please provide a brief description of the policy/decision including the proposed outcomes?

To note and approve the Draft East Cambridgeshire Youth Strategy and Action Plan.

Members are requested to:

- (i) Approve the Draft East Cambridgeshire Youth Strategy;
- (ii) Approve the East Cambridgeshire Youth Action Plan, and;
- (iii) Note progress made against the Action Plan at this Committee at a later date

Now consider whether any of the following aspects will be affected. Many are likely to be ticked 'neutral':

Aspect	Likely climate effect:			Commentary
	+ve	-ve	neutral	
The council's energy consumption via buildings (electricity, gas, oil). Tick +ve if consumption will reduce.			√	
The council's energy consumption via travel (eg petrol). Tick +ve if consumption will reduce.			√	
The councils water usage (especially hot water). Tick +ve if consumption will reduce.			√	
Creation of renewable energy. Tick +ve if it increases renewable energy production. Tick -ve if renewable energy is lost.			√	
Carbon offsetting – will the proposal offset carbon emissions such as through tree planting. Tick +ve if yes.			√	
Reducing carbon emissions through amending ongoing activities not covered above eg management			√	

of land, such as peat soils, in a way which reduces carbon dioxide emissions. Tick +ve if yes.				
If the project involves the creation or acquisition of a building, has the energy rating been considered? Are / will measures be included to make the building energy efficient, beyond basic building regulation or other legal requirements? Tick +ve if yes.			√	
Embodied energy - does your project/proposal include construction of buildings or other significant infrastructure? If no, then tick neutral. If yes, have genuine efforts been made to minimise the <i>embodied energy</i> * in the materials being used for that construction, and the source of such materials? If so, tick +ve.			√	

What information is available to help the carbon impacts identified above to be quantified?

(e.g. this might be a estimation of energy consumption provided by a constructor, an estimate of distance travelled to a new site etc.)

Can any negative outcomes be justified as appropriate or necessary?

N/A

Are any remedial or mitigation actions required?

No

Once implemented, will you monitor the actual impact of any +ve or -ve outcomes? Yes / No. If so, how?

N/A

Overall summary to be included in your covering report (i.e. what you put in this box should be replicated in your committee report, and therefore should provide the overall summary of the carbon impact, in language suitable for being placed in the public domain).

There are no positive or negative carbon impact implications arising.

Assessment completed by (name and position)	Lewis Bage, Communities and Partnerships Manager Liz Knox, Environmental Services Manager Angela Parmenter, Housing and Community Advice Manager
Date CIA completed	05.03.2021
Approved by Richard Kay	09.03.2021

*Embodied energy is the energy used (and therefore carbon dioxide or other greenhouse gases emitted) during the manufacture, transport and construction of building materials. So for example, if you are specifying concrete on a project then carbon dioxide (or equivalent) will have been emitted making that concrete. Different materials have high and low levels of embodied energy, with low being good. Not only can different materials have different embodied energy values, but the same material can also have differing embodied energy values depending on where it was sourced and transported. For example, stone sourced from China would have a far greater embodied energy within it than the same stone sourced locally, due to the carbon dioxide emitted during transportation. By way of examples, using stainless steel will likely have over 10 times more embodied energy within it, per kg, than timber.

Title: **Eyes and Ears Parish Council Training**

Committee: Operational Services

Date: 22nd March 2021

Author: Shona McKenzie, Community Safety Officer

[V156]

1.0 ISSUE

1.1 To provide an update on engagement between the East Cambs Community Safety Partnership and parish councils

2.0 RECOMMENDATION(S)

2.1 Members are asked to:

- (i) Note the updates on engagement between the East Cambs Community Safety Partnership and Parish Councils

3.0 BACKGROUND

3.1 The East Cambs Community Safety Partnership has offered all East Cambs Parish Councils the Eyes and Ears “Friends” home-learning training.

3.2 The modules raise awareness of themes such as:

- Cyber-Crime
- Domestic Abuse
- Scams and fraud
- Hate Crime/Incidents
- Children and Adults at risk of abuse and neglect
- Exploitation
- Radicalisation
- Loneliness
- Modern slavery

3.3 All modules can be completed in approximately 1 ½ hours.

3.4 The Eyes and Ears “Friends” home-learning training is an interactive package which includes video clips, links to further training and resources. The benefits are to provide a platform for Parish Councils to get involved and understand how they can make a difference to the lives of those around them by simply spotting the signs that all may be a problem effecting a member of the Parish, and by knowing how to report potential concerns. Every little bit of information reported could mean a vulnerable person is supported.

3.5 All parish councils were contacted at the beginning of September 2020 either by phone or email to ask if they would like to receive training or support. There was a very positive response from the Clerks with requests to receive the Eyes and Ears “Friends” home-learning training to be shared with their Parishes Councillors, this was followed up in November 2020 with links to further training about Scams and

Fraud. There was then further contact made to each individual Parish in January 2021 regarding our newly developed “Members” Eyes and Ears training. This will be delivered face to face (via Zoom) by the Community Safety Officer as and when requested.

- 3.6 “Members” Eyes and Ears training was developed following requests for a face to face delivery offering the opportunity to ask questions and be more interactive. This differs from Friends home-learning training which is worked through in your own time.
- 3.7 Benefits to individuals, the Community and the CSP:
- Individuals: Engagement to raise awareness and signpost support for community safety issues in the community.
 - Communities: Seek to strengthen communities and their resilience by providing them with the knowledge to identify risk and seek help from both within the community and, where necessary, relevant services.
 - Community Safety Partnership: Development of existing referral pathways to support those at Risk, Identifying correct referral pathway for relevant issues. Training also results in parish councils being in a better position to establish third party reporting centres, for example hate crime/incidents.
- 3.8 The Community Safety Partnership will continue to engage with Parish Councils to work towards enhancing safety within the community. Parish Councils hold responsibility for many spaces that could be outlets for Eyes and Ears information, as well as places of importance to the community events and groups.
- 4.0 ARGUMENTS/OPTIONS
- 4.1 Eyes and Ears “Members” Training - 7 Parish Council have now signed up to receive the training with others expressing an interest.
- 4.2 In addition to the training the engagement with parish councils has also included encouragement to sign up as Official Supports of Cambridge and Peterborough against Scams Partnership (CAPASP). Currently there are 7 East Cambs Parish Councils signed up as Official Supporters and are now listed on the CAPASP Website.
- 4.3 The benefits of parish councils becoming CAPASP supporters are: Parish Councils will receive useful information from CAPASP to share within their community. This includes information on the latest scams, access to resources such as training, posters and leaflets. These include general information on scams and details of local supporters. Parish Councils can also celebrate the great things they are doing through this website and through social and other media.
- 4.4 There was also engagement with Parish Councils at the County Parish Conference – Community Safety Officer Spoke at the Workshop - Enabling and Supporting Volunteering. Parish Councils were also offered support and information and was part of a Q&A Panel at the Scams and Fraud (CAPASP) Marketplace event.
- 4.5 The Community Safety Officer offered support to Littleport Parish Council in the planning and of an informal survey to enable them to gain a picture of local safety concerns.

- 4.6 The Community Safety Officer recorded a Podcast for Soham Radio raising awareness about Scams and Fraud
- 4.7 Next Steps – To continue to develop the Community Safety Partnership engagement with Parish Councils.
- 4.8 An on-line evaluation is in the process of being compiled to provide feedback in terms of the quality of the materials and the impact the delivery of training has had within the community.
- 5.0 **CONCLUSIONS**
- 5.1 It is recognised that there are a variety of benefits in the delivery of continued engagement and training with Parish Councils as the Community Safety Partnership is able to obtain a comprehensive picture of community safety matters affecting local communities at a Parish Level. The delivery of training to Parish Councils provides them with the resources, tools and knowledge to effectively address matters impacting local residents.
- 6.0 **FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT**
- 6.1 There will be no cost to ECDC for the Eyes and Ears training as this is part of the Transformation Grant so is fully funded by the Office of the Police and Crime Commissioner (OPCC)
- 7.0 **APPENDICES**
- 7.1 Appendix 1 – EIA

Background Documents

Link to booklet
<https://www.eastcambs.gov.uk/sites/default/files/eyes%20and%20ears%20publisher%20final%20October%202020.pdf>

Location

Room 008,
The Grange

Contact Officer

Shona McKenzie, Community
Safety Officer
(01353) 665555
shona.mckenzie@east-
cambs.gov.uk

EQUALITY IMPACT ASSESSMENT (EIA) FORM

Name of Policy:	Eyes and Ears Parish Council Training
Lead Officer (responsible for assessment):	Shona McKenzie
Department:	Communities and Partnerships
Others Involved in the Assessment (i.e. peer review, external challenge):	
Date EIA Completed:	22 February 2021

What is an Equality Impact Assessment (EIA)?

As part of any effective policy development process, it is important to consider any potential risks to those who will be affected by the policy's aims or by its implementation. The Equality Impact Assessment (EIA) process helps us to assess the implications of our decisions on the whole community, to eliminate discrimination, tackle inequality, develop a better understanding of the community we serve, target resources efficiently, and adhere to the transparency and accountability element of the Public Sector Equality Duty.

The word 'policy', in this context, includes the different things that the Council does. It includes any policy, procedure or practice - both in employment and service delivery. It also includes proposals for restructuring, redundancies and changes to service provision.

(a) **What is the policy trying to achieve?** i.e. What is the aim/purpose of the policy? Is it affected by external drivers for change? What outcomes do we want to achieve from the policy? How will the policy be put into practice?

To offer Community Eyes and Ears "Friends" home-learning training to all Parish Councils:
The modules raise awareness of themes such as:

- Cyber-Crime
- Domestic Abuse
- Scams and fraud
- Hate Crime/Incidents
- Children and Adults at risk of abuse and neglect
- Exploitation
- Radicalisation
- Loneliness
- Modern slavery

The Eyes and Ears "Friends" home-learning training is an interactive package which includes video clips, links to further training and resources. The benefits are to provide a platform for Parish Councils to get involved and understand how they can make a difference to the lives of those around them by simply spotting the signs that all may be a problem effecting a member of the Parish, and by knowing how to report potential concerns. Every little bit of information reported could mean a vulnerable person is supported.

(b) **Who are its main beneficiaries?** i.e. who will be affected by the policy?

Members of the Parish's and members of the community

(c) Is the EIA informed by any information or background data (quantitative or qualitative)? i.e. consultations, complaints, applications received, allocations/take-up, satisfaction rates, performance indicators, access audits, census data, benchmarking, workforce profile etc.

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(d) Does this policy have the potential to cause a positive or negative impact on different groups in the community, on the grounds of any of the protected characteristics? (please tick all that apply)

Ethnicity	X	Age	X
Gender	X	Religion and Belief	X
Disability	X	Sexual Orientation	X
Gender Reassignment	X	Marriage & Civil Partnership	X
Pregnancy & Maternity	x	Caring Responsibilities	X

Please explain any impact identified: i.e. What do you already know about equality impact or need? Is there any evidence that there is a higher or lower take-up by particular groups? Have there been any demographic changes or trends locally? Are there any barriers to accessing the policy or service?

This Policy can only have a positive impact on all groups.
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(e) Does the policy have a differential impact on different groups?	YES/NO/Na
(f) Is the impact <i>adverse</i> (i.e. less favourable)?	YES/NO/Na
(g) Does it have the potential to disadvantage or discriminate unfairly against any of the groups in a way that is unlawful?	YES/NO/Na

(h) How have you engaged stakeholders in gathering evidence or testing the policy proposals? Who was involved, how and when where they engaged? Does the evidence show potential for differential impact? How will you mitigate any negative impacts? Where there is the potential for an adverse impact that cannot be addressed immediately, these should be highlighted in your recommendations and objectives at the end of the EIA.

An information email went out to all Parish Councils in September 2020 with the “Friends” training included for completion at home. At this time the offer of face to face training via Zoom was offered.

* The Consultation Register is available to assist staff in consulting with the Council’s stakeholders.

(i) Summarise the findings of your research and/or consultation (please use a separate sheet if necessary).

Positive feedback from Parish Clerks asking for details on the face to face training and further involvement.

(j) What are the risks associated with the policy in relation to differential impact and unmet needs/requirements? i.e. reputation, financial, breach of legislation, service exclusion, lack of resources, lack of cooperation, insufficient budget etc.

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OPERATIONAL SERVICES COMMITTEE

Lead Officer: Jo Brooks, Director, Operations

FORWARD AGENDA PLAN

Democratic Services Officer: Adrian Scaites-Stokes

June 2021 4:30pm		July 2021 4:30pm		September 2021 4:30pm	
Agenda Planning Meeting #	To be agreed	Agenda Planning Meeting #	To be agreed	Agenda Planning Meeting #	To be agreed
Report Deadline:	To be confirmed	Report Deadline:	To be confirmed	Report Deadline:	To be confirmed
VCAEC -Service Level Agreement Update	Lewis Bage (Communities & Partnership Manager)	Effects of COVID-19 on Housing and Community Advice Service	Angela Parmenter (Housing & Community Safety Manager)	VCAEC -Service Level Agreement Update	Lewis Bage (Communities & Partnership Manager)
Quarter 4 Waste Performance	James Khan (Head of Street Scene)	Quarter 1 Waste Performance	James Khan (Head of Street Scene)		
ECDC Environment Plan 2021-22	Richard Kay (Strategic Planning Manager)	Review of Housing and Community Advice Service	Angela Parmenter (Housing & Community Safety manager)		
Playing Pitch & Outdoor Sports Facilities Strategies	Victor Le Grand (Senior Leisure Services Officer)				
Budget Monitoring Report	Anne Wareham (Senior Accountant)	ARP Joint Committee Minutes – June meeting	A Scaites-Stokes (Democratic Services Officer)		
Service Presentation – Environmental Services	Liz Knox (Environmental Services Manager)	Service Presentation – Housing & Community Safety	Angela Parmenter (Housing & Community Safety Manager)	Service Presentation – Communities & Partnerships	Lewis Bage (Communities & Partnership Manager)
Forward Agenda Plan	A Scaites-Stokes (Democratic Services Officer)	Forward Agenda Plan	A Scaites-Stokes (Democratic Services Officer)	Forward Agenda Plan	A Scaites-Stokes (Democratic Services Officer)

- ❖ Building Control
- ❖ Communities & Partnerships
- ❖ Customer Services

- ❖ Environmental Services
- ❖ Housing & Community Safety
- ❖ Information Technology

- ❖ Leisure Services
- ❖ Licensing
- ❖ Planning

- ❖ Public Relations/Communications
- ❖ Waste Services

These meetings are not open to the public.

OPERATIONAL SERVICES COMMITTEE

Lead Officer: Jo Brooks, Director, Operations

FORWARD AGENDA PLAN

Democratic Services Officer: Adrian Scaites-Stokes

November 2021 4:30pm		January 2022 4:30pm		March 2022 4:30pm	
Agenda Planning Meeting #	To be agreed	Agenda Planning Meeting #	To be agreed	Agenda Planning Meeting #	To be agreed
Report Deadline:	To be confirmed	Report Deadline:	To be confirmed	Report Deadline:	To be confirmed
Review of Citizens Advice West Suffolk	Lewis Bage (Communities & Partnership Manager)				
ARP Joint Committee Minutes – September meeting	A Scaites-Stokes (Democratic Services Officer)	ARP Joint Committee Minutes – December meeting	A Scaites-Stokes (Democratic Services Officer)		
Service Presentation – Customer Services	Annette Wade (Customer Services Manager)				
Forward Agenda Plan	A Scaites-Stokes (Democratic Services Officer)	Forward Agenda Plan	A Scaites-Stokes (Democratic Services Officer)	Forward Agenda Plan	A Scaites-Stokes (Democratic Services Officer)

To be programmed:

- Preliminary Investigation - ECDC Renewable Energy Generation
- Community Safety Accreditation Scheme
- Memorandum of Understanding – East Cambs Street Scene

These meetings are not open to the public.

Date of Publication of Decision List: 23rd March 2021



EAST
CAMBRIDGESHIRE
DISTRICT COUNCIL

OPERATIONAL SERVICES COMMITTEE – 22nd March 2021
DECISION LIST

ITEM NO.	Ref.	Item	ISSUE	DECISION	ACTION BY
7.	V154	ECSS Business Plan 2021/22	To consider the revised East Cambs Street Scene Business Plan 2021/22	It was resolved: That ECSS Business Plan 2021/22, in accordance with the revised version circulated, be approved.	James Khan Head of Street Scene
8.	V155	Draft East Cambridgeshire Youth Strategy and Action Plan	To consider the Draft East Cambridgeshire Youth Strategy and Action Plan	It was resolved: (i) That the Draft East Cambridgeshire Youth Strategy be approved; (ii) That the East Cambridgeshire Youth Action Plan be approved; (iii) That the progress made against the Action Plan be reported to this Committee every six months; (iv) That Key Performance Indicators be provided to measure progress against the areas of focus in the Action Plan, in advance of the first six monthly review; (v) That over the next twelve months the consultation be revisited to assess the changes and the COVID impact on young people in East Cambridgeshire .	Lewis Bage, Communities & Partnerships Manager Liz Knox, Environmental Services Manager Angela Parmenter, Housing & Community Advice Manager

9.	V156	Eyes and Ears Parish Council Training	To consider an update on the engagement between the East Cambs Community Safety Partnership and parish councils	<p>It was resolved:</p> <p>That the updates on engagement between the East Cambs Community Safety Partnership and parish councils be noted.</p>	Shona McKenzie Community Safety Officer
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Please Note: These decisions will come into effect on **1st April 2021** unless any 3 Members object and call-in the decision. The call-in must be in writing to the Chief Executive and be received by **29th March 2021**.

AGENDA ITEM NO. x

Minutes of a meeting of the Operational Services Committee facilitated via the Zoom Video Conferencing System at The Grange, Nutholt Lane, Ely on Monday 22nd March 2021.

PRESENT

Cllr Victoria Charlesworth
Cllr Lis Every
Cllr Julia Huffer (Chairman)
Cllr Mark Inskip
Cllr Dan Schumann (as a Substitute)
Cllr Paola Trimarco
Cllr Jo Webber
Cllr Christine Whelan

OFFICERS

Lewis Bage – Communities & Partnerships Manager
Jo Brooks – Director Operations
James Khan – Head of Street Scene
Liz Knox – Environmental Services Manager
Shona McKenzie – Community Safety Officer
Angela Parmenter – Housing & Community Advice Manager
Adrian Scaites-Stokes – Democratic Services Officer
Craig Smith – Building Control Team Leader

OTHERS PRESENT

Nigel Ankers – Finance Officer, East Cambs Street Scene (Item 7)
John Hill – Managing Director, East Cambs Street Scene (Item 7)
Paul Remington – Chairman, East Cambs Street Scene (Item 7)

Councillor Huffer revealed that Councillors David Ambrose Smith and Christine Ambrose Smith had not been able to attend today's meeting due to a sudden illness.

69. PUBLIC QUESTION TIME

There were no public questions.

70. APOLOGIES AND SUBSTITUTIONS

Apologies for absence were received from Councillors David Ambrose Smith and Christine Ambrose Smith. Councillor Dan Schumann attended as a Substitute.

Due to Councillor David Ambrose Smith's absence, Vice Chairman Julia Huffer chaired the meeting.

71. DECLARATIONS OF INTEREST

No declarations of interests were made.

72. MINUTES

It was resolved:

That the minutes of the meetings held on 18th January 2021 be confirmed as a correct record and be signed by the Chairman.

73. CHAIRMAN'S ANNOUNCEMENTS

There were no Chairman's announcements.

74. EAST CAMBS STREET SCENE BUSINESS PLAN 2021/22

The Committee considered a report, V154 previously circulated, which detailed the Business Plan for 2021/22 for East Cambs Street Scene (ECSS). A revised Business Plan had been circulated after the agenda despatch and prior to the meeting.

The Managing Director advised the Committee that the purpose of the report was to present the Company's Business Plan in looking forward to the next year. The Board wished to place on record its appreciation of the resilience of the team over the last year and commended the report.

The Director Operations advised the Committee that she was speaking to the committee in her capacity as Director of Operations for East Cambs Street Scene. Should she need to respond as Director for the Council she would advise the Committee accordingly.

The Business Plan obviously looked at the year ahead but also took the opportunity to briefly touch on the past year. Like most other services and businesses, ECSS has been affected by the pandemic. However, the Director personally thanked all of the workforce for maintaining a business as normal approach. We were one of a few waste and recycling services who did not reduce services during the past 12 months and that was purely down to the commitment and diligence of our workforce. Their dedication and hard work was much appreciated and many of our residents wished to say thank you to them.

The Company managed to maintain its monthly performance target of 80% throughout the majority of the year apart from September. This was due to a combination of managing self-isolation, shielding and positive COVID cases amongst the crew, but the black bag roll out to residents continued. This was a temporary blip and the Company was now continuing to exceed the 80% monthly target.

Managing staffing levels during the past year had, at times, been extremely challenging and saw us having to draft in higher numbers of agency staff to replace permanent members of staff, to ensure the service to our residents was maintained.

To help the Company manage this going forward 4 of our officers had now received training on lateral flow testing. This had now been in place for a week and meant that our officers were tested twice a week, which helped plan for self-isolation cases alongside those that test positive for COVID. The crews welcomed this and it was working well.

Finally, Members of this Committee were aware that The Council gave ECSS £91,000 from the money given to it by central Government to mitigate increased expenditure and costs caused by the pandemic. The £91k was purely to finance agency workers and overtime to existing staff, to ensure that services could be maintained. ECSS, as previously advised, was committed to repaying any of the £91k it did not use. As at end of (February) month 11, ECSS had used £76,847. There may be some movement with this as March's (month 12) costs had not been included yet and some more of this fund may be drawn on, especially with the introduction of the lateral flow testing. However, with that caveat, currently ECSS would be repaying the council £14,153.

The Head of Street Scene then advised the Committee that the first portion of the Business Plan highlighted the success the Company had achieved. Last year the service had over-achieved its performance targets. Those targets had been reviewed and new Key Performance Indicators and targets had been agreed. Next year's goals had been set but already there were some uncertainties about the service, as the Government's new Waste Strategy was expected to change the services provided. The Key Performance Indicators were set annually and next years would include any necessary new government targets.

The Company intended to expand on its experience during the pandemic and would focus on education and promotion as a priority. Although the Company had the highest recycling rates in Cambridgeshire, it would review its collection rounds. These were critical in stabilising demand, could possibly result in a carbon reduction and reduce the amount spent on overtime. A holistic review should result in a more cost effective and profitable service that continued to meet customer expectations. The company would also continue to maximise commercial opportunities.

The Finance Officer, in considering the budget, had taken a cautious approach and anticipated the Company breaking even over the year. Income had increased, due to a 2% increase in the management fee from the District Council, and an additional estimated £75K to cover the increased costs associated with Material Recycling Facility contract the Council holds with Amey. Costs had increased by £65K, the main areas being the impacts of COVID and recycling. Other costs might be incurred should agency staff be required to cover for staff who had not used their holiday entitlements in the previous year and were carried over into the following year.

The Committee welcomed the review of the Key Performance Indicators and noted that the use of social media had become more important during the pandemic. A target for an increase of 5% of 'likes' and 'shares' had been agreed for the following year but that would only equate to 10 additions. The analytics of the website should be looked at, to try and gauge the engagement through

this platform. The Head of Street Scene explained that it was very difficult to increase the number of followers on the social media platform, so the targets looked at the number of 'posts' and 'shares' rather than the number of followers. So it was more about sharing information, as more would be gained if the information was shared by more people.

With regard to the vehicle fleet and the difficulties with Government consultation over the Waste Strategy, the consultation should take place during the spring. If there was no clarity from Government then the Council had to consider the action it could take, such as making representations to the Government. The Committee was informed that the Waste Strategy had been due before Easter, but had been delayed previously. Everyone wanted to hear the results so its effects could be considered. Every effort was being made to obtain those results.

In response to a query about the opportunities to become carbon-neutral, the Members were reminded that the Cambridgeshire local authorities were looking at electric and hydrogen powered vehicles, to ensure everything was covered. It was hoped that this would form part of the vehicle procurement framework to gaining access to those types of vehicles. Lots of research was going on into carbon neutral alternatives and the Company was in the best position to take advantage.

On the development of employees, it was noted that performance management was used, that a lot of staff would reach the top of their pay scales by October. It was stated that the Company used the same PAYE scheme as the Council and therefore it was not eligible for specific Government COVID grants. So what pay incentives would be in place for those on top of their scales and why was the Company not eligible for grants? In response it was revealed that there was currently nothing in place for those at the top of their scales but was something that would be looked into. To access relevant grants the Company would have to meet certain criteria, but as it was linked to the Council's pay scheme the Company's employees and Council employees were counted as one, making the Company ineligible due to the total number of staff.

Regarding education and communications for schools and the public, questions were asked about the Company's programmes, what engagement had taken place and about the timings of future communication schemes. The Committee were advised that the Company had attempted to engage with schools during the COVID pandemic, which had proved very difficult as schools had struggled. As additional pressure on schools had to be avoided, a different approach was being developed where information would be provided that could fit in with the schools' requirements. Information packs could be supplied so that the schools could dip into as they needed to. Next year the aim was to maintain contact and provide some resources for them to use, including videos that they could use in the classroom.

The revision version of the Business Plan was duly proposed for approval, seconded, and agreed.

It was resolved:

That ECSS Business Plan 2021/22, in accordance with the revised version circulated, be approved.

75. SERVICE PRESENTATION – BUILDING CONTROL

The Committee received a presentation by the Building Control Team Leader on the work of the Council's Building Control Service. The following information was given:

- The District Council set the standards for building design, including for Health and Safety, and Building Regulations followed this.
- The Building Control team consisted of seven staff, who dealt with statutory functions, such as checking plans, undertaking inspections, dealing with dangerous structures and demolitions.
- The team had managed to maintain its services despite being without a Team Leader for nine months.
- The team had received fantastic support for the Customer Services department and also liaised with other Council departments.
- A high level of workload had continued, although the number of applications had decreased slightly due to the pandemic. Usually the team dealt with an average of twelve jobs per day, but this had reduced by around 11% due to the pandemic, which was less than had been feared.
- Commercial activity had dropped off, affecting business, as had issues with obtaining materials and the furloughing of staff.
- Most of the jobs centred on domestic work and there had been an increase in house conversions.
- Inspection capacity had reduced, so work had been redeployed.
- Around 1500 projects had to get completed with an additional 400 already finished.
- Between 130-140 inspections had to be booked in and the market share of work was around 67-70%, which was very good and in the top 10% of all local authorities.
- However, competition was increasing so the team had to take steps to future-proof and possibly increase its market share by providing local expertise, technical responses and achieving a good rapport with architectural practices. This could realistically bring in an additional 10-15% extra work.
- The Government were reviewing changes to the Building Regulations, but it was not expected to affect the team too much, though its implications had to be understood and disseminated.
- Training and development was ongoing, with two staff members undertaking relevant qualification with two more to follow. This would build resilience within the department, as some members were approaching retirement.
- Fees were also being reviewed, to ensure that the charges made were fair and reflected the work being undertaken.
- Overall the team could be positive about its future and would continue to be held in high regard inside and outside the Council.

The Chairman commended the excellent work of the Building Control Officers, particularly throughout the COVID pandemic.

The Committee noted that the department worked well with the construction industry and the reason the team was so good was because its staff were sensible, knowledgeable, communicated well and were a credit to the Council. A question was raised about whether dangerous structures were an issue.

The Building Control Team Leader had been really impressed with the team. The department received Initial Notices, outlining work to be done and the organisations doing it. Although the department were not allowed to approach them initially, it could offer help once the work had started, although it was not always possible to compete. There were not a lot of dangerous structures in the district, due to the demographics of the area. However, the team would make an inspection whenever notified and have discussions with surveyors as necessary to ensure public safety.

76. DRAFT EAST CAMBRIDGESHIRE YOUTH STRATEGY AND ACTION PLAN

The Committee considered a report, V155 previously circulated, which set out the Draft East Cambridgeshire Youth Strategy and Action Plan.

The Communities and Partnership Manager advised the Committee that the Strategy had been drawn up to ensure that youths were engaged, respected and were aware of the services available to them. It identified where building on previous work was possible to improve lives. Extensive engagement with young people had taken place through consultations, using a phased approach so responses could be clarified. Phase 1 included surveys of young people through relevant organisations, including schools. The responses showed a number of common themes, and further consultation was undertaken to clarify the feedback and to identify any gaps. The specific issues were outlined on page 6 of the Strategy document. Engagement with stakeholders was conducted to map services addressing the issues raised via the consultation. The engagement completed was a good start but continuation with this was a key element.

The Committee noted that COVID had severely affected young people, so the Council should do as much as it could to help. Providing spaces and activities would tackle boredom and, although there were a variety of things available, some services were depleted and sketchy. In Iceland, the country had started a national programme for after-school activities and this had produced a dramatic change in young people's attitude. Other countries were taking note of that, as after-school programmes had a huge impact, so they were trying to find ways to support their youth. In this district how could people be supported as, although lots of people wanted to help, there were not enough locations to house the programmes? The Communities and Partnership Manager highlighted the mapping exercise under Appendix 1 to the Strategy, which detailed the work already being carried out by a range of organisations addressing issues identified by young people via the consultation.

Once the Strategy and Action Plan were in place, voluntary agencies could find out more information and could engage with more people to facilitate services at

a local level and integrate these with the community. There was already an East Cambridgeshire Youth Advisory Board in operation, which had participation from schools. The enthusiasm of the youth involved highlighted their key areas. Further consultation could add value to identifying and addressing issues. The issues of violence towards young people also needed to be assessed and more research geographically needed to be undertaken to understand the impacts on youth.

The Strategy was going in the right direction and it would be interesting to see how youth groups and clubs could expand, though many individuals needed help in knowing where to go. Parish Councils could help with grant applications and could facilitate forums to share information and best practice. Larger parishes should also reach out to smaller neighbours.

The lack of engagement with education providers could have been done to bad timing. It would be useful to know how many youth clubs or groups were in the district. Mental Health was an issue, with long waiting lists, so were there any plans to get that moving? The Housing & Community Advice Manager acknowledged the gaps in service and the need to remove waiting lists. Some districts were good and the forums would be instrumental in sharing their good practices.

The County Council had primary responsibility for youth services but had declined to act. Therefore, it fell to the parishes to do, though some small parishes would struggle to do so. This meant there was inconsistencies across the district which needed to be levelled up.

Councillor Inskip then proposed a number of amendments to the officers' recommendations: progress on the Action Plan be brought back to the Committee every six months; Key Performance Indicators be provided to measure progress against the areas of focus in the Action Plan, in advance of the first six monthly review; and over the next twelve months the consultation be revisited to assess the changes and the COVID impact on young people in East Cambridgeshire. These would ensure that the impact of COVID on youth services could be measured, that consultation after the COVID period, for example on mental health, would be revisited. These were duly seconded by Cllr Whelan and when the amended recommendations were put to the vote was declared carried.

It was resolved:

- (i) That the Draft East Cambridgeshire Youth Strategy be approved;
- (ii) That the East Cambridgeshire Youth Action Plan be approved;
- (iii) That the progress made against the Action Plan be reported to this Committee every six months;

- (iv) That Key Performance Indicators be provided to measure progress against the areas of focus in the Action Plan, in advance of the first six monthly review;
- (v) That over the next twelve months the consultation be revisited to assess the changes and the COVID impact on young people in East Cambridgeshire.

77. EYES AND EARS PARISH COUNCIL TRAINING

The Committee considered a report, V156 previously circulated, which provided an update on the engagement between the East Cambs Community Safety Partnership and parish councils.

The Community Safety Officer advised the Committee that to tackle crime and make people feel safe the Council wanted to use its partners to help. This led to the 'Eyes and Ears' initiative, which provided training about domestic abuse, scams, hate crimes, abuse and exploitation. The training was delivered through an online training package and all parish councils had been contacted about it. The response had been positive, so more links to further training had been provided with possible face-to-face training which would be more interactive. Eight parishes had received training and there would be an ongoing programme rolled out to others. The Community Safety Partnership would continue to engage with parish councils and are looking to hold parish events would hold a county parish forum.

The next steps would involve developing engagement with the parish councils in an online evaluation exercise.

It was resolved:

That the updates on engagement between the East Cambs Community Safety Partnership and parish councils be noted.

78. FORWARD AGENDA PLAN

The Committee received its forward agenda plan. The Community Safety Accreditation Scheme had still to be programmed in, as work was still ongoing with the Police and this was a big piece of work. For the June meeting, Granville Hawkes would be invited to provide information on the voluntary organisation in the district.

The meeting concluded at 6:13pm.