



East Cambridgeshire District Council

Meeting: Operational Services Committee

Time: 4:30pm

Date: Monday 29 September 2025

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

Enquiries regarding this agenda: Patrick Adams

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Committee membership

Quorum: 5 members

Conservative members

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

Conservative substitutes

Cllr Anna Bailey
Cllr Lavinia Edwards
Cllr David Miller

Liberal Democrat and Independent Group members

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

Liberal Democrat and Independent Group substitutes

Cllr Lee Denney
Cllr Mary Wade
Cllr Alison Whelan

Lead Officer: Isabel Edgar, Director Operations

AGENDA

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

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

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| 4. Minutes | Page 5 |
| To confirm as a correct record the minutes of the meetings of the Operational Services Committee held on 23 June 2025. | |
| 5. Chair's announcements | [oral] |
| 6. Community Safety Partnership Update | Page 15 |
| 7. Quarter 1 2025/26 Performance Report for the Waste & Street Cleansing Services | Page 25 |
| 8. Street Cleansing Review | Page 37 |
| 9. New Waste Service – Project update | Page 45 |
| 10. East Cambs Street Scene Statutory Accounts | Page 51 |
| 11. Budget Report | Page 91 |
| 12. Draft Minutes of Anglia Revenues Partnership for March and June 2025 | |
| To note the minutes of the Anglia Revenues Partnership meeting held on 18 March and 17 June 2025. | |
| | Page 97 |
| 13. Forward Agenda Plan | Page 113 |

Exclusion of the public including representatives of the press

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

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| 14. East Cambs Street Scene Management Accounts for Quarter 1 to 30 June 2025 |
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Notes

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

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

The livestream of this meeting will be available on [the committee meeting's webpage](http://www.eastcambs.gov.uk/node/2623) (www.eastcambs.gov.uk/node/2623). Please be aware that all attendees, including those in the public gallery, will be visible on the livestream.

2. Public Questions/Statements are welcomed on any topic related to the Committee's functions as long as there is no suspicion that it is improper (for example, offensive,

slandorous or might lead to disclosures of Exempt or Confidential information). Up to 15 minutes is allocated for this at the start of the meeting.

[Further details about the Public Question Time scheme](http://www.eastcambs.gov.uk/about-council/meetings-agendas-and-minutes/public-participation-meetings/public-question-time) (www.eastcambs.gov.uk/about-council/meetings-agendas-and-minutes/public-participation-meetings/public-question-time).

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

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

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

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



East Cambridgeshire District Council

Minutes of a Meeting of the Operational Services Committee

Held at The Grange, Nutholt Lane, Ely, CB7 4EE at 4:30 pm on
Monday 23rd June 2025

Present

Cllr Anna Bailey (substitute)
Cllr David Brown
Cllr Christine Colbert
Cllr Lee Denney (substitute)
Cllr Martin Goodearl
Cllr Julia Huffer (Chair)
Cllr Mark Inskip
Cllr Alan Sharp
Cllr John Trapp
Cllr Ross Trent
Cllr Lucius Vellacott (Vice Chair)
Cllr Christine Whelan

Officers

Patrick Adams – Senior Democratic Services Officer
Nigel Ankers – ECSS Finance Manager
Jude Antony – Principal Accountant
Lewis Bage – Communities and Partnerships Manager
Nick Baker – Waste and Environmental Services Manager
Isabel Edgar – Director Operations
Martin Grey – Leisure and Active Lifestyles Manager
David Morren – Strategic Planning and Development Management Manager
Catherine Sutherland – Senior Waste Management Officer

1. Public Question Time

No public questions were submitted.

2. Apologies and Substitutions

Apologies for absence were received from Cllr Christine Ambrose Smith and Cllr Kathrin Holtzmann. Cllr Anna Bailey attended as a substitute for Cllr Ambrose Smith. Cllr Lee Denney attended as a substitute for Cllr Holtzmann.

3. Declarations of Interest

There were no declarations of interest.

4. Minutes

It was resolved:

That the minutes of the meeting of the Committee held on 24 March 2025 be confirmed as a correct record and signed by the Chair, subject to the following amendments:

- In the final paragraph on page 6, Cllr Alison Whelan was corrected to Cllr Christine Whelan.
- In the penultimate paragraph on page 7, "... on the collection of spending" was amended to "... on the collection and spending".

Cllr Mark Inskip stated that he had not yet received a reply from Cllr Keith Horgan regarding the query he raised on the Anglia Revenue and Benefits Joint Committee minutes about Council Tax collection rates. The Chair agreed to contact Cllr Horgan about this matter.

5. Chair's Announcements

The Chair stated that the Council had developed and shared a youth events toolkit for parish councils and local organisations to use if they wished to run events for local young people. She explained that the toolkit contained a suite of templates that organisations might wish to use, including an event management plan, risk assessment signage, and a health and safety checklist.

6. Proposed Changes to Planning Committee Consultation

The Committee considered a report, AA10 previously circulated, which updated the Committee on the Government's proposed changes to planning committees and provided details on how the Council was preparing to respond to the consultation. The Strategic Planning and Development Management Manager explained that the Government had introduced the Bill earlier this year and had now gone out to consultation. He explained that the Government planned to increase the number of applications that would be delegated to officers, which the Government were describing as Tier A applications, whilst all other applications were labelled Tier B, which could be decided by councillors if they passed a gateway test. Further information and guidance from the Government on the legislation was awaited.

Members of the Committee were invited to ask questions to the officer.

In reply to a query from Cllr Christine Colbert, the Strategic Planning and Development Management Manager stated that whilst all planning applications had to be determined according to planning rules, officers and councillors often gave different

weighting to different planning considerations when deciding whether to approve an application.

Cllr David Brown asked whether applications for solar farms would be decided by officers or the Planning Committee and what would happen if the Chair disagreed with the officer. The Strategic Planning and Development Management Manager hoped that a solar farm would be seen as a matter of important consideration and so be determined by the Committee. He explained at a previous authority the Chair would have a casting vote if the planning officer and the legal officer disagreed on an application.

In response to a question from Cllr Christine Whelan, the Strategic Planning and Development Management Manager explained that taking applications to the Committee required more resources than an officer decision and so it was unlikely that the new rules would mean extra work for officers, although it was unclear how the delegation rules would work.

In response to a question from Cllr John Trapp, the Strategic Planning and Development Management Manager suggested that by preventing Planning Committees from “revisiting the same decisions” the Government were trying to ensure that, after a Planning Committee had agreed an outline application, officers could then determine the finer points without the matter having to return to Committee.

In reply to Cllr Martin Goodearl, The Strategic Planning and Development Management Manager agreed that a small development of nine units would be more significant in the open countryside than if it were within a village envelope. This level of nuance was not apparent in the current proposals.

Cllr Martin Goodearl was concerned that under the Government’s proposals, a developer could build homes in the same area but under separate applications and so abuse the system. The Strategic Planning and Development Management Manager hoped that further details in the legislation would prevent this.

The Committee moved into debate.

Cllr Lucius Vellacott welcomed the cross-party support for opposing the Government’s proposals. He supported the current call-in system which allowed small but contentious matters to be debated by the Planning Committee, and he feared that this would be lost under the legislation proposed by the Government, to the detriment of local decision making. He believed that local member representation should be involved in the gateway test. He suggested that members should be automatically notified when the consultation on an application closes, as it would give local councillors time to influence the triaging process. He opposed national planning training, as locally based training could be tailored to local needs.

Cllr David Brown stated that not all reserved matters applications should be put in Tier A. He asked that statistics on the outcomes of applications be provided.

Cllr Mark Inskip stated that it was important that the Council made a well-argued case opposing the Government's plans. He hoped that contentious matters would continue to be considered by the Planning Committee, which should not just consider larger, strategic applications. He explained that the Committee often introduced changes to the application, which everyone benefited from. He spoke of the importance of having an up-to-date Local Plan and funding neighbourhood plans to ensure a local voice when applications were determined. He reported that parish councils used their local knowledge when considering a high number of planning applications and he suggested that the Government wanted to remove local safeguards to simply make it easier for developers to get planning permission.

Cllr John Trapp suggested that larger committees could take better, more professional decisions than smaller, less knowledgeable committees. He expressed concern that matters that were very contentious locally, could be decided by officers instead of at Committee, where local concerns could be heard. He suggested that councillors gave more weight to neighbourhood plans than officers.

Cllr Martin Goodearl suggested that the Government was attempting to make development easier in order to try and reach its overly ambitious target of building 1,500,000 new homes.

Cllr Alan Sharp stated that in the past, the developer had changed the housing mix that had been in the outline planning application in favour of more five-bedroom homes. He suggested that local representation could help to prevent this.

Cllr Christine Colbert suggested that the Planning Committee ensured that issues such as the adoption of trees and road safety were not overlooked. She expressed the hope that councillors would still be able to call-in applications to the Planning Committee if they disagreed with the officer decision.

Cllr Anna Bailey praised the Council's Planning Committee, which ran smoothly whilst taking open and transparent decisions regarding highly important and contentious matters. She did not support the Government's proposals to determine the size of planning committees. On many occasions, applications, including reserved matters applications, had been improved by the Planning Committee, which had listened to local concerns and added appropriate conditions. The call-in process was used responsibly by local members and should not be removed. Planning decisions could not be appealed if permission was granted, so it was important that the correct decisions were taken. She expressed her support for neighbourhood plans, which included matters of great importance to local residents, and she was concerned that under the Government's proposals funding for this would be reduced. She explained that the proposals appeared to be taking power away from local representatives and were more appropriate for urban areas. She stated that relatively small applications could be contentious and needed to be discussed in a public forum, and this ultimately relieved the pressure on the Council. She welcomed the cross-party support for submitting a robust rebuttal of the Government's proposals.

Cllr Julia Huffer stated that the proposals were trying to fix something that was not broken.

Cllr Lucius Vellacott proposed and Cllr Anna Bailey seconded the recommendations in the report. A vote was taken and it was unanimously resolved to:

- A) Note the potential changes proposed by the Government
- B) Give delegated authority to the Strategic Planning and Development Management Manager to respond to the consultation in consultation with the Chair of Planning Committee, Leader of the Council and Lead Member for Planning for the Liberal Democrats and Independent Group.

7. Quarter 4 2024/25 Performance Report for the Waste and Street Cleansing Services

The Committee considered a report, AA11 previously circulated, which provided the Committee with the performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS). It was noted that the μ symbol meant average or mean. The Senior Waste Management Officer explained that the figures showed a considerable improvement since the previous year. There had been fewer missed bins compared to last year, with only 2,500 bins being missed out of a total of approximately 4,500,000 bins, which was a collection rate of 99.95%. The challenging 95% target for street cleaning had been met. The Council was on track for an overall recycling rate of about 55%, which was comparable to last year's performance. Changes to the Council's waste and recycling collection service was expected to result in improvements in the recycling rate next year.

In response to Cllr Anna Bailey, the Senior Waste Management Officer explained that recycling rates dipped in the third quarter as there was less garden waste in the winter months.

In response to Cllr Christine Whelan, the Senior Waste Management Officer stated that whilst Environmental Health were responsible for the enforcement side of fly-tipping, the street cleansing vehicles displayed relevant adverts as part of the RECAP SCRAP fly-tipping campaign. Cllr Christine Colbert suggested that the Council's bulky waste collection service should be advertised more widely. Cllr John Trapp proposed that the relevant contact number could be advertised on the sheet with weekly collection dates, along with the number to report fly-tipping. It was noted that the ECSS had two days to clear fly-tipping waste after being notified and that they were not responsible for removing fly-tipping from private land.

In reply to Cllr John Trapp, the Senior Waste Management Officer explained that the performance data regarding street cleansing referred to the number of streets.

Cllr Mark Inskip expressed concern regarding the performance in the Community, Education and Promotion area. The Senior Waste Management Officer explained that there had been staff turnover in the ECSS team, but a Council officer had recently become responsible for this, and events were planned to coincide with the new service launch. Information on this would be shared with councillors.

It was resolved to:

- A)** Note the performance of service delivery for quarter 4 (January-March) 2024/25.

8. Changes to Waste Collection Service – Project Update

The Committee considered a report, AA12 previously circulated, which provided an update on the progress being made towards implementing the necessary changes to the Council's waste and recycling collection services, as approved by Council. The Waste and Environmental Services Manager explained that the Council was on track to deliver its new service of weekly food waste collections, which would reduce residual waste and increase recycling. New vehicles and bins had been purchased. The start date had been moved from 1st April to 1st June to avoid having any Bank Holidays in the first eight weeks of the service.

Cllr Mark Inskip asked if in future, the Committee could receive details of the risks and how these were being mitigated. He also requested details of the milestones to allow the Committee to measure whether the project was on track. The Waste and Environmental Services Manager explained that there was a large amount of information on risks, and he suggested that to be effective, the Committee should focus on the key issues. The Director Operations explained that the Project Management Board met monthly and they evaluated and mitigated the risks. She stated that the Committee did not manage projects and any information on risks would be quickly out of date. Cllr Inskip requested headline information to assure the Committee that the project was on track.

In response to a question from Cllr Mark Goodearl, the Waste and Environmental Services Manager explained that the ECSS had planned for the expected growth in population for the next 8 years to ensure that the waste service had the necessary capacity.

The Committee thanked the Waste and Environmental Services Manager and his team for the clarity of his report.

It was resolved to:

- Note the report and the progress being made towards the implementation of the new waste and recycling collection service.

9. Budget Outturn Report

The Principal Accountant presented a report, AA13 previously circulated, which updated the Committee on the financial position for services under the Operational Services Committee.

In response to Cllr Mark Inskip, the Director Operations explained that Section 106 money was often used to fund matters related to growth, such as new vehicles for the schools' contract that ECTC was successful in winning. She agreed to provide further details on this.

It was resolved:

- A)** To note that the Committee had a revenue of overspend of £195,163, when compared to its approved budget of £7,134,292.
- B)** To note that the Committee had a capital programme spend of £1,869,054, an underspend of £2,858,721 when compared to its revised budget.

10. Community Sports Facility Grant

The Leisure and Active Lifestyles Manager presented a report, AA14 previously circulated, which invited the Committee to consider a recommendation to approve a grant of £10,000 to Ely Outdoor Sports Association for the construction of two Padel tennis courts. He explained that the Association had received a quotation for the work.

Cllr Martin Goodearl proposed and Cllr Lucius Vellacott seconded the recommendations in the report.

It was unanimously resolved to:

- A)** Approve a grant of £10,000 to Ely Outdoor Sports Association.

11. Citizens Advice West Suffolk SLA Performance Monitoring Update

The Communities and Partnership Manager presented a report, which invited the Committee to note the Citizens Advice West Suffolk (CAWS) performance update for the period between 1 April 2024 and 31 March 2025. It was noted that the report number was AA18 but had been previously circulated with the number AA14.

Cllr Mark Inskip, Cllr John Trapp and Cllr Alan Sharp agreed that the report justified the grant of £69,498 paid by the Council to CAWS last year and were pleased to note the number of East Cambridgeshire residents using the service.

It was unanimously resolved to:

- A)** Note that the Citizens Advice West Suffolk (CAWS) performance update for the period between 1 April 2024 to 31 March 2025.

12. Voluntary and Community Action East Cambridgeshire SLA Performance Update

The Communities and Partnership Manager presented a report, AA15 previously circulated, which updated the Committee on the Voluntary and Community Action East Cambridgeshire (VCAEC) performance update for the period between 1 April 2024 and 30 March 2025 following the grant of £39,530 awarded to VCAEC for a Service Level Agreement running from 1 April 2024 to 31 March 2026.

Cllr Anna Bailey stated that whilst some targets were not being met, these were outside the organisation's control. Cllr Alan Sharp reported that organisations were also finding it difficult to recruit volunteers and hoped that this could be addressed. It was noted that the Council funded VCAEC to deliver specific outcomes and did not specify how the organisation spent the grant and so information on phone and office costs was not available.

It was resolved:

To note the Voluntary and Community Action East Cambridgeshire (VCAEC) performance update for the period between 1 April 2024 and 30 March 2025.

13. Representation on Outside Bodies and Annual Reports

The Senior Democratic Services Officer presented a report, AA17 previously circulated, which provided the Committee with the annual reports from Council representatives on Outside Bodies within the responsibility of the Operational Services Committee. It was noted that reports had been received from Cllr Christine Ambrose Smith and Cllr Martin Goodearl after the agenda had been published. It was understood that Cllr Julia Huffer had been the lead member for Citizens Advice West Suffolk for the period in question, not Cllr Alan Sharp as indicated in Appendix 1. It was noted that Cllr Christine Whelan had not been sent a report to complete and that was why there was no update on the Police and Crime Panel.

In reply to Cllr Mark Inskip, Cllr Lucius Vellacott stated that whilst there had been no formal meetings arranged with Historic England, it was important that the Council liaised with this organisation, who were a consultee on major planning applications. Cllr Vellacott also reported that there he had only been aware of one meeting of the Soham Sports Association which no representative from the Council had been able to attend. The Association was hugely important to the town of Soham and it was important that the Council maintained its links with this organisation. Democratic Services were asked to find out the date of the next Soham Sports Association meeting

It was resolved to:

Note the annual reports from Council representatives on Outside Bodies within the responsibility of the Operational Services Committee.

14. Draft Minutes of Anglia Revenue & Benefits Joint Committee

This item was not discussed. The minutes will be included in the agenda for the next meeting of the Committee.

15. Forward Agenda Plan

The Chair presented the Committee's Forward Agenda Plan. It was noted that an updated version of the Plan had been circulated. It was understood that the next meeting of the Committee would be held on Monday 29 September at 4:30 pm, where a report monitoring the budget would be considered.

It was resolved:

That the Forward Plan be noted.

16. Exclusion of the Press and Public

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

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

17. East Cambs Street Scene Management Accounts for the 3 months to 31 December 2024 - EXEMPT

The Committee considered a report, AA16 previously circulated, which considered the ECSS Management Accounts for the 12 months to 31 March 2025. The ECSS Senior Finance Manager explained that maintenance costs had been reduced due to the purchasing of new vehicles.

It was resolved that:

The ECSS Management Accounts for the 12 months to 31 March 2025 be noted.

The meeting concluded at 6:10 pm

Chair

Date.....

TITLE: Community Safety Partnership 6 monthly update

Committee: Operational Services Committee

Date: Monday 29 September 2025

Author: Neighbourhood and Community Safety Team Leader

Report number: AA55

Contact officer:

Emma Graves, Neighbourhood and Community Safety Team Leader

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

1.0 Issue

- 1.1 To provide an update from the Chair of the East Cambridgeshire Community Safety Partnership (ECCSP).

2.0 Recommendations

- 2.1 To note the report at Appendix 1 and 2 from the Chair of the ECCSP.

3.0 Background/Options

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

4.0 Arguments/Conclusions

- 4.1 The Chair of the ECCSP has prepared the reports at Appendix 1 and 2.

5.0 Additional Implications Assessment

5.1

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

6.0 Appendices

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

Appendix 2 – Photographs of the Gateway project

7.0 Background documents

None

EAST CAMBRIDGESHIRE COMMUNITY SAFETY PARTNERSHIP (ECCSP)

Update Report to ECDC Operational Committee Meeting on Monday 29 September 2025

Rationale

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

Author

Lis Every, Chair of the ECCSP

Report

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

Strategic Assessment and Action Plan

CSP priorities:

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

The strategic role of the CSP

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

- CSP Board Meeting
- CSP Delivery Group
- CSP Problem Solving Group
- County Prevent Board
- Quarterly Community Safety Officers Meeting
- Serious Organised Crime Working Group
- Serious organised Crime Local Profile Meeting
- Organised Crime Gangs Management meeting

- Missing and Criminal Exploitation Meeting
- Cambridgeshire and Peterborough Against Scams

The 2025/2026 Action Plan

Most areas of the previous action plan update had been completed except for obtaining engagement with the Probation Office which we were still working on. The new plan has been agreed. The activities planned represent collaborative working with the Partners and is based on our Strategic Assessment. Each activity has an identified Lead agency. The Action Plan is monitored quarterly.

The new Action Plan is on the ECDC website and has been circulated to appropriate stakeholders.

Quarter 1 Action Plan Monitoring: All Actions are currently being monitored to ensure targets have been met or require reviewing. These include work on:

- Reviewing with Partners the findings of the Serious Violence Needs Assessment, and the Violence against Women and Girls assessment and sharing outcomes and identifying operational activities;
- Considering and reviewing the risk factors in the Strategic and Deep Dive assessments to develop preventative measures and programmes to address needs identified, eg Youth and ASB Deep Dive particularly relating to Littleport, encouraging them to sign up to the White Ribbon pledge;
- Communicating and supporting businesses in Littleport and Ely to develop measures and procedures to tackle shoplifting;
- Engaging with Littleport food bank to develop actions to support users during the cost of living crisis;
- Engaging with alcohol and drug services to obtain a better understanding of the links between addictions presenting in Littleport and aim to identify measures to reduce shoplifting

The Problem-Solving Group (PSG) and Delivery Group (DG)

The Problem-Solving Group continues to meet regularly to identify and work collectively on local solution. The numbers of different agencies engaged is very encouraging as this facilitates the multi agencies to work together on early solutions.

The Delivery Group is chaired by Inspector Simon Birch and includes representatives from the agency Partners. The Delivery Group deals with problems unsolved by the PSG, but also issues arising from the CSP Board and local issues. Examples of current working:

- Training packages being developed and delivered for young people on school hate crime awareness starting with Year 7 (identified from the County Council's survey as an issue);
- District wide reporting on anti-social driving;
- Task and Finish groups on Hate Crime, DAHA and White Ribbon, Youth Provision, ASB Hot spot areas, actions/response and Casefile Reviews.

Minutes of the DG meetings are circulated to all Partnership members.

Update on operational activities

Staffing

From a strong field we have successfully recruited Lydia Barlow to the role of Community Safety and Project Support Officer. This is the officer funded by the Police and Crime Commissioner. She started on 4 August 2025 and has completed her training. She has already supported two community events held to advise the public on community safety matters.

CSP working with the young people of East Cambridgeshire

The summer months can be challenging for some young people, and we have had a focus on engagement and awareness raising of support available around current issues. Some of the work undertaken is highlighted below.

- Phase 2 of “the gateway” Ely Leisure Park. Years 9 and 10 Ely students have designed and created the interactive street art seen on the Appendix attached. This is a CSP initiative involving the best of multi-agency work, including the ECDC Community Safety Team, the Cambridge County Council Youth Co -Ordinator, Ely City Council, Kilo, the street artist, and Ely College Staff and students.
- Summer Outreach youth work has taken place on the ASB Safer Summer initiative, working in the Ely City Centre and at the Riverside. This engagement programme with young people is vital in discussing and recording any concerns that the young people have..
- Summer drug and alcohol outreach work in Littleport. Again engaging, listening to concerns, signposting to support where appropriate and gathering intelligence.
- Court Knife Crime Sessions: In this period we held two more court experience days, which completed our programme for 2024-25. We have received 25-26 funding for next year 2025-2026 from the Serious Violence Duty Fund to continue with these. Our Court Experience Day has been nominated for the Police Problem Solving “ One More “Step awards. Next step acceptance will be published on 18 August. .
- Two youth fusion events have taken place in Ely and Isleham/Fordham. The CSP had a Community Safety Stall , including information on knife crime, Hate Crime, County Lines, Cybercrime, White Ribbon Campaign and Eyes & Ears.
- Haddenham hosted a Safeguarding evening with the Police and Robert Arkenstall Primary School which included information on County lines, online safety, drug awareness, knife crime and micro aggression. Approximately 35 attended, with representatives from the young people, parents and carers, the Careers Company and local sports groups.
- Bishop Laney Sixth Form students received a road safety talk by Vision Zero of the CPCA,

- The CSP has been successful in bidding for Serious Violence Duty Funding for Soham youth engagement, The Port Youth Group summer engagement programme and the Engage Ely young people project.

ASB incidents

One Case review has seen a successful resolution orchestrated by the CSP team and there have been no further incidents reported since March 25. Two more cases are ongoing.

Extracts from the June 2025 meeting of the Community Safety Partnership Board

Membership: We have secured a Partner representing local businesses

CSP presentations and discussions

Presentation by Rachel Speechley ROTH (Risk outside the home). As Team Manager for the Missing and Exploitation team she spoke about her role to foster safer relationships for exploited children and the processes that are in place.

Serious Violence Presentation by Leigh Roberts from the CC Research Team. Data is available at different levels, including Ward level. A data summary is published on an interactive dashboard on Cambridgeshire Insight. More information would be coming eg health. Data was showing that East Cambs (EC) was at the lower level of crime, but it was increasing. Opiate use was higher in EC, but use of alcohol was lower. Statistics from the hospitals indicated that there was a decline in numbers for treatment from violent incidents. However there are indications of a greater exposure to violence among children of school age. There is a school survey every 2 years for Years 8 and 10. This was only published at District level, and we need a discussion to share data with schools. A higher number are exposed to violence in home, particularly domestic abuse, but these were mostly from Year 8 students

Key findings: Information on violence from the Police indicate EC is at the bottom of the league tables and remaining stable. This data can be broken down by Ward. There is an under recording of domestic violence from victims. There is a higher proportion of male suspects with predominantly female victims, although there are some men victims. Emergency Department attendance is also monitored. Use of weapons is identified as a rise in incidents, with the use of knives and sharp objects, but punching and fighting injuries featured as the highest number of incidents. Those offending are mostly men, age 30-39. More detailed information is available in the report and information is on the dashboard with the District breakdown of information.

Inspector Birch outlined the new arrangements for Neighbourhood Policing (the Policing Guarantee). He was anticipating more staff and funding for the area. South Cambs now had an Independent Advisory Group which he hoped to replicate in the other Districts. Members of the community, not necessarily councillors, were members of the Board. It provided the opportunity to consider ten or fifteen changes that might affect the community, eg should the police have flat caps instead of the current headgear?

He was hoping to recruit 7 PCSOs across the patch with one coming to EC. Engagements now had to be F2F which was presenting challenges particularly finding FOC venues. His priorities were drugs and youth ASB. Modern day slavery was growing with ongoing investigations into nail bars and barbers. He confirmed the shutting down of 2 vape shops in Ely. Knife crime and ROTH were also increasingly. The ASB in the Cloisters was a concern but there would be new CCTV installed. Soham has had an increase in criminal damage in the car park and in the Co-op shoplifting has increased. Plain clothes police were working on these and young people had been identified. It was reported that had been an increase in ASB in the libraries.

There were 9 ongoing criminal investigations. Parking enforcement had taken place with 95 tickets issued. The Police were planning to agree more overtime to help tackle the boy racing in this area. They were doing what they could with the current staffing levels. Investigations into anti-social driving in Littleport had resulted in the parents becoming involved. Travellers had arrived in St Johns Road on two occasions opposite the school on the recreation ground. A multi-agency approach had been successful in removing them and the area was deep cleaned the next day. The cost of this is approximately £4,000 paid by the City of Ely Council.

Conclusion

The above report was prepared on 18 August 2025. If more information is required we would be delighted to provide this. Support from our local Councillors is very much part of the multi agency approach.

Councillors are welcome to attend the CSP Partnership Board meetings as observers. Please request the forthcoming dates and an invitation from Emma Graves, emma.graves@eastcambs.gov.uk.





TITLE: Quarter 1 2025/26 performance report for the waste and street cleansing services

Committee: Operational Services Committee

Date: 29 September 2025

Author: Catherine Sutherland, Senior Waste Management Officer

Report number: AA56

Contact officer: Catherine Sutherland - Senior Waste Management Officer

Catherine.sutherland@eastcambs.gov.uk 01353 616262. Room 208, The Grange, Ely

1.0 Issue

- 1.1. To provide the Committee with the Quarter 1 performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS).

2.0 Recommendations

- 2.1 Members are requested to note the performance of service delivery for quarter 1 (April - June) 2025/26.

3.0 Background

- 3.1. Waste collection, recycling and street cleansing are all services provided by East Cambs Street Scene Ltd. The trading company was set up on April 1st, 2018.
- 3.2. The Council continues to operate these services through ECSS and is committed to provide high levels of performance and service delivery, delivering best value for money under the Memorandum of Agreement (MoA) and through the Service Delivery Plan.
- 3.3. Key Performance Indicators of the service provided by ECSS ensure performance levels are managed and monitored.

4.0 Conclusions

- 4.1. The tables below highlight the performance for quarter 1 against the KPIs highlighted within the MoA:

Health and safety – staff welfare

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

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

Waste Collection

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Refuse – Average no. of missed bins per 100,000 bins collected	15	45	40			
Recycling – Average no. of missed bins per 100,000 bins collected	30	90	51			
Green – Average no. of missed bins per 100,000 bins collected	30	90	61			
No. of service complaints	3	3	6			
No. of service compliments	No target	No data	0			

Street Cleansing

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Average monthly clean streets graded A on random inspection	95%	85%	100%			
No. streets graded C or below for litter on random inspection	1%	1%	0%			
No. reported fly tips	No target	No data	150			
No. reported incidents of graffiti	No target	No data	7			
Removal of offensive graffiti within 1 working day	98%	98%	NO DATA			

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

Communication, Education and Promotion

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
School or Community groups engaged with	10 PA	No data	0			
Number of local events attended	10 PA	No data	0			
Recycling rate	60% (annual)	No data	49.9%			
Overall waste tonnage reduction	1% (annual)	No data	TBC			

Appendix 1 is a visual summary of the service performance and is referred to by slide number in the following section.

Health and safety – staff welfare

- 4.2 Slide 1: Two operatives received cuts due to broken glass and a knife being presented in black bags. There was a small vehicle fire that didn't cause any damage, two incidents of minor damage to vehicles, and an operative fainted on duty during the hot weather.

Waste and recycling collections

- 4.3 Slide 3: The number of missed collections slightly increased, with most of these on the green and food waste service. ECSS had a limited number of available staff due to vacancies (now filled).

Street Cleansing

- 4.4 Cleansing performance remains consistent with previous quarters, with a slightly improved response rate to removing fly tips (slide 6).

Recycling rate and waste tonnage reduction.

- 4.5 Slide 8: During January to March the Council recycled just under 50% of the waste it collected which is expected at this time of year when the garden waste collected reduces. There was an increase in the amount of black bag waste collected which is also expected during the Christmas period.

Communications, Education and Promotion

- 4.6 During quarter 1, no outreach work was completed. The team have booked in several events for the summer period, including Aquafest and Burwell Carnival as well as supporting the Council's Youth Fusion events. The team have been preparing content to support the launch of the new waste service next year.

5.0 Additional Implications Assessment

5.1

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

6.0 Appendices

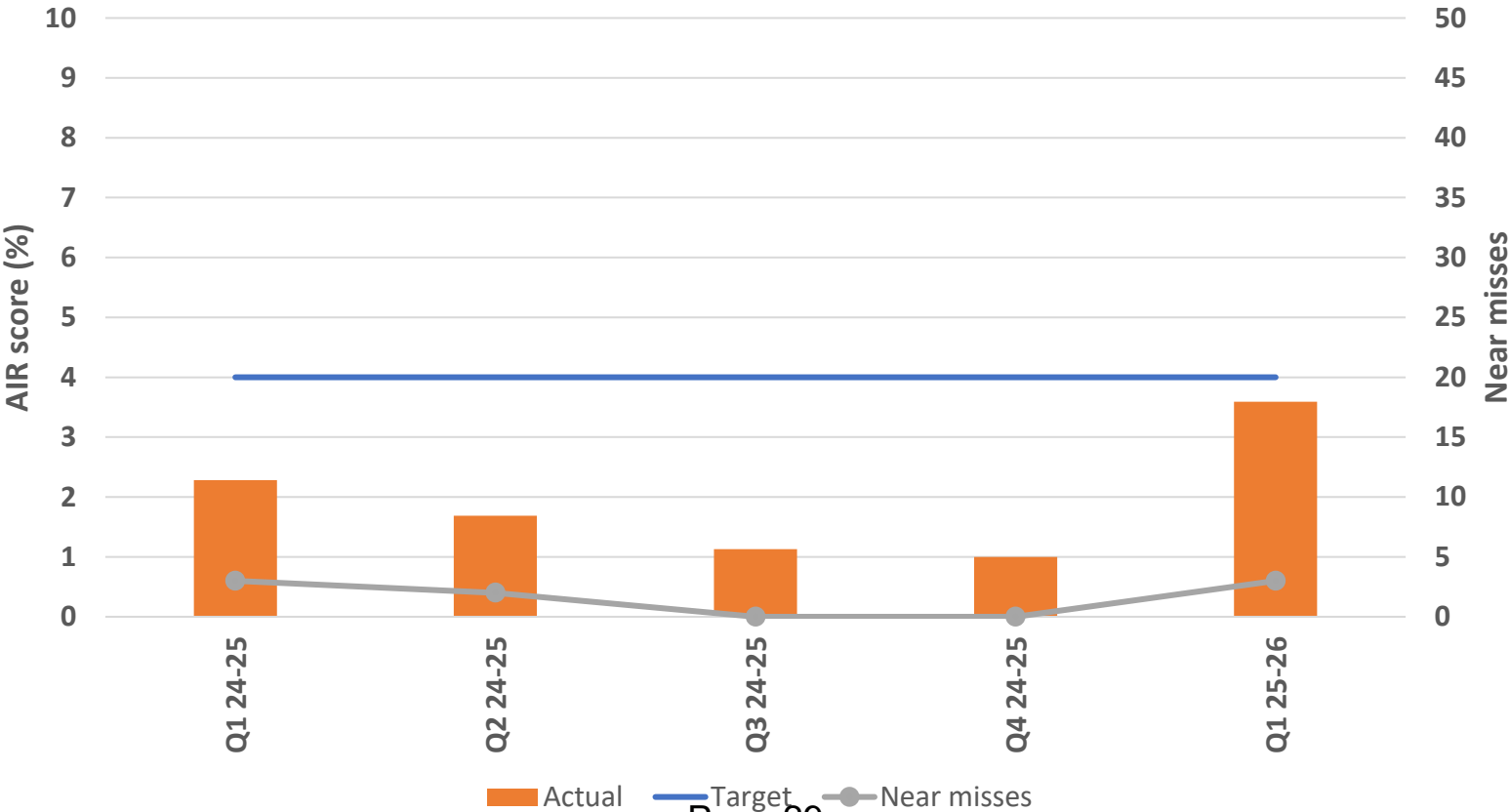
Appendix 1 - Slide deck - Performance Dashboard.

7.0 Background documents

None.

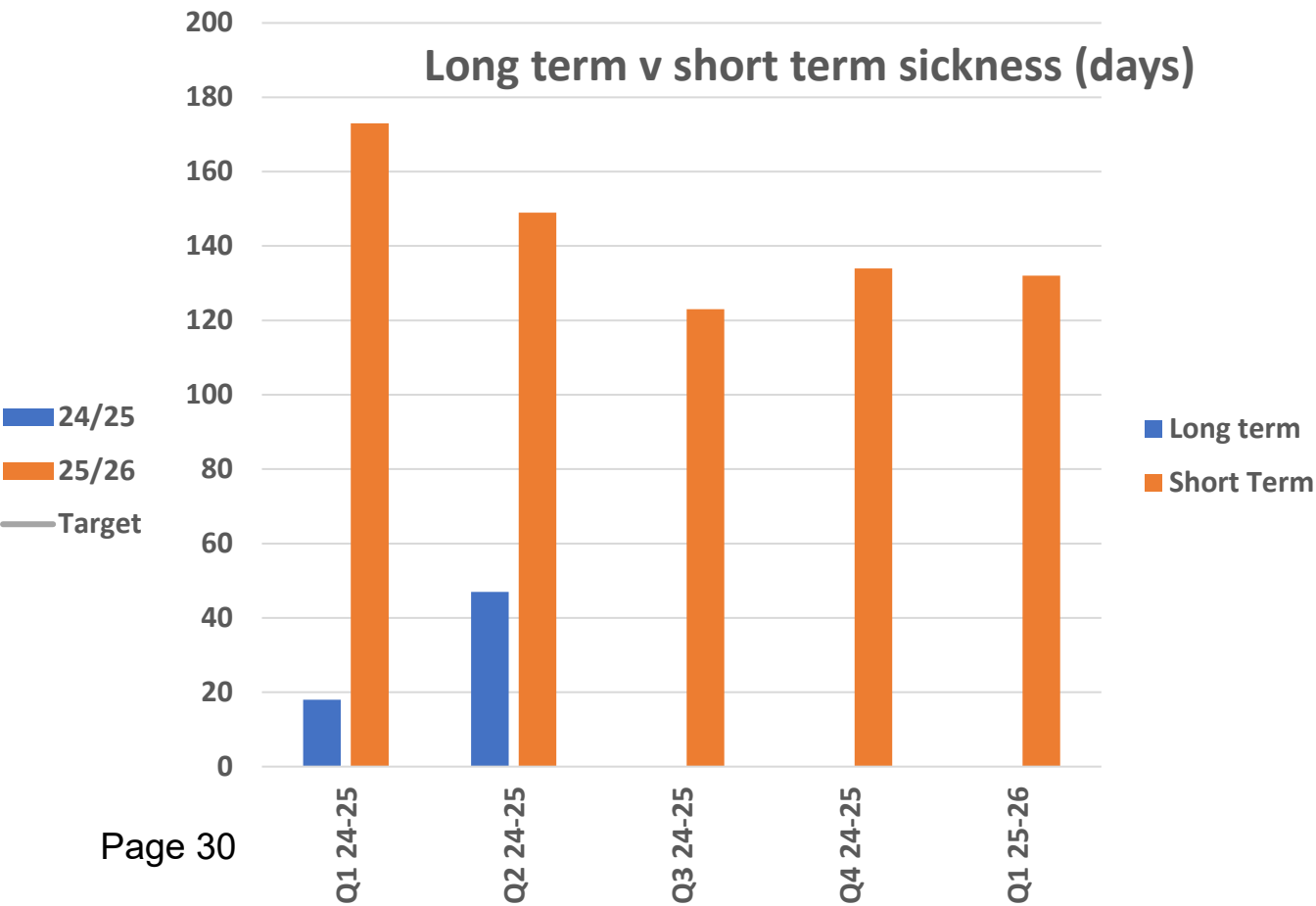
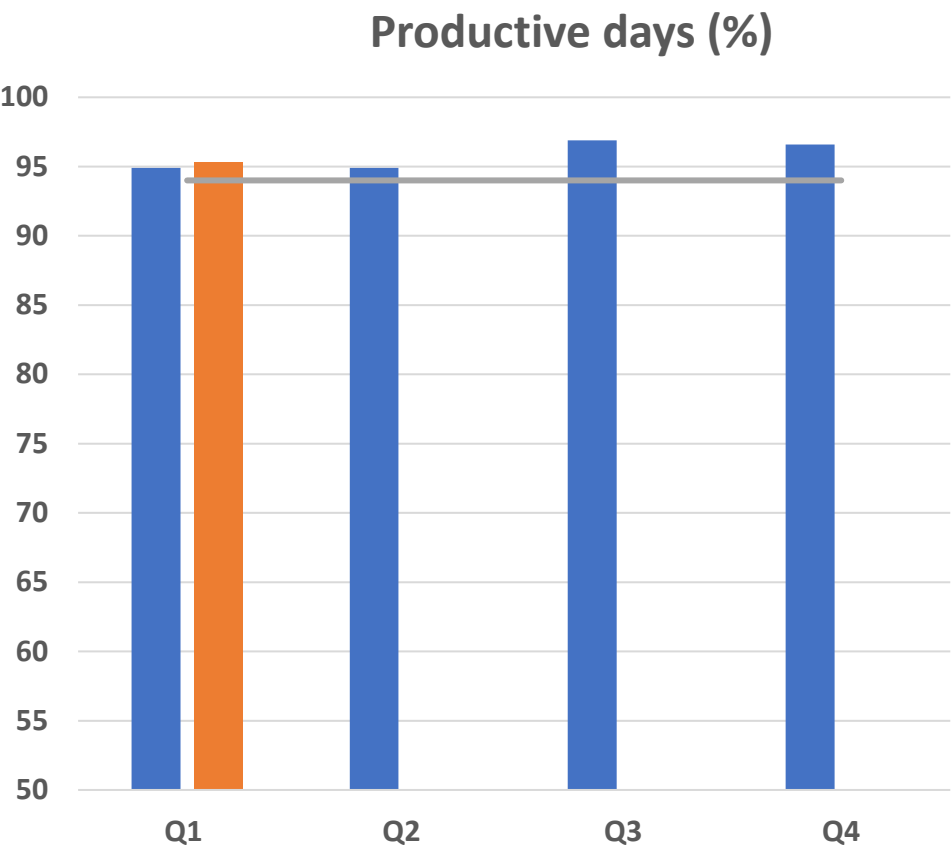
Health and Safety – staff welfare

Accident Incident Score, near misses

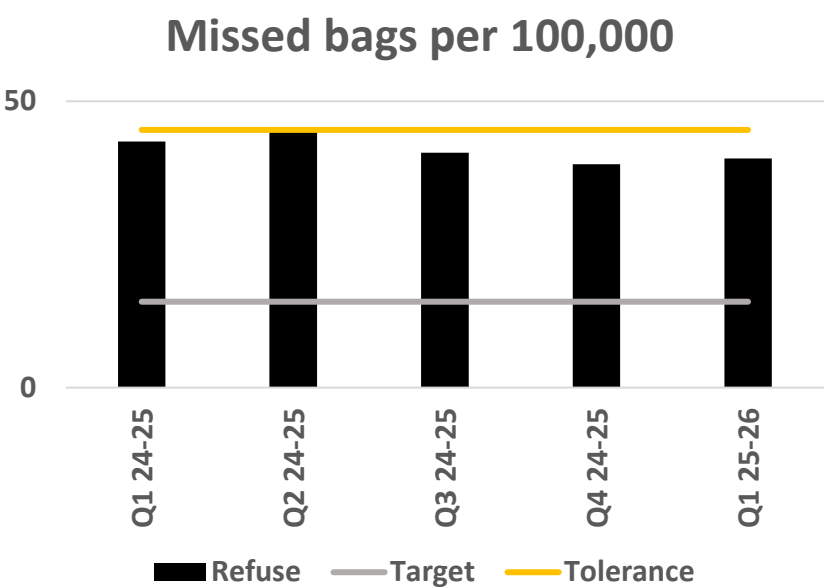
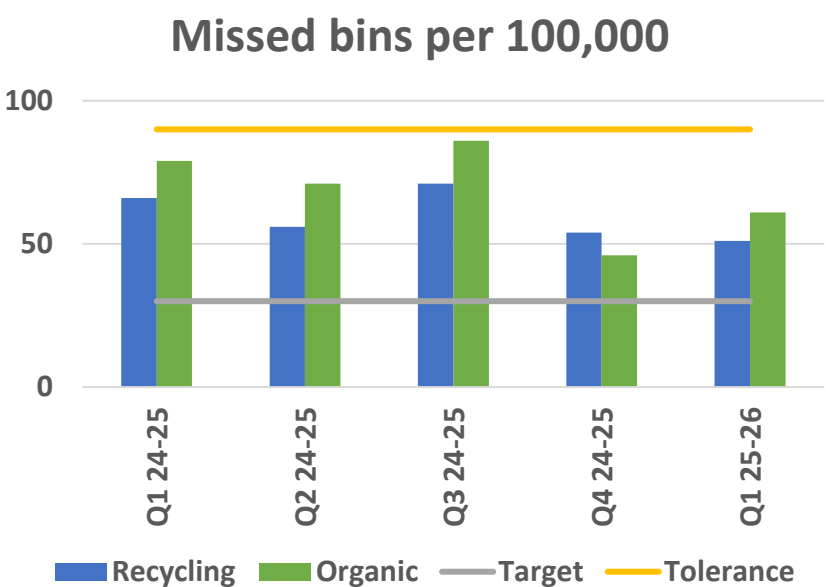
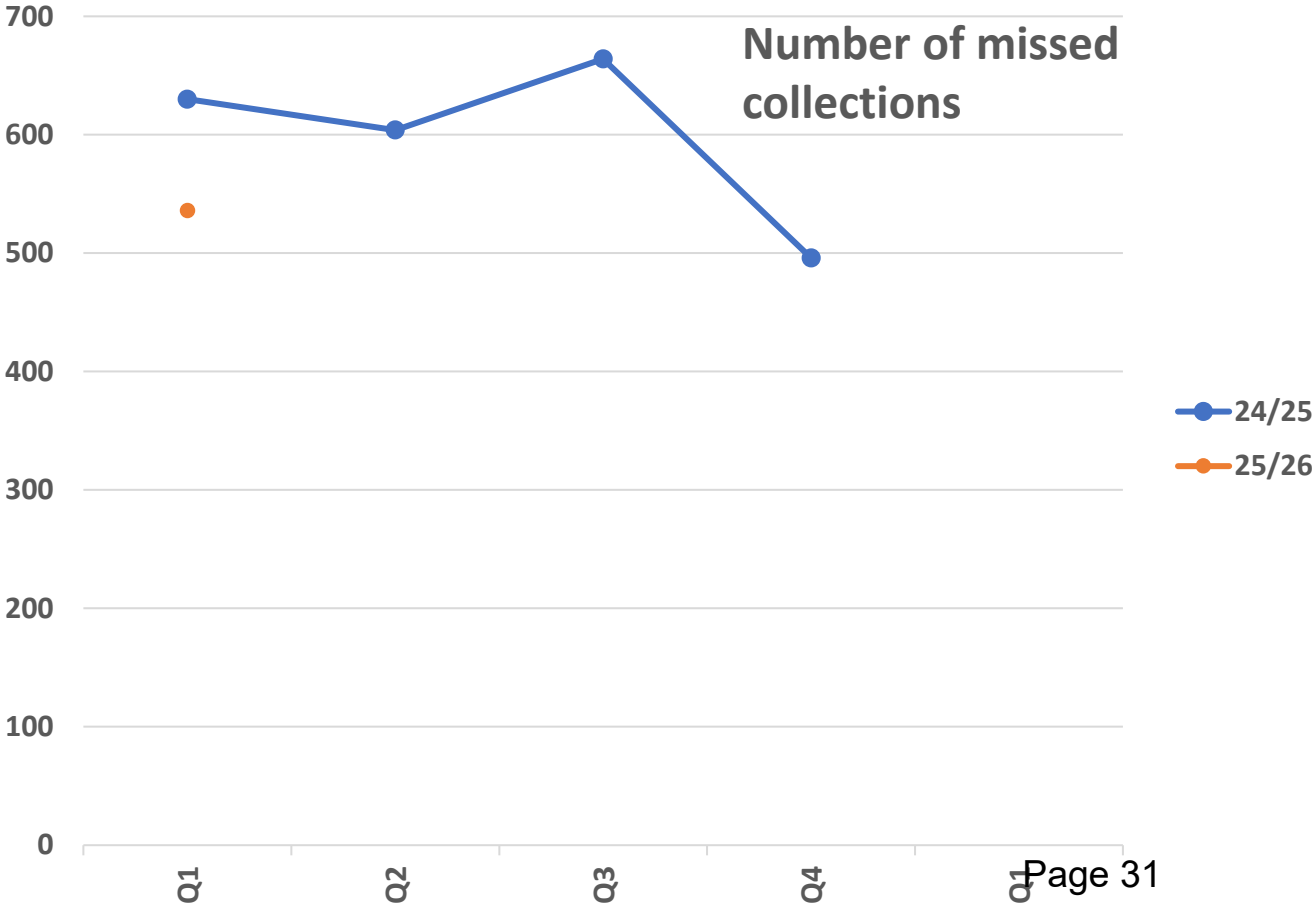


Health and safety – staff welfare

Staff sickness

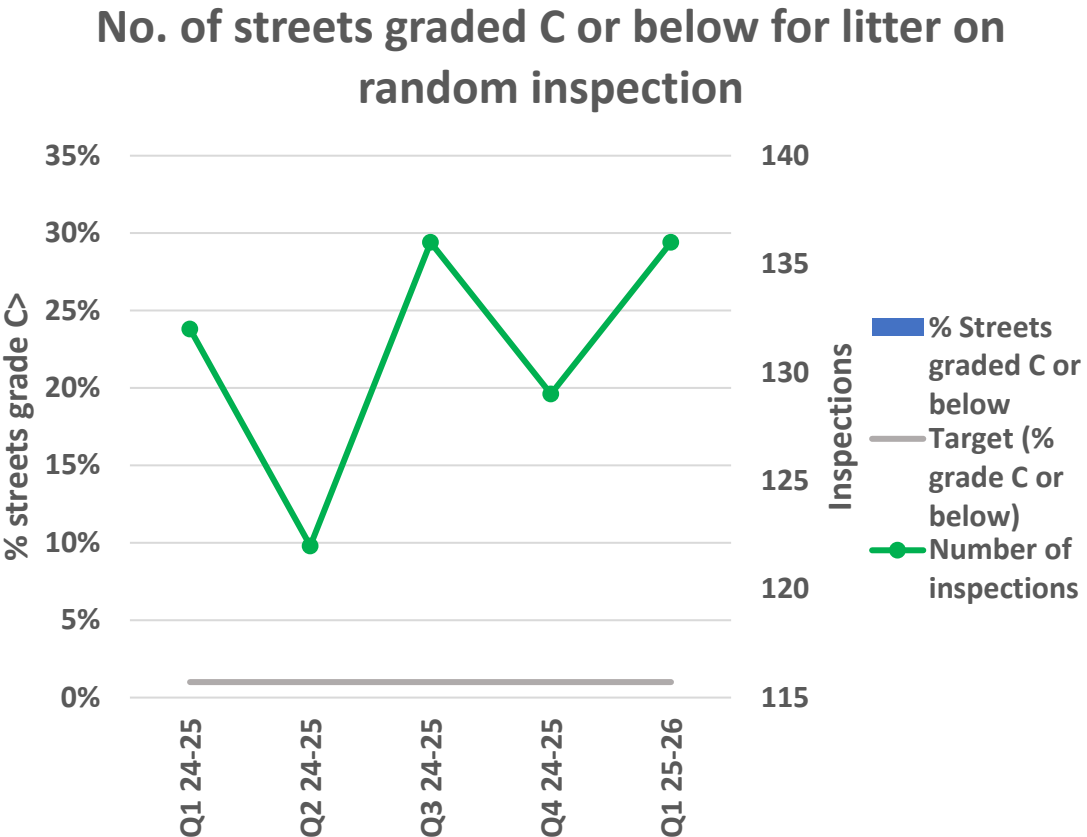
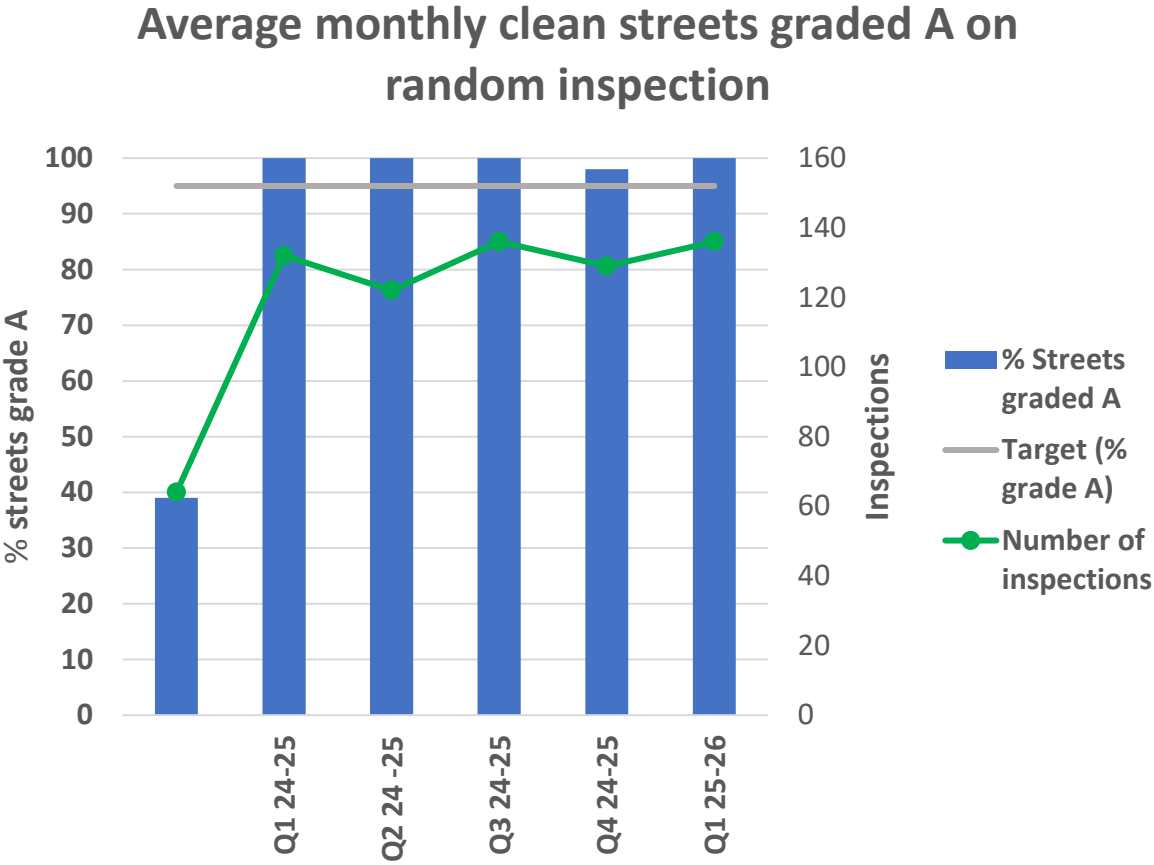


Cleaner, Greener East Cambridgeshire **Keep the environment of East Cambridgeshire, clean and presentable**



Cleaner, Greener East Cambridgeshire

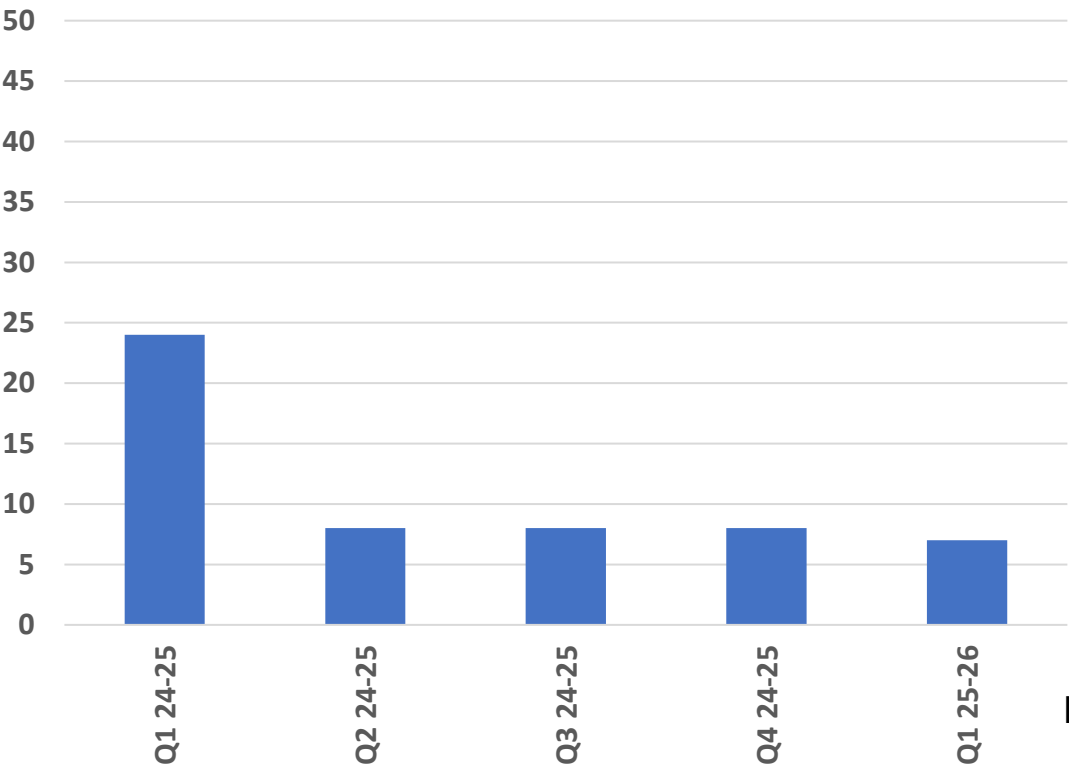
Keep the environment of East Cambridgeshire, clean and presentable



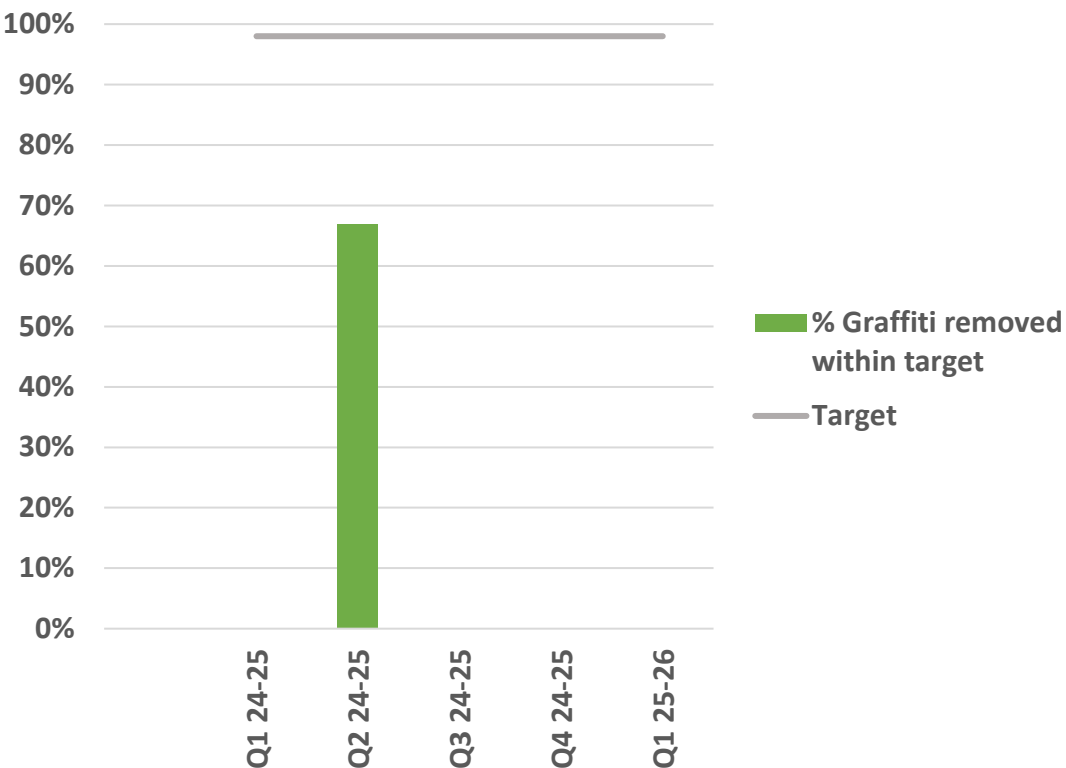
Cleaner, Greener East Cambridgeshire

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

No. reported incidents of all graffiti per month



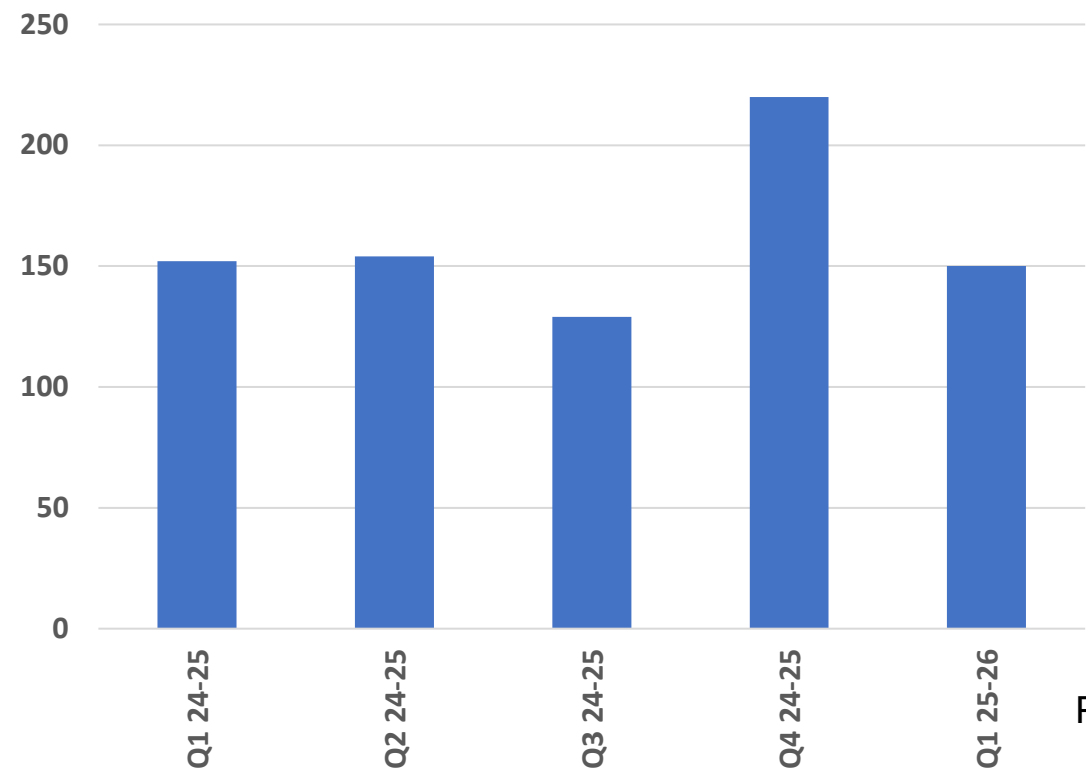
Successful removal of offensive graffiti within 1 working day



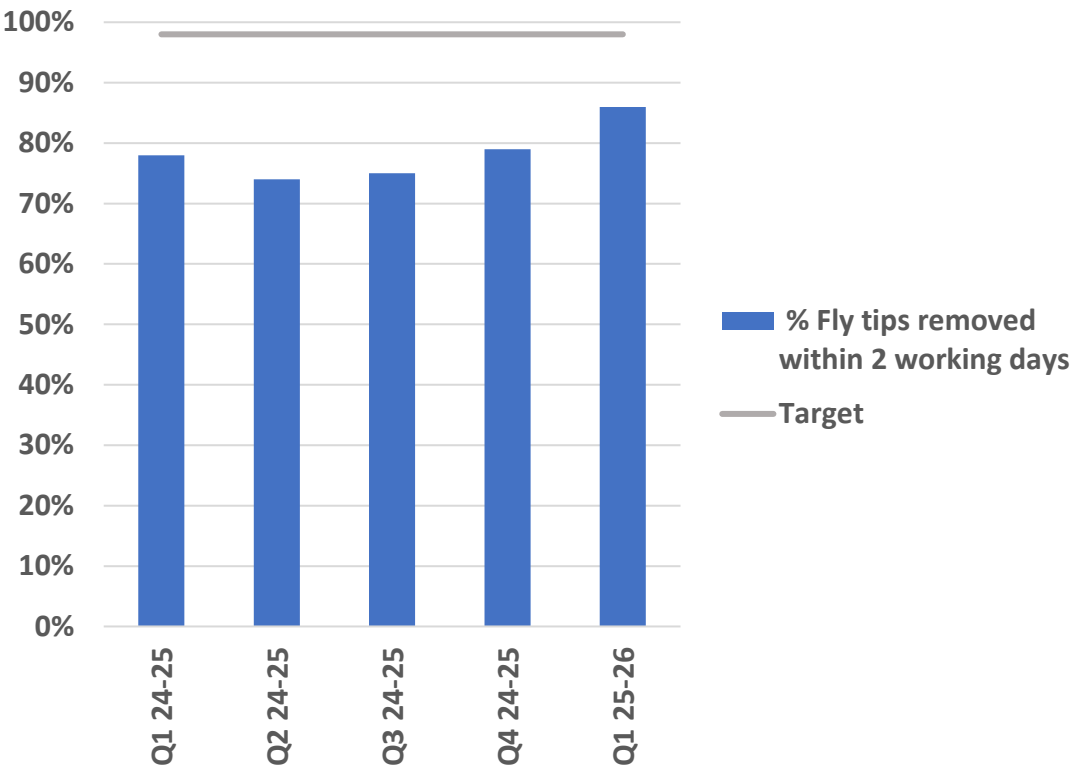
Cleaner, Greener East Cambridgeshire

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

No. reported incidents of fly tips per month

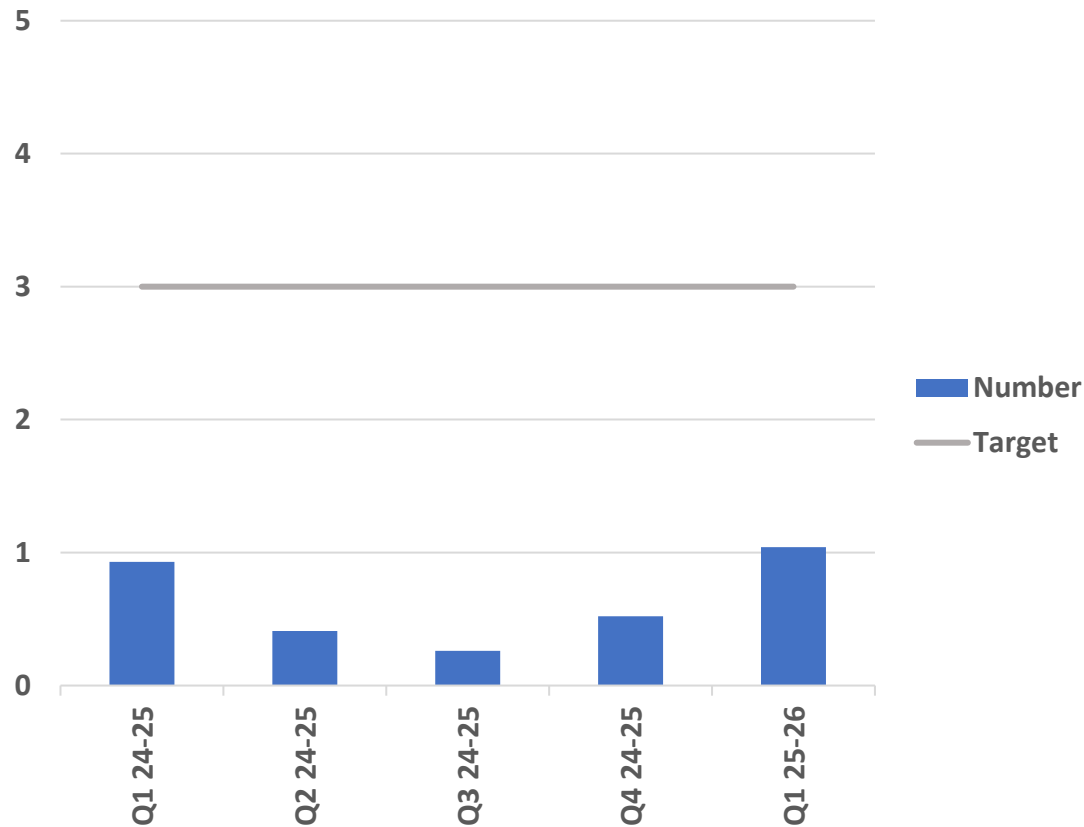


Successful removal of fly tips within 2 working days

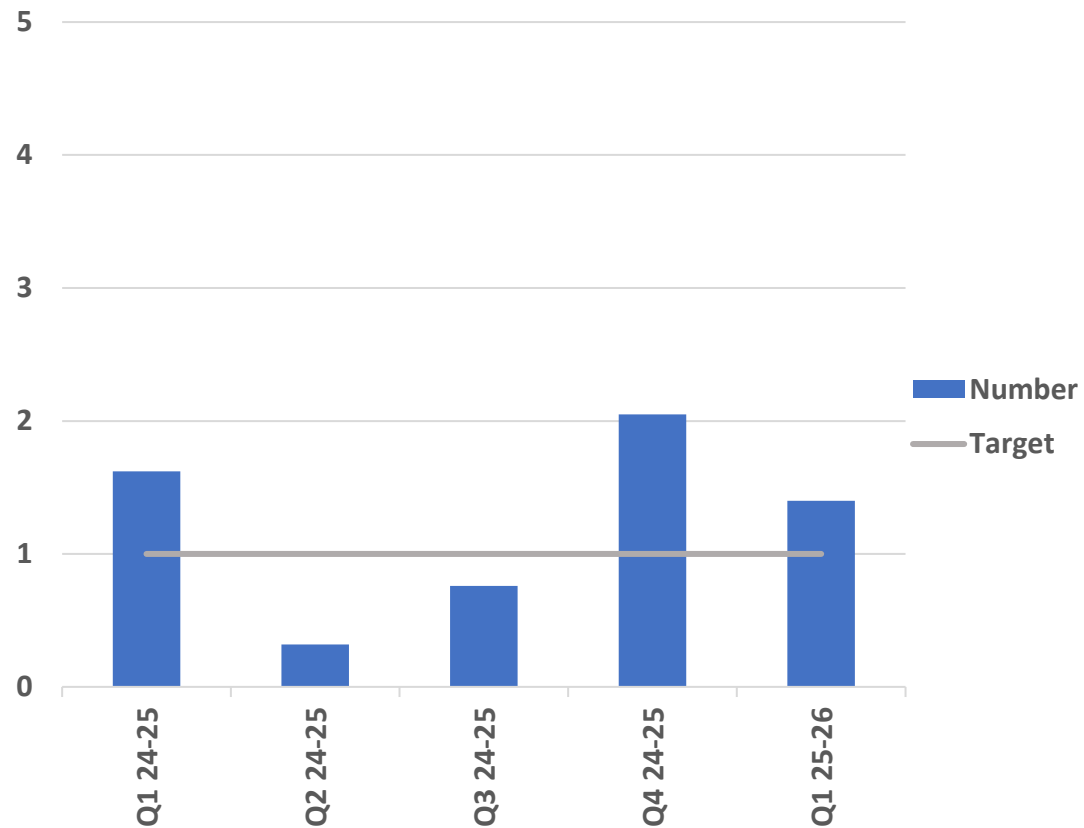


Cleaner, Greener East Cambridgeshire
Overflowing street bins (per 100 bins)

Litter bins

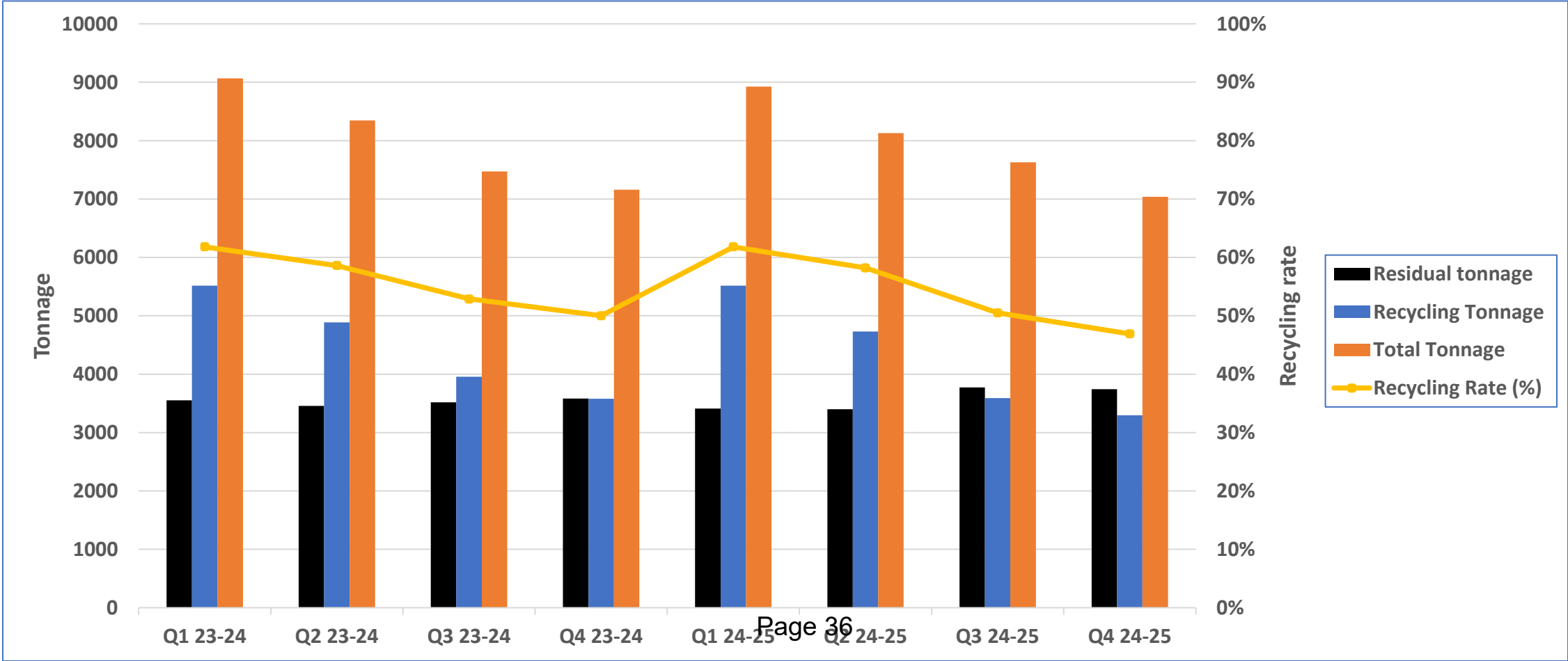


Dog bins



Cleaner, Greener East Cambridgeshire

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



Title: Street Cleansing Review

Committee: Operational Services Committee

Date: 29 September 2025

Author: Senior Waste Management Officer

Report number: AA57

Contact officer: Catherine Sutherland - Senior Waste Management Officer

Catherine.sutherland@eastcambs.gov.uk 01353 616262. Room 208, The Grange, Ely

1.0 Issue

- 1.1. To update the Committee on the outcome of the Street Cleansing service review.

2.0 Recommendation

- 2.1. That Committee notes that the existing street cleansing specification, with the inclusion of the updates as set out in sections 4.4 and 4.5. is fit for purpose and no further changes are required.
- 2.2. That the Committee instructs the Director Operations to include this specification within the broader ECSS service contract currently being renewed in 2026 to support the roll out of new bin collection service.

3.0 Background / Options

- 3.1. In anticipation of changes brought about by the Environment Act, and the end of the existing Memorandum of Agreement (MoA) with East Cambs Street Scene Ltd (ECSS), a Strategic Service Review was commissioned in the form of a cross-party Member Working Party (WP). The aim was to agree what the future waste and street cleansing service would look like.
- 3.2. This led to approval from Full Council to implement recommendations from the WP including the continuance with East Cambs Street Scene Ltd (ECSS) as the Council's service provider.
- 3.3. Also agreed was the retention of the street cleansing specification until April 2026. Various options with associated increases or decreases in both cost and performance were reviewed by the WP. Overall, it was noted that the service was and continues to achieve an improved performance and so changing the existing specification was not necessary at that time.
- 3.4. Council instead agreed for ECSS to implement changes to their ways of working, with a review carried out after a year to see if these enabled a further improvement in their performance, or if changes to the specification were still required.
- 3.5. Most of the suggested improvements have been implemented. However, ECSS have yet to implement a minimum resource level to mitigate staff absence (through sickness and holiday entitlement), and the service continues to divert cleansing

operatives to cover the waste and recycling collection service. In addition, the new digital system to monitor the use of street bins continues to be mobilised.

- 3.6. ECSS will be introducing a minimum resource level in April 2026. Whilst they employ enough to deliver the service, the number of employees allowed for in their existing budget does not factor in annual leave, or absence through sickness. Therefore, most days the service operates below the minimum number of staff needed and this has led to some drop in performance in previous years.

Performance Management

- 3.7. Performance data has been gathered and analysed against the Key Performance Indicators as agreed by the Committee. The number of service requests or complaints from customers have also been reviewed.
- 3.8. ECSS' performance is now additionally overseen by the Council's client team to monitor performance, challenge any shortcomings and assist in developing any required improvement plan. This was put in place in January 2025. The client team also investigate complaints regarding the service as well as the strategic direction, allowing ECSS to now fully concentrate on the operation.
- 3.9. Formal reporting of performance is also made on a quarterly basis to the Operational Services Committee. During the past year the performance of the service has seen significant improvements and the reports have been noted without major concern.
- 3.10. Graph 1 Appendix 1 show a comparison of performance data for each quarter for the years 2023/24 and 2024/25. Graph 1 is the grading of a road by ECSS Supervisors within 24 hours of it being cleansed by ECSS operatives ('A' being no detritus and litter). This shows a consistent achievement of the required standard of cleanliness.
- 3.11. Analysis was also carried out to look at the outcomes for the customer. Issues that are reported around litter picking, sweeping, full bins and removal of graffiti and fly tipping were reviewed, and ECSS' response time to rectify them. These are outlined in graphs 2 and 3 in Appendix 1.
- 3.12. Overall, reported issues have been decreasing, especially regarding litter and detritus (graph 2). Response times (graph 3) have improved and are generally good since the service challenges of 2022 when round reconfiguration and HGV driver shortages placed significant pressure on services. There does, however, remain scope to improve further.
- 3.13. The removal of fly tips within 48 hours remains challenging for ECSS to achieve. This is shown in graph 5. Further analysis has shown that the KPI is not achieved where the fly tip requires specialist removal equipment. This is typically when the fly tip is excessively large, inaccessible or too heavy. Frequently, these will require a grab truck, and in other cases specialist contractors need to be brought in via third party agreements and are typically charged on a day rate; this is used to clear several fly tips at the same time.

- 3.14. The WP recognised that the response time of 48 hours is unachievable for ECSS and agreed (providing the fly tip is not hazardous or dangerous), a new KPI of 10 working days be introduced in the new specification.
- 3.15. It is acknowledged that the longer a fly tip is left, the more likely it is that the Council will receive complaints about it. To reduce this likelihood and provide customers with reassurance, Officers have improved the processes in managing fly tips across a range of means, including:
- Use of photos of before and after a fly tip has been cleared.
 - Encouraging residents to use What3Words to help better identify fly tip locations.
 - Using stickers and tape to provide reassurance that the Council is aware of and dealing with the fly tip.
 - Implemented an improved reporting and tracking process when a flytip happens.
- 3.16. When analysing requests into the service for everything else, and through the work of the WP, there is room to improve litter picking of 'fast' A roads (such as the A10, A142 and A11 / A14) that carry more risk to operatives working on them without traffic management (such as coning off lanes or signage) in place.
- 3.17. ECSS has previously employed a specialist contractor that provides traffic management as well as trained operatives to complete this work. As this comes at significant cost, this is carried out once per year. This was not specified in the previous MoA and needs to be included in the new specification, not least as the cleansing of such roads remains a statutory duty of the Council.
- 3.18. Additionally, there is no capacity to provide a seasonal service for clearing autumn leaves, or a program of work to cleanse roads that have cars permanently parked on them. Both issues are routinely reported by customers and ECSS provide a reactive service only.
- 3.19. The Council's website currently gives basic information regarding the street cleansing service and customers are sometimes unsure when their road will be cleaned which can generate more enquiries. With the changes highlighted in this report in place, Officers can give more information on the Council's website and social media channels. Whilst a specific day is not possible, more can be done to explain the zoning of the district and the frequency cleansing is carried out. This information can also be provided to Parish Councils ahead of time.
- 3.20. Officers have also been investigating options to increase awareness of the effect of littering. Currently this involves National Highways moving their own signage to different points along these roads, but this is limited in its effectiveness. Officers will be exploring options to make more effective use of this such as signage in laybys, where this is possible within landownership and National Highways regulatory framework.
- 3.21. Once the new collection service has been embedded, Officers will develop a wholistic street cleansing campaign to improve the visibility of the service to customers and help combat environmental crime.

4.0 Conclusions

- 4.1 In the current Code of Practice on Litter and Refuse, the government makes clear that it believes better standards of street cleaning can be achieved without additional cost by more effectively deploying suitable resources at appropriate times and combining this with education and enforcement.
- 4.2 With the current outcome-based specification, ECSS are given the flexibility to deploy their resources based on whether a road needs cleaning, rather than if it is scheduled for a clean.
- 4.3 ECSS cannot fully achieve this due to the current resource level to proactively deploy operatives and reach these areas when needed. When understaffed, ECSS are under pressure to ‘catch up’ on the work programme. Anecdotal analysis shows that when the service is fully resourced, the quality of the service is much higher, and reaches acceptable levels of performance.
- 4.4 To embed resilience and give ECSS the confidence of having the resource available, the new contract will require ECSS to embed a ring-fenced minimum resource level to accommodate absence.
- 4.5 Additionally, there are a few minor changes to the scheduling of street cleansing and improved programs of work. This will help to reduce customers reporting issues in the first place and ensure areas that have been raised as a concern will no longer receive a reactive service. These are:
 - i. Non-hazardous fly tips to be removed within 10 working days.
 - ii. Once per year cleansing of named A roads using out-sourced traffic management.
 - iii. A program of works relating to autumn leaf fall and heavily parked roads.
- 4.6 Combined with this, the introduction of a waste team within the Council provides opportunity to develop campaigns and education to have an influence on public behaviour and satisfaction. There is therefore every reason to believe that the key aims of keeping costs low and improving performance and customer satisfaction can be achieved without materially changing the specification.

5.0 Additional Implications Assessment

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

- 5.1 Legal Implications
The specification for the street cleansing service will form part of the new contract arrangement with ECSS in 2026. The new contract, including all service specifications will be considered for approval at full Council in February 2026

6.0 Appendices

7.0 Background documents

[Waste and Street Cleansing Service Proposals](#)

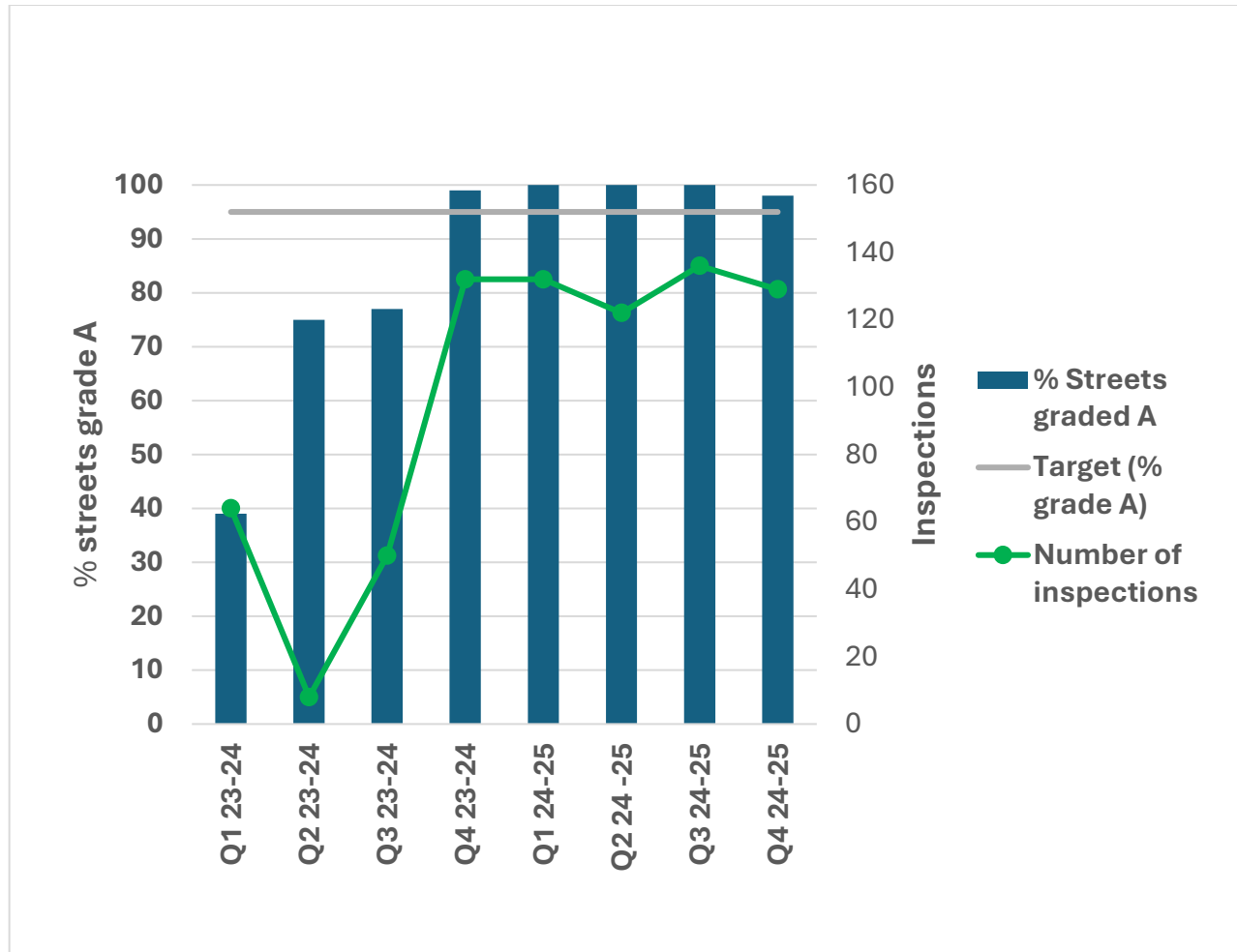
[Street Cleansing considerations](#)

Notes of Waste Service Review Working Party meetings held between November 2023 and June 2024

[Achieving improvements in street cleansing & related services](#)

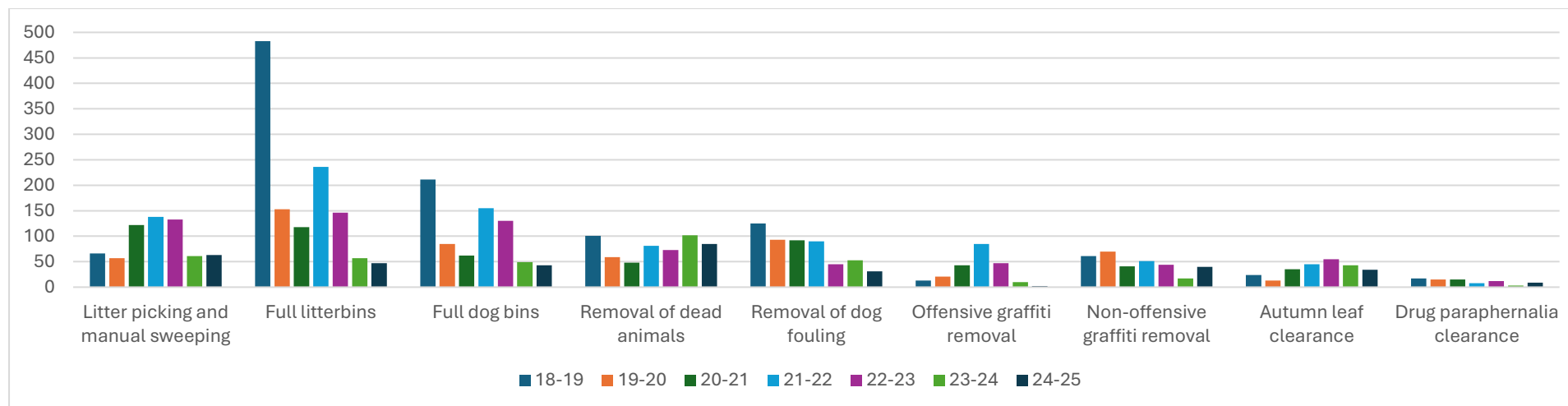
Options Appraisal Street cleansing

ECSS Performance reports March 2024 - June 2025

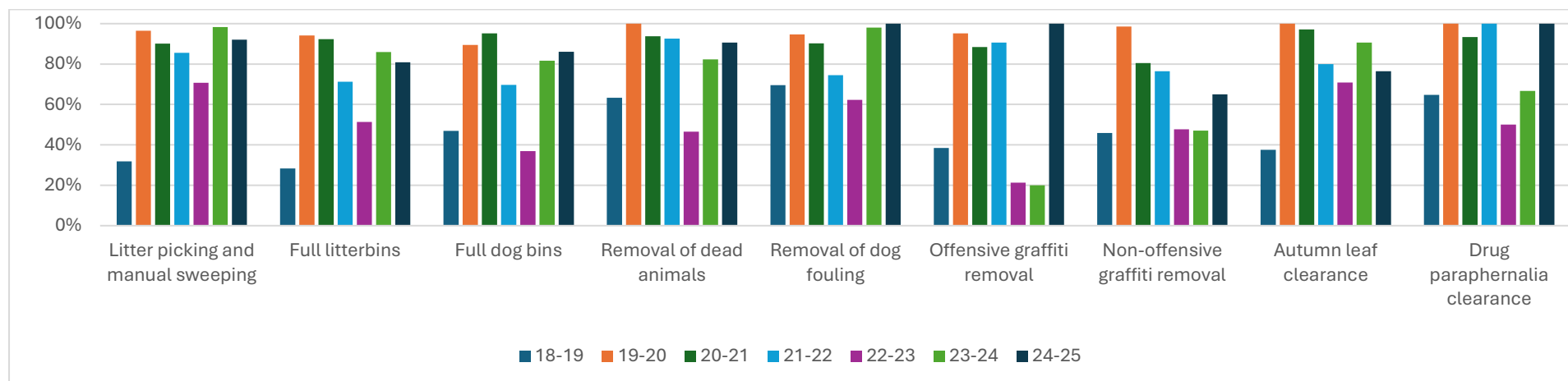


Graph 1: Average monthly clean streets graded A on inspection

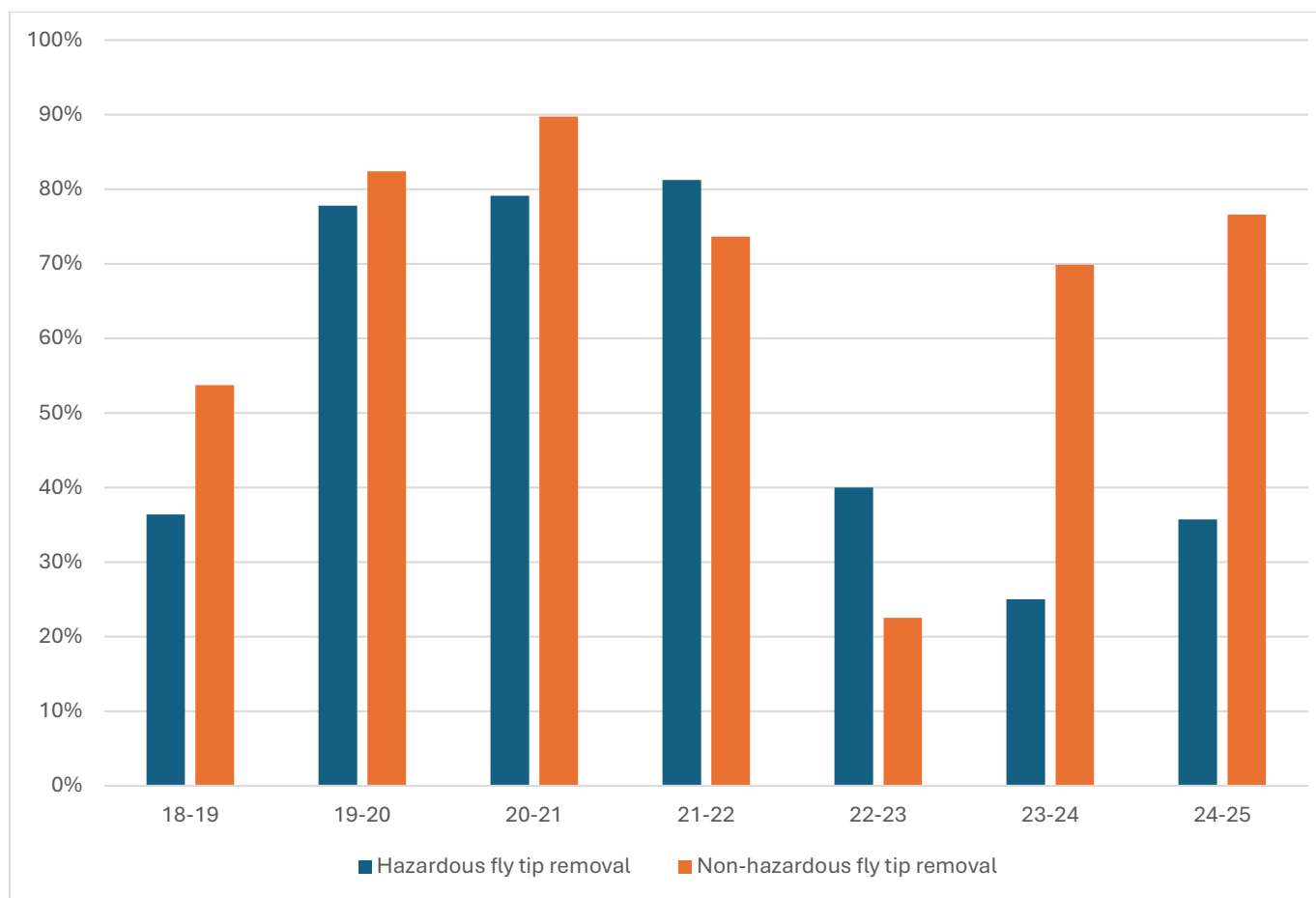
Appendix 1



Graph 2: Number of requests for service made by customers each year between 2018-2025



Graph 3: ECSS' achievement of the response time to requests for service each year between 2018-2025



Graph 5: ECSS' achievement of removing fly tips within 48 hours

TITLE: New Waste Collection Service - Project Update

Committee: Operational Services

Date: 29 September 2025

Author: Waste and Environmental Services Manager

Report number: AA58

Contact officer:

Nick Baker, Waste and Environmental Services Manager

nick.baker@eastcambs.gov.uk , 01353 616313, The Grange, Ely

1.0 Issue

- 1.1 This report provides an update for Members on the progress being made towards implementing the necessary changes to the Council's waste and recycling collection service, as previously approved by Full Council.

2.0 Recommendations

- 2.1 That Members note the progress made on this project to date and that the project remains on budget and on track.

3.0 Background/Options

Original Approval

- 3.1 Changes to the Council's waste and recycling collection service were agreed by the Operational Services Committee and ratified by Full Council in October 2024. This followed implementation of the Environment Act 2021 and related secondary legislation, along with a complete review of the service to ascertain the best service delivery option for the future.
- 3.2 The main changes agreed were the provision of a new weekly collection of food waste and the replacement of black bags with a wheeled bin for residual waste (i.e. rubbish not for recycling). This required a wide range of supporting work, such as project management, a communications plan and a waste collection service policy to reflect the service changes.
- 3.3 The proposed changes had significant financial implications, both for capital expenditure on waste collection vehicles and containers, as well as future revenue costs for delivering the food waste collection service. Government New Burdens funding covered the capital costs associated with separate food waste collection, and a capital allocation has been used to purchase the new bins to replace black sacks and new vehicles with bin lifts.
- 3.4 Government has provided transitional revenue funding to set up the food waste service but, at the time of writing of this report, the level of any longer term revenue support for new burdens is still to be agreed by government.

Project Management

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

Risk management

- 3.7 As discussed in previous reports, the management of risks associated with the project is critical to its successful delivery
- 3.8 Every household will be affected by the changes around additional waste containers and collection of different waste types. In addition, new collection rounds will mean that many residents (approximately 18,000 households) will also see a change in their collection day. With changes of this scale, detailed planning and management of the operations, communications, and response to operational issues has been undertaken.
- 3.9 As well as the direct risks to the project, any issues that arise from service disruption may lead to wider corporate risks, such as customer dissatisfaction and reputational damage, financial impact and health and safety issues. Risk management has therefore been central to everything the project team has done so far.
- 3.10 A risk register has been established as part of the Project Plan, so that all of the workstreams involved and decisions made are considered and scored in terms of what might go wrong, and the impact that may have on the project. In turn, officers have been able to develop controls to reduce the likelihood of risks becoming a reality, along with mitigation measures, to reduce risks to an acceptable level of impact, should they become a reality.

The four highest scoring risks are discussed further below.

Risk 1 - Recruitment

- 3.11 Risks around staff recruitment are highly significant to the project, especially around the additional permanent staffing at ECCS for crew and drivers of refuse collection vehicles. Additional "guide" drivers will be required to assist our bin delivery contractor, whilst at the same time, maintaining a normal service for residents. These drivers will then move onto driving the additional vehicles required for the new service.
- 3.12 The risk around recruitment has been recognised early in the project, especially with a wider shortage in HGV drivers. ECSS colleagues are already working with

agencies to supply these key workers, as well as through the usual recruitment channels. In addition, some current crew members have expressed an interest in training to become HGV drivers and the first of these has now qualified.

- 3.13 In addition, recruitment of two temporary Environmental Services Officers within the Council's Waste Client team will be required to deal with escalated customer queries and issues arising from the new service. This work will commence in October 2025 following the first communication to all households. Two further temporary staff will be provided in the Customer Services team to manage residents' calls for at least a six month period across the run up to and launch of, the new services and all of these staff are funded from New Burdens government transition funding.
- 3.14 Again, officers believe that the key issue here is to commence recruitment early, in order to train new staff to help deliver the project on time and minimise impacts on other service delivery across the Council.

Risk 2 - Collection Round Restructure

- 3.15 With a comprehensive review of the waste collection service being completed over a year ago, the Council has been able to plan well in advance for the changes that will now follow. The most important part of this has been the early completion of waste collection round optimisation, by experienced outside consultants, to ensure efficient working for the Council. This activity commenced in early 2025 and the resulting initial data has been reviewed and "sense checked" with existing operational staff, including drivers, loaders and supervisors. This not only gave a first hand view of potential routing issues, but also provided immediate engagement and buy-in changes by the collection crews
- 3.16 The work has now been further refined and will go through a series of checks both with desktop and "live" drive through exercises, with the new rounds soon to be uploaded onto the service management software.
- 3.17 Crews will then start familiarisation with new rounds before the new bins are delivered in March 2026.

Risk 3 - Procurement

- 3.18 With most Councils across England needing to procure vehicles and containers for their new food waste service, and with a limited number of manufacturers, all orders for food collection vehicles, refuse collection vehicles, bins and caddies were placed immediately after obtaining Council approval in order to minimise the risks associated with late delivery. All equipment is due to arrive between February and April 2026
- 3.19 Officers are in regular contact with suppliers of these significant items, in order to ensure we are aware of any production issues, variations or potential delays.

- 3.20 As well as giving a good margin for any potential delays, this delivery schedule also gives ECSS time to arrange fleet management and training for the new vehicles, in advance of the new service commencing.
- 3.21 Bins and caddies will be delivered to the Council over a period of around 6 weeks. This will ensure that the delivery contractors always have at least a spare week's worth of containers in case of delays in bins arriving at the Council's site within the delivery period.
- 3.22 Delivery of all containers to households has also been progressed and is due to commence from 23 March 2026, being undertaken by an experienced external contractor. This will take approximately six weeks, but the exact dates are still to be confirmed. An additional two weeks is also built into the delivery contract for contingencies, such as manufacturing or transport delays.
- 3.23 In support of the delivery contractor's work to receive bins and food caddies arriving from manufacturers and then delivering them to every household, the Council will provide a secure, temporary depot site, which will be manned 24 hours a day for the duration of the work. Plans for the site are still being finalised and further detail will follow.

Risk 4 - Communication

- 3.24 Communication is identified as the greatest risk factor within the project, with timing and accuracy of information critical to success. Key to this is undertaking much of the preparatory work very early, which will allow us to be well prepared for delivering the key messages to residents as needed later on.
- 3.25 The Communication Plan has now been largely completed, with the general order of release laid out and some flexibility allowed for in the actual dates for release/delivery of the items required.
- 3.26 Most of the communications pieces are now at initial drafting stage and will be released across the project timeline on all media. They will now be worked up in terms of design, branding and proofing, so they are ready to be printed and released as required.
- 3.27 As well as communicating directly with all residents as to what the changes will be and what the Council needs them to do, support is also being offered from very early in the campaign, to those who may have concerns with using the changed service. At the time of writing this report, the first link for residents to the waste service change project is planned to be attached to the annual bin collection calendar when it goes out in late September. This will give residents the opportunity to contact the Council, voice any concerns and for officers to then work with the residents affected.
- 3.28 Additional staff, funded by the government's transition payments, are being recruited on temporary contracts for this purpose. This decision was taken so that we can resolve as many issues as possible before the new service goes live next

year. This will reduce the workload and the pressure on all those involved at the busiest time in the project, thus reducing risk of service failure.

- 3.29 As the project progresses, it is almost inevitable that some residents will contact local Members and, to assist with such queries, officers will provide additional information to Members, to help them deal with such constituent queries.

4.0 Arguments/Conclusions

- 4.1. Since the last update to the Committee, officers have continued to make good progress on this important project. A risk based approach has been taken in this work.
- 4.2. To date, the key areas of work have expanded to include the recruitment of additional staff into both temporary and permanent roles and to finalise the routing of the new collection rounds. Work on procurement issues and the communication plan has continued at pace.
- 4.3. Overall, the waste service change project is currently on track and on budget for a successful launch of the new service in 2026.

5.0 Additional Implications Assessment

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

Financial Implications

- 5.1 The broad financial position of the new services arrangements was described in detail in the previous reports and has not changed significantly since that time. The overall project costs are still not yet fully known but this is expected to be within the current budget.
- 5.2 As described earlier in the year, government New Burdens funding was provided for the capital budget items required for the new food waste collections; i.e. new vehicles and caddies, and these have been ordered. Similarly, the Council's capital programme has been utilised as approved.
- 5.3 For the period leading up to and immediately following the launch of the new food waste service, some £280k transition funding has also been provided by government for additional revenue costs, which the Council is expected to incur on that part of the overall project.

- 5.4 At this stage, officers are still working through the potential costs, so that the project can be fully funded as required, and if there are any additional costs, this will be brought forward as part of the relevant budget setting processes.

Human Resource Implications

- 5.5 The report recognises there will be a need for additional temporary staff to support the waste service change project and at the time of writing these staff are being recruited. This has been costed and is within the transition funding provided.

6.0 Background documents

None

TITLE: ECSS FINANCIAL STATEMENTS 2024/25 AND ANNUAL GOVERNANCE STATEMENT 2024/25

Committee: Operational Services Committee

Date: 29 September 2025

Author: ECSS Finance Manager and ECSS Director Commercial

Report No: AA59

Contact Officer:

Nigel Ankers, ECSS Finance Manager

Nigel.ankers@palacegreenhomes.co.uk, 01353 616393.

1.0 ISSUE

- 1.1. To receive the East Cambs Street Scene Financial Statements and Annual Governance Statement for 2024/25.

2.0 RECOMMENDATION

- 2.1. Members are requested to note the East Cambs Street Scene Financial Statements 2024/25 as set out in Appendix 1.
- 2.2. Members are requested to note the East Cambs Street Scene Annual Governance Statement 2024/25 as set out in Appendix 2.

3.0 BACKGROUND

- 3.1. East Cambs Street Scene (ECSS) auditors, Price Bailey, have issued an unqualified opinion on the statements, and confirmed that they give a true and fair view of the state of ECSS's affairs as at 31 March 2025. They also confirm that they have been prepared in accordance with the relevant laws and regulations.
- 3.2. The ECSS 2024/25 accounts were approved by ECSS Board on 16 September 2025.
- 3.3. The ECSS Annual Governance Statement 2024/25 was approved by ECSS Board on 16 September 2025.
- 3.4. The 2024/25 accounts and the Annual Governance Statement 2024/25 are now provided to the Operational Services Committee, as Shareholder Committee for noting.

4.0 Additional Implications Assessment

Financial Implications	Legal Implications	Human Resources (HR) Implications
No	No	No

Equality Impact Assessment (EIA)	Carbon Impact Assessment (CIA)	Data Protection Impact Assessment (DPIA)
No	No	No

5.0 **APPENDICES**

Appendix 1- ECSS Financial Statements 2024/25

Appendix 2- ECSS Annual Governance Statement 2024/25

6.0 **BACKGROUND DOCUMENTS**

None

EAST CAMBS STREET SCENE LIMITED

**DIRECTORS' REPORT AND
FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 31 MARCH 2025

DRAFT

EAST CAMBS STREET SCENE LIMITED

COMPANY INFORMATION

Directors	P J Remington J Hill S Bonnett
Company secretary	E L Grima
Company number	11150811
Registered office	The Grange Nutholt Lane Ely Cambridgeshire CB7 4EE
Auditors	Price Bailey LLP Chartered Accountants & Statutory Auditors Tennyson House Cambridge Business Park Cambridge CB4 0WZ

EAST CAMBS STREET SCENE LIMITED

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Statement of Financial Position	7
Statement of Changes in Equity	8
Cash Flow Statement	9
Notes to the Financial Statements	10 - 22

EAST CAMBS STREET SCENE LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2025

The directors present their report and the audited financial statements of the company for the period ended 31 March 2025.

Directors

The directors who served during the period were:

P J Remington
J Hill
S M Bonnett

Statement of directors' responsibilities

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial period. Under that law the directors have elected to prepare the financial statements in accordance with UK adopted international accounting standards. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure of information to auditors

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Auditors

The auditors, Price Bailey LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

EAST CAMBS STREET SCENE LIMITED

DIRECTORS' REPORT (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2025**

Small companies note.

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board on and signed on its behalf.

J Hill
Director

EAST CAMBS STREET SCENE LIMITED

INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF EAST CAMBS STREET SCENE LIMITED

Opinion

We have audited the financial statements of East Cambs Street Scene Limited (the 'Company') for the year ended 31 March 2025 which comprise The Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards.

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2025 and of the loss for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

EAST CAMBS STREET SCENE LIMITED

INDEPENDENT AUDITORS' REPORT (CONTINUED) TO THE SHAREHOLDERS OF EAST CAMBS STREET SCENE LIMITED

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Directors were not entitled to take advantage of the small companies exemptions in preparing the Director's Report and from the requirement to prepare a Strategic Report.

Responsibilities of Directors

As explained more fully in the Directors' Responsibilities Statement set out on page 1, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

EAST CAMBS STREET SCENE LIMITED

INDEPENDENT AUDITORS' REPORT (CONTINUED) TO THE SHAREHOLDERS OF EAST CAMBS STREET SCENE LIMITED

We obtained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of non-compliance with the applicable laws and regulations including fraud, in particular those that could have a material impact on the financial statements.

This included those regulations directly related to the financial statements, including financial reporting, tax legislation and distributable profits. In relation to the industry this included employment laws and health and safety.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

Reviewing minutes of Board meetings, correspondence with their regulators, agreeing the financial statement disclosures to underlying supporting documentation, enquiries of management including those responsible for the key regulations for any instances of actual, suspected or alleged fraud or non-compliance.

To address the risk of management override of controls, we reviewed systems and procedures to identify potential areas of management override risk. In particular, we carried out testing of journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions to identify large or unusual transactions. We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Cullen FCCA (Senior Statutory Auditor)
for and on behalf of Price Bailey LLP
Chartered Accountants & Statutory Auditors
Tennyson House
Cambridge Business Park
Cambridge
CB4 0WZ
Date:

EAST CAMBS STREET SCENE LIMITED
REGISTERED NUMBER: 11150811

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2025

		2025	2024
	Notes	£	£
CONTINUING OPERATIONS			
Revenue from contracts with Customers			
Revenue from contracts		4,601,370	3,809,910
Revenue from recycling credits		736,297	696,550
Sale of goods		92,156	94,385
Other income		145,665	161,265
		<u>5,575,488</u>	<u>4,762,110</u>
Cost of sales		<u>(3,638,735)</u>	<u>(3,192,240)</u>
Gross profit		1,936,753	1,569,870
Administrative expenses		<u>(1,931,769)</u>	<u>(1,569,870)</u>
Operating profit		4,984	-
Interest received		-	-
Profit before income tax		4,984	-
Income tax expense	5	<u>-</u>	<u>-</u>
(Loss) / Profit and total comprehensive income / (loss) for the period		<u>4,984</u>	<u>-</u>

There were no recognised gains and losses from 2025 or 2024 other than those included in the Statement of Comprehensive Income.

The notes on pages 10 - 21 form part of these financial statements.

EAST CAMBS STREET SCENE LIMITED

REGISTERED NUMBER: 11150811

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2025

		2025	2024 £
Non-current assets	Notes		
Property, plant & equipment	6	30,637	23,767
Current assets			
Inventories	7	13,351	11,056
Trade and other receivables	8	207,943	540,718
Cash at bank and in hand	9	786,057	277,131
		<u>1,007,351</u>	<u>828,905</u>
Current Liabilities			
Trade and other payables	10	(1,016,960)	(708,366)
Provisions for liabilities	18	-	(128,263)
		<u>(1,016,960)</u>	<u>(836,629)</u>
Net current liabilities		(9,609)	(7,724)
Net assets		<u>21,028</u>	<u>16,043</u>
Equity			
Called up share capital	12	1	1
Retained earnings		21,027	16,042
		<u>21,028</u>	<u>16,043</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

J Hill

Director

Date:

The notes on pages 10 – 21 form part of these financial statements.

EAST CAMBS STREET SCENE LIMITED

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2025

	Share Capital £	Retained earnings £	Total equity £
Balance as at 1 April 2023	1	16,042	16,043
Profit for the period	-	-	-
Total comprehensive income	-	-	-
Balance as at 31 March 2024	1	16,042	16,043
Balance as at 1 April 2024	1	16,042	16,043
Profit for the period	-	4,984	4,984
Total comprehensive income	-	4,984	4,984
Balance as at 31 March 2025	1	21,027	21,028

EAST CAMBS STREET SCENE LIMITED
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

		2025	2024
	Notes		
Cash flows from operating activities			
Net cash inflow/(outflow) from operating activities	15	<u>520,291</u>	<u>(263,988)</u>
Net cash inflow/(outflow) from operating activities		520,291	(263,988)
Cash flows from investing activities			
Payments for plant and equipment	6	(11,365)	(8,497)
Proceeds from sale of plant and equipment		<u>-</u>	<u>-</u>
Net cash from / (used in) investing activities		(11,365)	(8,497)
Net increase in cash and cash equivalents		<u>508,926</u>	<u>(272,485)</u>
Cash and cash equivalents at beginning of year		277,131	549,616
Cash and cash equivalents at end of year	9	<u><u>786,057</u></u>	<u><u>277,131</u></u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. Accounting policies

1.1 Statutory information

East Cambs Street Scene Limited is a private company limited by shares incorporated and domiciled in England and Wales, United Kingdom. The address of the registered office is The Grange, Nutholt Lane, Ely, Cambridgeshire, CB7 4EE.

The Company is primarily involved in providing waste and street cleansing services to the residents of East Cambridgeshire on behalf of East Cambridgeshire District Council (ECDC)

The Financial Statements are presented in sterling which is the functional currency of the Company and rounded to the nearest £1.

1.2 Going concern

The Directors have prepared cash flow forecasts for a period of 12 months from the signing of the financial statements which demonstrate that the cash reserves of the company will be sufficient for it to be able to continue as a going concern.

In July 2024, ECDC agreed to extend the Company's contract to provide the Council's waste service for a further twelve months to March 2026.

In October 2024, ECDC agreed to continue to use the Company to provide its waste collection and street cleansing services under a new contract and specification, which would come into effect in April 2026. This specification would reflect the new waste legislation in operation at this time and a contract to provide this service until March 2033 is in the process of being agreed.

The financial statements do not contain any adjustments that would be required if the Company were not able to continue as a going concern.

1.3 Compliance with accounting standards

These financial statements have been prepared in accordance with UK-adopted international accounting standards

The financial statements have been prepared under the historical cost convention.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1. Accounting policies (continued)

1.4 Revenue recognition

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the Company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the Company: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods promised. It also gives consideration to significant payment terms, obligations for returns and/or refunds.

East Cambridgeshire District Council is the main customer. The company is awarded the contract as part of a joint venture with East Cambridgeshire District Council for waste collection and street cleansing services. Terms of the contract are determined by East Cambridgeshire District Council and negotiated with the company annually. Performance obligations are satisfied on performing the service and payments are made monthly.

Recycling Credits are received upon meeting relevant criteria set by Cambridgeshire County Council in terms of recycling. Payments are made quarterly.

Sale of goods

The Company's other revenue mainly comprises the sale of recycling bins. Revenue is recognised at the point in time when the customer obtains control of the goods, which is generally at the time of delivery and the time when the performance obligation of the Company has been satisfied. Payments are received on placing the order.

1.5 Property, plant and equipment

Property, plant and equipment is stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

The estimated useful lives range as follows:

Plant & Machinery	- 8 years
Fixtures & Fittings	- 12 years
IT Equipment	- 4-5 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

1.6 Trade and other receivables

Short term receivables are measured initially at transaction price and are measured subsequently at amortised cost.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1. Accounting policies (continued)

1.7 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

1.8 Operating profit

Operating profit consists of items which are operational nature, excluding investment income and finance cost.

1.9 Trade and other payables

Short term payables are measured fair value, and subsequently at amortised cost. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

1.10 Provisions

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined based on the expected future cash flows. The policies used to determine specific provisions are:

- Motor insurance – a provision is recognised based on the expected costs of claims related to motor accidents to settle the present obligation at the end of the reporting period. The expected costs of claims is based on the advice of the Company's external insurance advisers and is determined on a claim by claim basis.
- If time value of money is material, the amount of a provision shall be the present value of the expenditures expected to be required to settle the obligation. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

1.11 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Company in independently administered funds.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1. Accounting policies (continued)

1.12 Taxation

Current taxes are based on the results shown in the financial statements and are calculated according to local tax rules, using tax rates enacted or substantially enacted by the statement of financial position date.

Deferred income tax is provided, using the liability method, on temporary differences between the tax bases of assets and liabilities and their carrying amounts, in the financial statements. Deferred income tax assets relating to the carry-forward of unused tax losses are recognised to the extent that it is probable that future taxable profit will be available against which the unused tax losses can be utilised.

Current and deferred income tax assets and liabilities are offset when the income taxes are levied by the same taxation authority and when there is a legally enforceable right to offset them.

1.13 New IFRS standards and interpretations adopted

For the purpose of the preparation of these consolidated financial statements, the Company has applied all standards and interpretations that are effective for accounting periods beginning on or after 1 April 2024:

- Liability in a Sale and Leaseback (Amendments to IFRS 16 Leases);
- Classification of Liabilities as Current or Non-Current (Amendments to IAS 1 Presentation of Financial Statements);
- Non-current Liabilities with Covenants (Amendments to IAS 1 Presentation of Financial Statements); and
- Supplier Finance Arrangements (Amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures)

There are a number of standards, amendments to standards which have been issued by the IASB that are effective in future accounting periods that the Company has decided not to adopt early.

The following amendments are effective for the period beginning 1 January 2025:

- Lack of Exchangeability (Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates)

The following amendments are effective for accounting periods beginning on or after 1 January 2026:

- IFRS 7 Financial Instruments: Disclosures and IFRS 9 Financial Instruments – Amendments regarding the classification and measurement of financial instruments
- IFRS 7 Financial Instruments: Disclosures and IFRS 9 Financial Instruments — Amendments regarding Contracts Referencing Nature-dependent Electricity
- Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7 resulting from Annual Improvements to IFRS Accounting Standards — Volume 11

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2025**

1. Accounting policies (continued)

1.13 New IFRS standards and interpretations adopted (continued)

The following amendments are effective for accounting periods beginning on or after 1 January 2025:

- IFRS 18 Presentation and Disclosures in Financial Statements
- IFRS 19 Subsidiaries without Public Accountability: Disclosures

The Company has assessed the amendments to become effective in 2025, and onwards, and has concluded they have no material impact on its financial statements.

1.14 Critical accounting estimates and judgements

The significant accounting judgements and key sources of estimation uncertainty affecting the Company are disclosed below.

Useful lives of depreciable assets

Estimates have been made in respect of useful economic lives of property, plant and equipment, which determine the amount of depreciation charged in profit or loss. Uncertainties in these estimates relate to the technological obsolescence that may change the utility of plant and machinery and could result in a material change to the amount of depreciation recognised. These estimates are reviewed annually at the reporting date based on the expected utility of the assets. The original cost of the property, plant and equipment was £38,730 at the net book value at the end of the reporting period was £30,636.

Further detail on useful life estimates is included in the accounting policy note 1.5.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

2. Profit before tax is stated after charging

	2025 £	2024 £
Rent – licence fee	39,743	38,963
Depreciation	4,495	1,826
Auditors' remuneration	27,600	26,300
	<u>61,838</u>	<u>67,089</u>

3. Employees

	2025 £	2024 £
Wages and Salaries	2,249,549	2,099,827
Social security	221,123	199,975
Other pension costs	88,554	80,134
	<u>2,559,226</u>	<u>2,379,936</u>

The average monthly number of employees during the year was as follows:

	2025	2024
Directors	3	3
Direct labour	59	58
Administration	9	8
	<u>71</u>	<u>69</u>

4. Directors' remuneration

The Directors did not receive any remuneration from the Company as a result of their employment.

5. Income tax

	2025 £	2024 £
Corporation tax		
Current tax on profit for the period	-	-
	<u>-</u>	<u>-</u>
Profit multiplied by the standard rate of corporation tax in the UK of 19%	947	-
Expenses not deductible for tax purposes, other than goodwill, amortisation and impairment	-	(445)
Depreciation in excess of capital allowances	(1,640)	1,676
Loss carried forward	693	(1,231)
	<u>947</u>	<u>947</u>
Tax expense	-	-
	<u>-</u>	<u>-</u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

6. Property, plant and equipment	Fixtures & Fittings	Plant & Machinery	IT Equipment	Total
Cost				
As at 1 April 2024	15,830	3,253	8,283	27,366
Additions	9,811	-	1,554	11,365
Disposals				
As at 31 March 2025	<u>25,641</u>	<u>3,253</u>	<u>9,837</u>	<u>38,731</u>
Depreciation				
As at 1 April 2024	(2,637)	(881)	(81)	(3,599)
Charge for the year	(1,878)	(407)	(2,210)	(4,495)
Disposals				
As at 31 March 2025	<u>(4,515)</u>	<u>(1,288)</u>	<u>(2,291)</u>	<u>(8,094)</u>
Net Book Value				
As at 31 March 2025	<u>21,126</u>	<u>1,965</u>	<u>7,546</u>	<u>30,637</u>
As at 31 March 2024	<u>13,193</u>	<u>2,372</u>	<u>8,202</u>	<u>23,767</u>
Cost				
As at 1 April 2023	15,615	3,253	-	18,868
Additions	215	-	8,283	8,498
Disposals				
As at 31 March 2024	<u>15,830</u>	<u>3,253</u>	<u>8,283</u>	<u>27,366</u>
Depreciation				
As at 1 April 2023	(1,298)	(474)	-	(1,772)
Charge for the year	(1,339)	(407)	(81)	(1,827)
Disposals				
As at 31 March 2024	<u>(2,637)</u>	<u>(881)</u>	<u>(81)</u>	<u>(3,599)</u>
Net Book Value				
As at 31 March 2024	<u>13,193</u>	<u>2,372</u>	<u>8,202</u>	<u>23,767</u>
As at 31 March 2023	<u>14,317</u>	<u>2,779</u>	<u>-</u>	<u>17,096</u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

7. Inventories

	2025 £	2024 £
Inventories	13,351	11,056
Inventories recognised as an expense and included in cost of sales totalled £116,891 (2024: £113,818).		

8. Trade and other receivables

	2025 £	2024 £
Trade receivables	7,371	13,003
Amounts owed by group entities	167,491	384,357
Prepayments and accrued income	33,081	15,095
Amounts due from insurers (see note 18)	-	128,263
	207,943	540,718

9. Cash and cash equivalents

	2025 £	2024 £
Cash at bank and in hand	786,057	277,131

10. Trade and other payables

	2025 £	2024 £
Current		
Trade payables	100,327	86,915
Amounts owed to group entities	586,649	315,703
Other taxation and social security	151,003	171,341
Corporation tax	-	-
Other payables	12,168	11,185
Accruals and deferred income	166,813	123,222
	1,016,960	708,366

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

11. Financial Instruments

Financial assets and liabilities

The carrying value of the company's financial assets and liabilities as recognised at the year end of the years under review may also be categorised as follows:

As 31 March 2024	Financial assets at amortised cost £	Financial liabilities at amortised cost £	Total balance sheet heading £
Cash and cash equivalents	277,131	-	277,131
Trade receivables	13,003	-	13,003
Amounts owed from group entities	384,357	-	384,357
Other receivables	15,095	-	15,095
Trade payables	-	(86,915)	(86,915)
Amounts owed to group entities	-	(315,703)	(315,703)
Accruals & deferred income	-	(123,222)	(123,222)
Other payables - current	-	(11,185)	(11,185)
Total	689,586	(537,025)	152,561

As 31 March 2025	Financial assets at amortised cost £	Financial liabilities at amortised cost £	Total balance sheet heading £
Cash and cash equivalents	786,057	-	786,057
Trade receivables	7,371	-	7,371
Amounts owed from group entities	167,491	-	167,491
Other receivables	33,081	-	33,081
Trade payables	-	(100,327)	(100,327)
Amounts owed to group entities	-	(586,649)	(586,649)
Accruals & deferred income	-	(166,813)	(166,813)
Other payables - current	-	(12,168)	(12,168)
Total	994,000	(865,957)	128,043

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

11. Financial Instruments (continued)

Financial risk management objectives and policies

The company's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the company's business whilst managing its risks. The company does not engage in speculative transactions or hedging transactions.

The company's principal financial instruments consist of cash and cash equivalents and loans. The main purpose of these financial instruments is to finance the company's operations. The company has other financial instruments such as trade receivables and trade payables that arise directly from its operations.

The directors have overall responsibility for the establishment and oversight of the company's risk management and they recognise that financial risk management is an area in which they may need to develop specific policies should the company become exposed to further financial risks as the business develops. The directors currently ensure that the company has sufficient cash and cash equivalents to ensure there is sufficient reserves to support the business operations. The exposure to other financial instruments are limited to those generated through the operations and borrowings.

The main risks arising from the company's financial instruments are credit risk, interest rate risk and liquidity risk. The Board have also considered currency and market risk but do not believe these to be significant. This note presents information about the company's exposure to each of the main risks. The Board reviews and agrees policies for managing each of these risks as and when they arise. Further quantitative disclosures are included throughout the financial information.

There have not been any material changes in respect of the exposure to financial risks during the periods presented.

Credit risk

The company's exposure to credit risk is limited to the carrying amount of cash deposits and trade and other receivables recognised at the year-end of £994,000 (2024: £689,586). The risks associated with cash deposits are limited as the banks used are reputable. The principal credit risk therefore lies with trade receivables and in order to manage credit risk, limits are set for customers based upon a combination of payment history and third-party credit references.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

11. Financial Instruments (continued)

The company held cash and cash equivalents of £786,057 at 31 March 2025 (2024: £277,131). The cash and cash equivalents are held at NatWest Bank which is rated A to A+ at leading credit rating agencies and so the company considers these to have a low credit risk.

Interest rate risk

Interest rate risk is the risk that the value of financial assets will fluctuate due to changes in market interest rates. The company's income and operating cash flows and the value of its financial assets are largely independent of changes in market interest rates. Low levels of surplus funds are invested in short term secured deposit accounts such that the company is not unduly exposed to market interest rate fluctuations.

Liquidity risk

Liquidity risk is the risk that the company will not be able to meet its financial obligations as they fall due. The company's policy throughout the year has been to ensure that it has adequate liquidity to meet its liabilities when due by careful management of its working capital.

	Less than one year £	More than one year £	Total £
2025			
Trade and other payables	1,016,960	-	1,016,960

	Less than one year £	More than one year £	Total £
2024			
Trade and other payables	708,366	-	708,366

Fair values

The carrying amounts of all financial assets and liabilities of the company as disclosed in the notes to the financial information are approximately their fair values.

Capital management

The company's objectives when managing capital are to safeguard the company's ability to continue as a going concern in order to provide returns for shareholders, benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital with an appropriate level of leverage for the size of the business so as to maintain investor, creditor and market confidence and to sustain future development of the business. In order to maintain or adjust the capital structure, the company may return capital to shareholders, issue new shares or sell assets to reduce debt.

12. Share capital

	2025 £	2024 £
Share classified as equity		
Allotted, called up and fully paid		
1 Ordinary share of £1	1 =	1 =

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

13. Related Party Transactions

In line with paragraph 25 of IAS24, the company has taken advantage of the exemption from the requirement to disclose transactions with East Cambridgeshire District Council (ECDC) and connected companies due to the control exercised by ECDC by virtue of it being the only shareholder.

All of the income categorised under revenue from contracts derives from the contract the company has with ECDC.

14. Details of Parent Undertaking

The Ultimate parent undertaking is East Cambridgeshire District Council, registered address The Grange, Nutholt Lane, Ely, Cambridgeshire, CB7 4EE.

15. Net cash inflow from operating activities

	2025 £	2024 £
Profit before income tax	4,984	-
Depreciation	4,495	1,826
	<u>9,479</u>	<u>1,826</u>
Decrease in inventories	(2,295)	1,106
Decrease in trade and other receivables	332,775	268,617
Decrease in trade and other payables	308,595	(519,801)
Decrease in provisions for liabilities	(128,263)	(15,736)
Net cash (outflow) / inflow from operating activities	<u><u>520,291</u></u>	<u><u>(263,988)</u></u>

16. Reserves

The following is a description of each of the reserve accounts that comprise equity shareholders' funds:

Share capital The share capital comprises the issued ordinary shares of the company at par.

Retained earnings Retained earnings comprise the company's cumulative accounting profits and losses since inception.

17. Events after the reporting period

There were no events after the end of the reporting period that require disclosure.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

18. Provisions for liabilities

	2025 £	2024 £
	Third party Claims	Third party Claims
Carrying amount 1 April	128,263	144,000
Release of provisions	(128,263)	(15,737)
	<u> </u>	<u> </u>
Carrying amount 31 March	<u> - </u>	<u>128,263</u>

A company vehicle was involved in an RTA during 2020/21 and the company has been subject to a third-party claim against the company and another external party, which totalled £435,762. The external party has accepted 80% of the costs of the claim and so the value of the claim against the Company, including legal costs was £163,850. This claim has now been fully settled by the Company's insurer.

The amounts provided by company are those relating to the company's expected outlay based on correspondence and advice from the company's insurers at the year end.

A corresponding asset has been included in note 8 as the claim is fully covered by the company's insurance providers.

19. Contingent Liability

The Company has been notified of a potential personal injury claim, however due to a lack of evidence from the third party on the exact nature of the injury and medical evidence substantiating the claim it is impracticable to financially assess it. In the event that satisfactory evidence is provided the Company is fully insured for such a claim.

Annual Governance Statement 2024/25

East Cambs Street Scene

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

ECSS 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.

ECSS 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. East Cambs Street Scene Limited will continue to support the Council in achieving these objectives.

Strategic Objectives

- To deliver an efficient, resilient, high-quality waste and street cleansing service for the people of East Cambridgeshire; To maximise on every commercial opportunity available, 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;
- Climate Conscious – Operate in a way that reduces the impact on the environment
- Local - Wherever possible (and relevant) utilise local suppliers;
- Trusted - Reliable services delivered by skilled staff.

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

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

The company will continue to support the Council's ambitions to achieve 60% recycling and reduce the impact on the environment. As a company we hope to continue this

path of growth for many years to come, cementing our future as a successful waste and street cleansing service.

Governance Framework

ECSS is governed by its Articles of Association and the Shareholder Agreement. Any changes to either of these documents would require the consent of ECDC.

Articles of Association (14 November 2019)

Key requirements	Compliance	2025/26 developments/issues
There shall be a minimum of 3 Directors	Full Compliance. Board Directors: Paul Remington (Chairman) John Hill Sally Bonnett	There will be a change of directors in 2025/26 arising from the retirement of John Hill, Chief Executive ECDC and Managing Director of ECSS
Quorum shall be 2 Directors	Full Compliance	None to report

Shareholder Agreement (22 January 2019)

Key requirements	Compliance	2025/26 developments/issues
Produce Annual Business Plan for approval by Shareholder Committee	2024/25 Business Plan approved by Shareholder Committee (Operational Services) on 25 March 2024. 2025/26 Business Plan approved by Shareholder Committee (Operational Services) on 24 March 2025.	2026/27 Business Plan will be presented to Shareholder Committee (Operational Services) on 23 March 2026.
Maintain effective and appropriate control systems in relation to the financial, accounting and record keeping.	Financial statements prepared in accordance with UK adopted international financial standards and audited by Price Bailey LLP, registered auditors. 2023/24 statements approved on 3 September 2024. 2024/25 statements expected to be approved in September 2025.	No issues identified

Board of Directors shall consist of not less than 3 Directors.	Full Compliance. Board Directors: Paul Remington (Chairman) John Hill Sally Bonnett	There will be a change of directors in 2025/26 arising from the retirement of John Hill, Chief Executive ECDC and Managing Director of ECSS
Board meetings shall be no less than 4 times per annum.	Board meetings held: 3 September 2024 31 October 2024 1 January 2025 13 March 2025	Meeting held since 1 April 2025: 3 June 2025 16 September 2025 Scheduled meetings: 4 November 2025 13 January 2026
Deputy Leader of Council and Chair or Vice Chair of Operational Services Committee are appointed as Board Observers.	Full Compliance Note- Vice Chair was appointed by Council on 23 July 2023 (Agenda Item 11)	None to report
Shareholder Committee to: Recommend, where relevant, the appointment of the Chairman of the Board and approve best practice policies in relation to such an appointment. Receive, review, comment on and approve the business plan. Approve the company entering into any joint venture. Approve the borrowing of any external monies (other than from CPCA). Review the financial performance of the company.	n/a for 2024/25 2024/25 Business Plan approved by Shareholder Committee (Operational Services) on 25 March 2024. 2025/26 Business Plan approved by Shareholder Committee (Operational Services) on 24 March 2025. n/a for 2024/25 n/a for 2024/25 Quarterly Management Accounts presented to Shareholder Committee (Operational Services).	None to report 2026/26 Business Plan will be presented to Shareholder Committee (Operational Services) on 23 March 2026. None to report None to report Shareholder Committee (Operational Services) to continue to receive.

	2023/24 Statutory Accounts presented to Shareholder Committee (Operational Services) on 23 September 2024.	202425 Statutory Accounts to be presented to Shareholder Committee (Operational Services) on 29 September 2025.
Make recommendations to Council on how it would exercise the functions flowing from its ownership of shares.	n/a for 2024/25	None to report
Shareholder Committee meeting shall be held no less than 2 times per annum.	Full Compliance- meetings held on: 24 June 2024 18 November 2024 23 September 2024 18 January 2025 24 March 2025	None to report
The Company will host an annual All Council Member Shareholder Seminar.	Seminar held on 13 May 2025	None to report.
The Company shall supply all Members of the Shareholder Committee with Agenda and support papers.	Full Compliance.	None to report.
Matters reserved for Council:		
issuing or allotting any shares;	n/a for 2024/25	None to report.
granting any option or other interest (in the form of convertible securities or in any other form) over or in its share capital, redeeming or purchasing any of its own shares or effecting any other reorganisation of its share capital;	n/a for 2024/25	None to report.
altering in any respect its articles of association or the rights attaching to any of its shares;	n/a for 2024/25	None to report.

permitting the registration of any person as a Shareholder of the Company;	n/a for 2024/25	None to report.
re-registering the Company as a public limited company, or as any entity other than a company limited by shares;	n/a for 2024/25	None to report.
applying for the listing or trading of any shares or debt securities on any stock exchange or market;	n/a for 2024/25	None to report.
forming any Subsidiary Undertaking or acquiring shares in any other company or participating in a joint venture (incorporated or not);	n/a for 2024/25	None to report.
amalgamating or merging with any other company or business undertaking; or	n/a for 2024/25	None to report.
passing any resolution for its winding up or presenting any petition for its administration, unless it has become insolvent;	n/a for 2024/25	None to report.
changing the nature of the Business or commencing any new business which is not ancillary or incidental to the Business;	n/a for 2024/25	None to report.
appointing or removing any Director;	n/a for 2024/25.	There will be a change of directors in 2025/26 arising from the retirement of John Hill, Chief Executive ECDC and Managing Director of ECSS.
the grant of any power of attorney or the appointment of any agent, or the entry into any other agreement which devolves or transfers management control of the	n/a for 2024/25	None to report.

Company from the Board of Directors;		
agreeing to remunerate (by payment of fees, the provision of benefits-in-kind or otherwise) any Director;	n/a for 2024/25	None to report.
the entry into any service contract, terms of appointment or other agreement with a Director;	n/a for 2024/25	None to report.
agreeing to remunerate (by payment of fees, the provision of benefits-in-kind or otherwise) any key employee of, or consultant to, the Company at a rate in excess of £100,000 per annum;	n/a for 2024/25	None to report.
establishing or amending any profit-sharing, share option, bonus or other incentive scheme of any nature for directors;	n/a for 2024/25	None to report.
making any bonus payment to any director;	n/a for 2024/25	None to report.
borrowing any monies which require a guarantee or security from the Council (other than normal trade credit);	n/a for 2024/25	None to report.
changing its name or its registered office; or	n/a for 2024/25	None to report.
replacing or modifying the Business Plan;	n/a for 2024/25	None to report.
entering into an agreement to do any of the foregoing.	n/a for 2024/25	None to report
The Company shall provide an Annual Governance Statement to the Shareholder and this shall be supplied at the	Presented to Board for approval on 16 September 2025.	None to report.

same time as the information required in clause 7.2. The Annual Governance Statement shall include the key risks for the Company in the forthcoming year and set out the process for escalating the risks to the Council where these affect the Council as the Shareholder.		
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Strategic Risk

The Strategic Risks were provided in the Business Plan for 2024/25 and were monitored by Director Commercial and ECSS Management Team. For 2024/25 a Strategic Risk report was presented at each Board Meeting.

	Risk	Comments
1.	Changes in core services required by the Council relating to requirements of the Environment Act 2021.	Nothing to report
2.	Changes in the Councils delivery mechanism for Waste and Street Cleansing services (e.g. outsource /inhouse).	Nothing to report
3.	Non - Compliance with Regulatory frame works and Guidance: Health and Safety Legislation Waste and Environmental Management Transport Management.	Nothing to report
4.	Inadequate governance arrangements and lack of clarity on roles of ECSS and ECDC could lead to poor decision making that undermines the operation of ECSS.	Nothing to report
5.	ECSS is wholly owned by ECDC and so is subject to the controls and decision- making process for matters that are outside of the Business Plan.	Nothing to report
6.	ECSS is not a Profit-making Company and therefore the management fee does not allow for unexpected costs.	Nothing to report

7.	Recruiting and retaining staff in a competitive market leads to salary increase, reliance on agency, lack of skills within the service.	Nothing to report
8.	Inadequate management of operation, contracts can lead to poor performance and overspends.	Nothing to report
9.	Adequacy of organisational resources to deliver the required business outcomes.	Nothing to report

In 2024/25 the Head of Street Scene introduced a risk matrix which was included in the 2025/26 Business Plan.

‘Red scores – in excess of ECSS’ risk appetite. Action is needed to redress, with regular monitoring. In exceptional circumstances residual risk in excess of the risk appetite can be approved if it is agreed that it is impractical or impossible to reduce the risk level below 16. Such risks should be escalated through the management reporting line to ECSS Board, Operational Services Committee and Council.

Amber scores – likely to cause the ECSS some difficulties (risk score 5 to 15) – six monthly monitoring.

Green scores (risk score 1 to 4) – low risk, monitor as necessary.

Financial Matters

2024/25

	Actual to March 2025	Business Plan March 2025	Variance
INCOME	5,575,488	5,398,385	177,103
Management & Administration	562,381	575,828	(13,447)
Core Staffing	2,000,993	2,069,332	(68,339)
Overtime Costs	185,287	215,914	(30,627)
Agency Costs	185,568	178,413	7,154
Staffing Costs	2,934,229	3,039,487	(105,258)
Vehicle Debt Repayment	548,343	533,035	15,308
Vehicle costs inc Maintenance	384,805	363,081	21,724
Insurance	134,706	129,254	5,452
Fuel	369,733	457,137	(87,404)
Supplies & Services Costs	37,986	23,211	14,776
Wheeled Bins and Bags	116,891	91,000	25,891
PPE	22,859	15,000	7,859
Waste Disposal	740,440	493,805	246,635
Premises Costs	75,582	69,525	6,056
Other Direct Costs	807	689	118
Communication and Education	9,346	19,918	(10,572)
Training	18,968	21,500	(2,532)
Support Services Costs	91,865	82,856	9,009
Miscellaneous	79,449	49,674	29,775
Vehicle Depreciation	4,495	9,212	(4,717)
Non-Staffing Costs	2,636,275	2,358,898	277,377
EXPENSES	5,570,504	5,398,385	172,119
Profit (Loss)	4,984	0	4,983

	Compliance	Matters for 2024/25
Management Accounts	The Board received Quarterly Management Accounts throughout 2024/25	None to report
Statutory Accounts	The Board will consider the Statutory Accounts for 2024/25 on 16 September 2025.	None to report

Business Plan 2024/25

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

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

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

Annual Performance

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

Health and safety – staff welfare

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
ECSS Accident Incident (AIR) score	4%	NO DATA	2.28	1.69%	1.13%	1%
No. reported monthly near misses	10 or more	NO DATA	3	1	0	0
Percentage of productive days	94% (sickness absence 6%)	90%	94.9%	94.9	96.9%	96.6%

Waste Collection

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Refuse – Average no. of missed bins per 100,000 bins collected	15	45	43	45	41	39
Recycling – Average no. of missed bins per 100,000 bins collected	30	90	66	56	71	54
Green – Average no. of missed bins per 100,000 bins collected	30	90	78	71	86	46
No. of monthly service complaints	3	3	5.3μ	1.6μ	4.3μ	5.3 μ
No. of monthly service compliments	No target	NO DATA	3.66μ	2.3μ	0.3μ	0

Street Cleansing

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Average monthly clean streets graded A on random inspection	95%	85%	100%	100%	100%	98%
No. streets graded C or below for litter on random inspection	1%	1%	0%	0%	0%	0%
No. reported fly tips	No target	NO DATA	152	154	129	220

No. reported incidents of graffiti	No target	NO DATA	24	8	8	8
Removal of offensive graffiti within 1 working day	98%	98%	N/A	40%	N/A	N/A
Removal of fly tipped waste within 2 working days	98%	98%	78%	74%	75%	79%
No. overflowing litter bins reported per 100 bins emptied	3	3	0.93	0.41	0.26	0.52
No. overflowing dog bins reported per 100 bins emptied	1	NO DATA	1.62	0.32	0.76	2.05
No. of monthly service complaints	3	3	0.3μ	0	0.3μ	0.7μ
No. of monthly service compliments	No target	NO DATA	2.33μ	1.7μ	0.7μ	0

Communication, Education and Promotion

Description of Key Performance Indicator	KPI	Tolerance	Q1	Q2	Q3	Q4
Increase in social media presence	Increase by 5%	5%	0.5%	3%	0%	NO DATA
School or Community groups engaged with	10 PA	NO DATA	2	0	0	0
Number of local events attended	10 PA	NO DATA	2	3	0	0

Recycling rate	60% (annual)	NO DATA	61.8%	58.2%	50.5%	NO DATA
Overall waste tonnage reduction	1% (annual)	NO DATA	2%	2%	0.8%	NO DATA

TITLE: Budget Monitoring Report

Committee: Operational Services Committee

Date: 29th September 2025

Author: Director, Finance

Report No: AA60

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Director, Finance

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Room FF115, The Grange, Ely

1.0 Issue

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

2.0 Recommendation(s)

- 2.1 Members are requested to note that the Committee is currently projecting a year-end underspend of £30,000 on its revenue budget of £6,842,567.
- 2.2 Members are further requested to note that the Committee has a projected capital programme outturn of £12,789,751. This is also in line with the revised budget.

3.0 Background / Options

- 3.1 Under Financial Regulations each policy committee is required to consider projections of financial performance against both its revenue and capital budget on a quarterly basis.
- 3.2 This is the first quarterly report for the 2025/26 financial year and details actual expenditure incurred and income received as of 30th June 2025 and the current projection as to the yearend position.

Revenue

- 3.3 The revenue budget for each service that falls under the stewardship of this Committee has been reviewed with appendix 1 detailing the current variance and forecast outturn for each service line.
- 3.4 The significant variances of actual spend compared to profiled budgeted spend at the end of June, where no variance is forecast for yearend, are detailed in the table on the next page:

Service	Variance £	Explanation
Building Control	£19,078	Income was below target in the first quarter of the year, but salary savings in the coming months are expected to assist in bringing the budget back in on target.
Community Infrastructure Levy (CIL)	(£1,379,575)	CIL transactions are treated as a revenue income or expense during the year, but any balance on the account at yearend, is transferred to reserve.
Community Safety	(£13,147)	There is currently a vacancy in the post supported by the Police & Crime Commissioner, this will result in less grant being received later in the year.
Environmental – Admin and Health	(£21,504)	Unbudgeted income has been invoiced for breaches of private sector housing legislation.
Care & Repair	£132,037	Disabled Facility Grant improvements to clients' homes in Fenland have been carried out in the first quarter of the year, the invoices for these will be raised in quarter two.

- 3.4.1 The net revenue expenditure for this Committee at yearend is forecast to be £6,812,567. This is an underspend of £30,000 when compared to the approved budget.

Licensing	(£30,000)	With the licensing team having taken on a significant amount of additional work in relation to Restricted Private Hire driver licenses, it is forecast that the service will underspend at yearend.
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Capital

- 3.5 The revised capital budget for Operational Services stands at £12,789,751 including slippage of £1,172,973 brought forward from 2024/25, this includes £520,505 for adaptations linked to Disabled Facilities Grants.
- 3.6 The current forecast for Committee is a balanced budget position on capital at yearend.

4.0 Arguments / Conclusions

- 4.1 The current forecast is that the Committee's net revenue position will be a £30,000 underspend at the end of this financial year.

5.0 Additional Implications Assessment

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

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

- 5.2 Financial Implications

The Committee's underspend has been incorporated into the overall 2025/26 Council Finance Report, which is to be presented to Finance and Assets Committee on the 25th September 2025. Any over or underspend at yearend, will be transferred to the Surplus Savings Reserve to assist in balancing the budget in future years.

6.0 Appendices

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

7.0 Background Documents

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

						Appendix 1
Operational Services Committee - Budget Monitoring Report - June 2025						
Revenue	Total Budget 2025-26	Profiled Budget to 30 June 2025	Actual to 30 June 2025	Variance	Forecast Outturn	Variance between Total Budget & Projected Outturn
	£	£	£	£	£	£
Building Regulations	36,436	(2,449)	16,629	19,078	36,436	
CIL	--	--	(1,379,575)	(1,379,575)	--	
Community Projects & Grants	206,095	28,247	33,148	4,901	206,095	
Community Safety	64,358	30,236	17,089	(13,147)	64,358	
Cons. Area & Listed Buildings	74,808	18,702	19,773	1,071	74,808	
Crematorium	--	--	--		--	
Customer Services	665,279	162,460	158,961	(3,499)	665,279	
Dog Warden Scheme	50,553	12,570	5,793	(6,777)	50,553	
Emergency Planning	32,148	12,508	16,820	4,312	32,148	
Environmental	52,087	13,022	22,513	9,491	52,087	
Environmental Health	620,980	155,366	133,862	(21,504)	620,980	
Care & Repair	(98,842)	(9,231)	122,806	132,037	(98,842)	
Homelessness	326,611	(564,921)	(560,177)	4,744	326,611	
Leisure Centre	(502,043)	--	157	157	(502,043)	
Licencing	26,040	6,510	(134,789)	(141,299)	(3,960)	(30,000)
Marketing & Grants	34,266	6,167	(5,730)	(11,897)	34,266	
Parish Forums	1,561	390	--	(390)	1,561	
Nuisances	115,533	28,883	27,009	(1,874)	115,533	
Pest Control	--	--	2,926	2,926	--	
Planning	395,659	198,216	(29,495)	(227,711)	395,659	
Public Relations	124,682	31,171	29,577	(1,594)	124,682	
Recycling	1,649,812	424,249	415,412	(8,837)	1,649,812	
Refuse Collection	1,850,473	305,618	300,188	(5,430)	1,850,473	
Street Cleansing	1,082,792	360,698	360,302	(396)	1,082,792	
Street Naming & Numbering	33,279	2,678	14	(2,664)	33,279	
Travellers Sites	--	6,874	807	(6,067)	--	
Revenue Total	6,842,567	1,227,964	(425,980)	(1,653,944)	6,812,567	(30,000)

Capital Monitoring 2025/26

Capital	Published Budget 2025-26 £	Slippage from 2024-25 £	Additions £	Revised Budget 2025-26 £	Actual at 30th June 2025 £	Forecast Outturn £	Variance between Revised Budget & Forecast Outturn £
Conservation Area Schemes - 2nd round		27,506		27,506		27,506	
Refuse & Cleansing Vehicles	1,964,000	623,620		2,587,620	421,000	2,587,620	
Waste - Wheelied Bins	1,040,000			1,040,000	18,148	1,040,000	
Food Waste Caddies	280,256			280,256		280,256	
Mandatory Disabled Facilities Grants	697,299	520,505		1,217,804	112,070	1,217,804	
Empty Properties, Discretionary DFGs, Minor Works, Home Repair Asst.	75,000			75,000	5,790	75,000	
Bereavement Centre	7,560,223	1,342		7,561,565	141,343	7,561,565	
Leisure Centre				0		0	
Total	11,616,778	1,172,973	0	12,789,751	698,351	12,789,751	0

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

Forecast Outturn £	Variances £
1,123,183	
894,056	
237,127	
2,473,820	
8,061,565	
12,789,751	0

BRECKLAND COUNCIL
EAST CAMBRIDGESHIRE DISTRICT COUNCIL
EAST SUFFOLK DISTRICT COUNCIL
FENLAND DISTRICT COUNCIL
WEST SUFFOLK DISTRICT COUNCIL

Agenda 12a

At a Meeting of the

ANGLIA REVENUES & BENEFITS JOINT COMMITTEE

Held on Tuesday, 18 March 2025 at 10.00 am in the
Virtual meeting via Teams

PRESENT

Cllr Diane Hind (Chairman)
Cllr Philip Cowen (Vice-Chairman)

Cllr Paul Ashton
Cllr Anna Bailey (Substitute Member)

In Attendance

Lorraine King
Theresa Mann

Katey Mills

Catherine Monument
Alison Chubbock

Ian Smith
Tanya Sturman
Julie Britton

- Head of ARP
- Principal Billing, Benefits and Business Rates Manager (ARP)
- Principal Fraud, Enforcement and Recovery Manager (ARP)
- Principal Partnership Support Manager
- Section 151 Officer & Assistant Director Finance
- Director, Finance (East Cambs)
- Head of Service - Customer and Digital
- Democratic Services Officer

1/25 MINUTES

The Minutes of the meeting held on 3 December 2024 were agreed as a correct record.

2/25 APOLOGIES

Apologies for absence were received from Councillors French (Fenland DC) and Horgan (East Cambridgeshire DC).

No substitutes were in attendance for Councillor Jan French and Councillor Anna Bailey was in attendance as substitute for Councillor Keith Horgan.

Apologies were also received from Sam Anthony and Lorraine Rogers.

3/25 URGENT BUSINESS

None.

4/25 DECLARATIONS OF INTEREST

None declared.

5/25 PERFORMANCE REPORT (STANDING ITEM)

Katey Mills, the Principal Recovery, Fraud & Enforcement Manager presented the December 2024 performance report detailing performance to the end of

Action By

Action By

Quarter 3., Business rates collection was above target for all partners, and council tax collection was above or within target for four out of five partners - below for East Cambridgeshire District Council. There had been a significant increase in the number of electronic forms received surpassing the numbers seen in 2023/2024, an increase of nearly 40%. Fraud and Compliance had exceeded its 2024/2025 target, partly due to the change in working methods by the Visiting Team who continued to proactively identify unregistered domestic and business properties.

As requested, performance had been added by quarter alongside year-to-date information in respect of Council Tax Reduction Scheme (CTRS) and Housing Benefit (HB) days to process. This information had been updated for all local authorities and demonstrated that, in quarter 3, all were within target in terms of days to process.

Enforcement and Fraud:

The Enforcement Team showed improved performance, with a significant increase in debt collection and fee collection. The percentage of overall debt collected by the Team in quarter 3 was 23.72%, up from 14.26% in quarter 2 – equating to just under £4.4m. This was an increase of nearly 37% compared to 23/24 performance.

Fee collection had increased by over 28% when compared to the same period last year with fees collected to the value of over £1.2m to the end of quarter 3.

The Team continued to use digital solutions to engage with customers and were now ready to receive sundry debt collection referrals from all partners.

The Team had identified fraud and error to the value of over £4.12m to the end of quarter 3, with seven successful prosecutions having been concluded and 13 other sanctions had also been administered. There were ten cases moving through the court system and two cases awaiting further action and there were 42 live criminal investigations as at the end of quarter 3

The Cambridgeshire Fraud hub would continue into 2025/2026 with funding confirmed, and work with external partners continued and the Team was looking forward to welcoming Maldon in April.

Further Recovery:

The Team consists of three officers who specialised in recovering Council Tax and Business rates where all other attempts had failed. £2.18m had successfully been collected by the end of quarter 3 surpassing last year's record of £1.8m.

Council Tax and Benefits:

Theresa Mann, the Principal Billing, Benefits and Business Rates Manager, discussed the Council Tax collection, noting that it was above target for all local authorities except East Cambridgeshire. She highlighted improvements in automation, in particular the substantial improvement to the automated change of address forms and the push towards paperless billing continued. The use of the Contact Us form continued to be promoted, encouraging customers where possible to use this as the primary method of communication as it gathered all information and evidence at the first point of contact.

Action By

Year to date figures for CTR had not met the target, partly down to the continued large number of claims that had been seen as a result of the continued migration to Universal Credit (UC). However, by reviewing work allocation and resources a real improvement had been seen in Quarter 3 processing times. This was a similar picture for HB claims but again, the focus on new claims as well as changes to work allocation and phone rotas has had a positive impact on the processing figures for Q3 which were now all largely within the target. 97% of DWP UC notifications continuing to be successfully automate, and collaboration with the Communities Teams continued, where ARP referred customers claiming Discretionary Housing Payments (DHP) to their local authorities' community's teams for financial/welfare advice and it was planned to expand this to customers at enforcement action stage at the start of Q4

Business Rates:

Collection rates were above target for all five local authorities. Targeted work on arrears was mentioned and were being dealt with in a timely manner. The work position continued to improve, and all valuation lists, and recovery cycles remained up to date.

A new NDR Manager had been recruited and had joined ARP in January. The Team was now fully staffed.

ARP Systems and Digital:

Catherine Monument, the Principal Partnership Support Manager, provided an update on ARP systems and digital progress, including improvements in e-billing with about 20% of Council Tax and Business Rates bills now being sent electronically. Since April 2024, 23,911 customers had signed up for Council Tax E-Billing, and 4,161 for Business Rates. Bills were now sent as PDFs via email, reducing customer contact compared to the previous portal method. The promotion of this continued with social media campaigns, telephone outreach, and a final push was carried out ahead of annual billing.

Customer Experience:

In December, over 12,500 online forms were received, with 73% automatically indexed. The new "Contact Us" form connected to other online forms, promoting automation. The use of the automated service for phone, text, and email messaging was being expanded. Most enforcement notifications were now being sent via email or text, and the use of automated messages was being pushed to encourage paperless e-billing. Future plans included automating messages for Business Rates and Council Tax Recovery, as well as for Council Tax Reduction, Single Person Discount (SPD) reviews, and reminders.

Councillor Cowen raised concerns about the potential impact of the recent government announcements in terms of reduction to benefits and the resulting increase in enquiries.

Although the timeline for this was currently unknown, Lorraine King, the Head of ARP assured Members that the Team was prepared to assist affected customers and provide support through various channels. The Government was talking about reducing disability benefits (PIP) which would have a knock on effect to anyone claiming CTS or HB.

Councillor Bailey expressed concerns about the large increase in business rates bills and the impact this would have on businesses.

Action By

The Principal Billing, Benefits and Business Rates Manager explained the Team would be monitoring the situation closely and would report back on any significant changes in collection rates and hardship relief claims.

Councillor Bailey also inquired about the lower council tax collection rate in East Cambridgeshire.

Members were informed that the higher target that had been set and other factors contributed to the lower collection rate, but overall, the collection rates were doing well. Some analysis had taken place which showed a combination of factors which had impacted East Cambridgeshire collection this year.

The Chairman, Councillor Hind, raised concerns about outstanding business rates and the need to monitor them closely.

The Principal Billing, Benefits and Business Rates Manager assured Members that the Team was keeping a close eye on the arrears figure and would review and report back on the outstanding business rates, including any long-term debts, to prepare for potential impacts from changes in relief for businesses.

The Performance Report was otherwise noted.

6/25 FINANCIAL PERFORMANCE (STANDING ITEM)

Alison Chubbock, Assistant Director of Finance & S151 Officer (BDC), presented the quarterly financial performance report based on the end of January 2025 data.

The overall forecast was an overspend of just short of £81,000, slightly higher than when this was last reported but it was still less than 1% of the overall budget and the appendix attached to the report provided the main areas of variance since the last quarter.

Although income was showing below budget, as highlighted earlier, the enforcement income was higher compared to the previous year although this was not included in the report it could be seen individually within the authorities' performance reports.

The appendix on page 51 of the agenda pack highlighted the amount of funding left for transformation projects and Members were informed of the need to review IT funding that may need to be increased in future years.

The Chairman asked if there would have to be a significant increase to funding.

The Assistant Director of Finance & S151 Officer explained that, the partnership, as a whole, put in just over £72,000 a year and so far this amount had proved to be sufficient but the future forecast spend could be up to £90,000 but split between the five partners it would not be a huge amount but this was something that needed to be closely monitored.

Councillor Cowen asked if the spread of service provision would have a direct impact on IT demand and needs, and if so, were the costs associated into any fee proposals being factored in.

Action By

Members were informed that any increase in costs would be included in the business case put forward to ensure that all additional costs were being covered.

The report and appendix were otherwise noted.

7/25 WELFARE REFORM UPDATE (STANDING ITEM)

The Principal Billing, Benefits and Business Rates Manager briefly summarised the key points from the report.

The latest updates included the move to Universal Credit (UC) and the fact that DWP was continuing to issue migration notices to households receiving Employment Support Allowance. DWP was also focusing on supporting those who had received a migration notice but were yet to move to UC, especially before tax credits closed in April.

The findings from the discovery project that East Suffolk DC took part in were as expected and had confirmed that customers in receipt of ESA were more likely to seek assistance to claim Universal Credit. The households that were part of the discovery exercise had all either claimed UC or were being supported to be able to do so, and to make sure that help was provided where it was needed, the DWP was investing a further £15 million in help to claim support.

The DWP was also in a discovery period looking at bringing together the administration of Housing Benefit and Pension Credit. All local authorities had been asked to submit a questionnaire to help the DWP understand what services they currently provided, and what the impact of any changes would be. Local authorities would be kept informed of the current position and updated regularly by DWP.

No questions were asked, and the report was otherwise noted.

8/25 FORTHCOMING ISSUES (STANDING ITEM)

None.

9/25 NEXT MEETING

The arrangements for the next meeting on Tuesday, 17 June 2025 at 10am at the Innovation Centre in Thetford were noted.

The meeting closed at 10.25 am

BRECKLAND COUNCIL
EAST CAMBRIDGESHIRE DISTRICT COUNCIL
EAST SUFFOLK DISTRICT COUNCIL
FENLAND DISTRICT COUNCIL
WEST SUFFOLK DISTRICT COUNCIL

Agenda Item 12b

At a Meeting of the

ANGLIA REVENUES & BENEFITS JOINT COMMITTEE

Held on Tuesday, 17 June 2025 at 10.00 am in the
The Innovation Centre, Croxton Road, Thetford. IP24 1JD

PRESENT

Cllr Keith Horgan (Vice-Chairman)
Cllr Jan French
Cllr Diane Hind

Cllr Vince Langdon-Morris
Cllr Sarah Suggitt (Substitute Member)

In Attendance

Lorraine King
Theresa Mann

Katey Mills

Sam Anthony
Alison Chubbock

Lorraine Rogers

Tanya Sturman

Julie Britton

- Head of ARP
- Principal Billing, Benefits and Business Rates Manager (ARP)
- Principal Fraud, Enforcement and Recovery Manager (ARP)
- Head of HR & OD (Fenland District Council)
- Section 151 Officer & Assistant Director Finance (Breckland Council)
- Chief Finance Officer & S151 Officer (East Suffolk Council)
- Head of Service - Customer and Digital (West Suffolk Council)
- Democratic Services Officer

Action
By

Outgoing Chairman's opening remarks

Councillor Diane Hind (West Suffolk Council) said that she had been privileged to be appointed as Vice-Chair and Chairperson of the ARP Joint Committee for the past 2 years, the partnership was an excellent organisation.

10/25 CHAIR AND VICE-CHAIR

The outgoing Chairman, Councillor Diane Hind (West Suffolk Council), in the Chair.

After being duly proposed and seconded and with no other nominations being made it was:

RESOLVED that Councillor Phil Cowen (Breckland Council) be appointed as Chairman for the ensuing year.

Councillor Cowen had sent his apologies for this meeting.

After being duly proposed and seconded, and with no other nominations being made, it was:

RESOLVED that Councillor Keith Horgan (East Cambridgeshire DC) be

Action
By

appointed as Vice-Chairman for the ensuing year.

In the Chairman's absence, Councillor Keith Horgan, the newly appointed Vice-Chairman in the Chair.

11/25 TREASURER

After being duly proposed and seconded and with no other nominations being made it was:

RESOLVED that Breckland Council be appointed as Treasurer for the ensuing year.

12/25 MINUTES

The Minutes of the meeting held on 18 March 2025 were agreed as a correct record.

13/25 APOLOGIES

Apologies for absence had been received from Councillor Cowen (BDC) and Ian Smith, the Director of Finance (East Cambs DC).

Lorraine Rogers, the Acting Chief Finance Officer (East Suffolk Council), had to leave at the start of the meeting due to having to take an important telephone call.

14/25 URGENT BUSINESS

None.

15/25 DECLARATIONS OF INTEREST

Although not necessary, out of openness and transparency, Councillor Hind declared a non-pecuniary interest as a member of the Bury St Edmunds, Business Improvement District Board.

16/25 PERFORMANCE REPORT (STANDING ITEM)

Katey Mills, the Principal Fraud, Enforcement & Recovery Manager (ARP) presented the report and summarised the overall performance before moving onto the service area updates.

Q4 Performance Report

The report detailed quarter 4 performance to the end of March 2025.

Referring to page 8 of the agenda pack, Business Rates collection ended above target for 4 out of the 5 partners. West Suffolk Council was below target due to a number of large refunds.

Council Tax collection ended above or within target for 4 out of 5 of the partners. The potential contributing factors for East Cambs DC being below target included the highest number of refunds and pre-payments, and a higher target set.

Action
By

The number of electronic forms received surpassed the numbers seen in 2023/2024 – with an increase of over 72%.

Fraud and compliance had exceeded their 2024/2025 target and was partly due to the change in working methods by the Visiting Team who continued to proactively identify unregistered domestic and business properties. New increased targets had been agreed for 2025/2026.

The service area updates on page 34 of the agenda pack were then highlighted.

Enforcement

Performance within ARP Enforcement continued to improve. The percentage of overall debt collected by the Team at the end of quarter 4 was 35.92%, up from 23.72% in quarter 3 – equating to over £6.1m. This was an increase of over 35% compared to 2023/2024 performance.

Fee collection had increased by 25% when compared to the same period last year with fees collected to the value of over £1.6m to the end of quarter 4.

The Team continued to use digital solutions to engage with customers and were now ready to receive sundry debt collection referrals from all partners. Additionally, the Team continued to explore opportunities in respect of e-forms to continue to increase customer engagement.

Fraud and Compliance

The Team had identified fraud and error to the value of over £4.6m to the end of quarter 4. Twelve successful prosecutions had been concluded, and fifteen other sanctions had also been administered. There were currently seven cases currently moving through the court system and there were 42 live criminal investigations as at the end of quarter 4.

The Cambridgeshire Fraud hub would continue into 2025/2026 with funding confirmed. Work continued with external partners, and the Team was currently working with Maldon DC to welcome them on board as a new fraud partner.

Further recovery

The Team consisted of three officers who specialised in recovering Council Tax and Business rates where all other attempts had failed and had successfully collected over £2.8m by the end of quarter 4 surpassing last year's record of £1.8m.

Councillor French asked if the ARP Members could be informed of the successful prosecutions.

The Principal Fraud, Enforcement & Recovery Manager (ARP) said that she would be happy to send the information to Members now that the press releases had been submitted.

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

**Action
By**

Council Tax

At the end of quarter 4 Council Tax collection was above the target for all partners with the exception of East Cambridgeshire. We continue to receive high levels of work and closely monitor our resources to ensure efficiency.

Work on automation continued, with improving results in the change of address automation in particular.

The Team continued to expand the use of the 'Contact Us' form as the most efficient way for customers to communicate with ARP. Work also continued on the e-billing campaign, to increase the number of customers receiving their council tax bills by email, which, alongside the soft email and text reminders, have reduced postage costs and increased customer engagement.

Benefits

Although the year-to-date processing times for Council Tax Support and Housing Benefit had not met the targets at the end of 2024/25, a real improvement had been seen in the quarterly processing times, which were all within the target for quarter 4.

As the move to Universal Credit from legacy benefits continued to be rolled out by the DWP, the Team continued to successfully automate 97% of Universal Credit notifications.

The Communities Team initiative had expanded, to include customers who have cases with ARP Enforcement, to refer them to receive holistic support.

Work also continued to proactively contact customers who might be eligible to reclaim Council Tax reduction, and the Team liaised with partners to support pension credit take up campaigns.

Business Rates

Business rates collection remained within the target at the end of quarter 4. A keen focus continued on arrears and credits, and the work position continued to improve.

The team was now fully staffed and the new NDR Manager who started in January 2025 was settling in well.

ARP Systems and Digital

The e-billing campaign continued successfully throughout quarter 4, increasing the percentage of customers who received a bill by PDF attachment to an email, to 23% for council tax, and 30% for business rates.

Work was carried out to increase automation of Direct Debit forms completed online, and an automated refund process for non-Direct Debit customers was being tested, which would make it easier and quicker for refunds to be processed.

Year-end processing and annual billing had been carried out successfully, with all postal bills being issued in time to be issued by economy post. The process of issuing all e-bills also went smoothly.

Better Customer Experience Programme

The 'Contact Us' form project continued to reduce the number of emails received, and provided a quicker, more efficient means for customers to communicate with ARP.

Social media and email campaigns to highlight paperless billing continued throughout quarter 4 with a planned programme of events for 2025-26.

A customer service standard was approved in quarter 4, and training was currently being rolled out across ARP and the Customer Services Team.

In response to a concern, the Principal Fraud, Enforcement & Recovery Manager (ARP) explained that whilst the increase in cost of living may have had an impact the main reason that more fraud had been identified was improved systems and processes and wider access to data and intelligence.

The Vice-Chairman, Councillor Horgan, thanked the Officers for their report and also thanked the Principal Billing, Benefits & Business Rates Manager (ARP) who had personally helped him with an issue in his Ward which had been satisfactorily resolved.

The Performance report was otherwise noted.

17/25 ARP FINANCIAL PERFORMANCE 2024-25 (STANDING ITEM)

Alison Chubbock, the Assistant Director of Finance & S151 Officer (BDC), presented the Financial Performance report which was for Members to note.

The report highlighted the full year financial position with a below budget spend of £216k (1.9%) for the whole of the ARP.

The details of the variances could be seen at Appendix A of the report. The appendix also highlighted that the transformation programme was now fully funded and had been allocated to projects taking place over the coming year; therefore, any transformation projects in future years would require funding from elsewhere and this would be considered at the next budget setting at the December meeting.

The table at section 1.4 of the report showed the share of the out-turn for each partner authority based on the ARP Joint Agreement.

It was noted that the main reason for the below budget spend had been due to employee related costs

Councillor Hind asked if it would be better for the partners' shares to remain in the budget if funding was required for future transformation projects.

The Assistant Director of Finance & S151 Officer (BDC) explained that the accounts had already been completed therefore the decision had already been made to share the surplus to all partners in December. However, individual councils were allowed to keep that money in a separate budget pot for ARP use.

**Action
By**

The Vice-Chairman felt it was a very difficult task to get close to a budget but to be under budget with a 1.9% variation was to be congratulated.

The report was otherwise noted.

18/25 WELFARE REFORM UPDATE (STANDING ITEM)

The Principal Billing, Benefits & Business Rates Manager (ARP) presented the Welfare Reform report and summarised the following key points.

- Universal Credit expansion continued, and Tax credits had now ended.
- The Department of Work & Pensions (DWP) was increasing the number of migration notices issued to Employment & Support Allowance (ESA) claimants. DWP had invested in help to claim support for these most vulnerable customers.
- The administration of Housing Benefit and Pension Credit would be brought together for new claimants and had been brought forward from 2028 to 2026.
- The DWP was in a discovery period, to understand local welfare provision, and gauge the effects of more centralised pensioner benefit delivery.
- Changes to disability benefits had been announced, including changes to eligibility for Personal Independence Payments (PIP).
- The government was consulting on supported housing, with a focus on licensing and potentially linking this to housing benefit.

The Vice-Chairman, Councillor Horgan, felt that the subject of welfare reform was very interesting and was sure that this was being dealt with in a very sensitive manner.

**19/25 JOINT COMMITTEE SERVICE PLAN AND RISK REGISTER UPDATE
REPORT JUNE 2025**

Lorraine King, the Head of ARP, presented the Joint Committee Service Plan and Risk Register update report for June 2025.

In accordance with the ARP agreement a revised Service Delivery Plan for the new financial year should be agreed by the Joint Committee by the end of December of the previous year and delivery of the plan to be reviewed every 6 months.

A Service Delivery Plan for 2024/25 had been agreed in December 2023 and this report provided an update on progress as could be seen by the current Service Plan as detailed in Appendix A and the accompanying Service Plan update at Appendix B.

This update reported on progress in respect of performance, workloads, audit and the partnership's five strategic priorities: Customers, Relationships, Colleagues, Digital and Sustainability.

The new style Service Delivery Plan for 2025/26 at Appendix B had recently come into effect from April 2025, and the Head of ARP highlighted progress against targets in a number of areas.

Work volumes this year had remained fairly static for Council Tax Billing; however, an increase in overall work items had been seen including NDR work

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items of almost 5,000 equating to 15% and an additional 4,000 additional items for the Benefits team. This included a 21% increase in Universal Credit Data files received, that equated to an additional 51,000 records per year. Total workloads across the partnership had increased by 4% for 2024-25 compared to 2023-24.

An additional 3,644 migration notices to Universal Credit had been received this year. The graphs on page 53 of the agenda pack highlighted the increase in benefits workload but ended the year completely up to date with new Council Tax Support claims. Billing processed had been similar to last year, but ARP was slightly more up to date for this year too. Billing call handling had exceeded the 90% target throughout the 2024-25 financial year with an average handling rate of 96.58% and overall collection rates across the partnership for Council Tax and Business Rates was 99.94% against target.

ARP's own inhouse Enforcement Team had achieved a 25% higher collection of fees during 2024-25 and had collected 35% more debt than the previous year (6.1m in total).

The days to process new Housing Benefit and Council Tax reduction claims were outside of the year-to-date targets for all partners at the end of Qtr 4 but monthly charts would be included going forward and therefore the quarterly performance would be compared to the target rather than the year-to-date.

In total this year there had been 109 potential data breaches reports with 95 being considered an actual breach but as they were all low risk, they were not reported to the Information Commissioners Office (ICO).

ARP was currently working collaboratively with Communities' Teams on a new project to signpost and make direct referrals to facilitate multi-agency, wrap around support where vulnerability was identified. The approach, that started as a pilot with Breckland Council, was now being rolled out to all partners and was going well,

Throughout 2024-25 the number of emails received had been reduced by 8,000 per month and the number of on-line forms received increased by 11,000 a month.

Work with ARP's Customer Strategy Group and Customer Tactic Group had brought improvements such as an aligned complaints process, a review of letter templates and more recently a new approved set of ARP Customer Service Standards.

Support Function Groups have continued to be developed and expanded with the introduction of a new Housing Task and Finish group earlier this year and the introduction of a new dashboard performance data for the Housing, Management Team, Finance and HR groups.

Fraud and Enforcement services continued to be provided to a number of local authority partners and Housing Associations, and Maldon Council had been welcomed as a new external partner in April 2025. Other opportunities were currently being explored.

The five new Staff Support Network Groups were going well with some having guest speakers lined up. Also, a rolling programme of technical coffee and chats had been introduced, and some discussions had been around the future

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of ARP in terms of the Local Government Reorganisation (LGR).

ARP currently had one apprentice role, and a further twelve studying for apprenticeships linked to the professional IRRV, management or counter fraud investigator qualifications and other options were being explored for apprenticeships across all teams

In October 2024 ARP had been honoured to win the National IRRV award for Revenues and/or Local Taxation Team of the Year. ARP had also been shortlisted for the LGC award in Innovation but unfortunately had not been winners on this occasion but to be recognised nationally was a great achievement and a great honour.

In terms of digital solutions, ARP had recently been able to extend the automation of change of address records from approximately 20% to 67%. Details of the current automation success compared to October 2024 had been included within a table on page 61 of the agenda pack.

Automation of HRMC earnings and data had been reduced due to moving to UC.

PDF email attachment bills campaign has had an extensive take-up with over 42,000 residents and 7,300 businesses sign up during 2024-25 realising savings of over £42k and with all most £29k saved at annual billing alone. Further take-up events were planned for 2025-26.

A thorough review of transformation and innovation against resource and progress of projects across the partnership resulted in a 12-month programme of initiatives being approved for 2025-26.

In terms of sustainability on page 62 of the agenda pack, this year, in collaboration with each partner's Housing Teams, a risk-based approach had been taken again to target empty properties where data indicated occupation. This approach had reduced visits by 79% and had found that 48% of properties visited were found to be occupied compared to 38% the previous year.

A review of the Visiting Officer function in 2023 had proved successful. Utilising desk-based intelligence had streamlined the process and freed up resource, previously spent travelling, allowing ARP to implement a project to utilise innovative approaches to identify properties that were not in the tax base. Since April 2024 this project had identified over £1.57 million of additional income from new residential and business properties.

Despite increasing workloads ARP's overall establishment complement had reduced by around 6.5% since 2019, saving over £700,000 and a further 1.5 FTE efficiencies had been included in the 2025-26 budget. An ongoing review of overall ARP work volumes and the impacts on changing resource requirements in each team was underway to help forecast future needs.

Councillor French asked what steps were being taken in terms of LGR and highlighted the 3 preferred options that had been put forward across Cambridgeshire and Peterborough.

The Head of ARP explained that she was trying to keep everyone informed and up to date and was starting to get involved in different workshops with each partner authority and providing data to be included in the final business plans.

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The Head of ARP was confident that there would be opportunities for the partnership, and she was trying to keep the Teams up to date as it was still an unsettling time for everyone.

Councillor Hind mentioned that the government was introducing new rules about ombudsman and fraud and asked if ARP had been invited to take part in the survey which closes on 21 July 2025.

The Principal Fraud, Enforcement and Recovery Manager (ARP) said that she had seen sight of this and would include any necessary feedback through the Enforcement Conduct Board.

Councillor Langdon-Morris (East Suffolk) mentioned the second homes premium in East Suffolk and how this had impacted on the Team.

The Head of ARP stated that she had been in contact with East Suffolk DC and the Principal Billing, Benefits and Business Rates Manager had been brought up to date too as well as being discussed at a recent OIB meeting.

Members were informed that a number of complaints for 2nd homes premiums had been received for East Suffolk since April 2025.

Councillor Langdon-Morris asked the Principal Billing, Benefits and Business Rates Manager to go through the detail with him after the meeting.

Councillor Horgan, the Vice-Chairman thanked the Head of ARP and her Team for the information provided. He was aware that everyone was reasonably concerned about LGR and for the next 12 to 24 months he extended an invitation to all Members if they needed access to answers and Officers were invited to come back to Members as conduits for the organisation.

The email from the government about the introduction of new rules about ombudsman and fraud as mentioned earlier was found and the survey would be completed accordingly.

The report was otherwise noted.

20/25 FORTHCOMING ISSUES (STANDING ITEM)

In response to a question about electronic bills and what was being done to improve this method of communication. Members were informed that ARP was doing more social media campaigns and also had a planned programme for continuous improvements, particularly to attract more business rates customers that currently stood at 30%.

The Head of ARP explained that the target for this year was 45% but next year this would be increased to 60%.

21/25 ANY OTHER BUSINESS

Councillor Langdon-Morris referred to some of the Local Government Reform messages and communications and asked if ARP was going to consider adding some information to their forms to enable the public to take part in the survey as he felt that it was imperative to spread the word.

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The Head of ARP said she would pick this up and pointed out that the link to the survey could be included in the forms but on the actual bills that were sent out there was limited space.

The Vice-Chairman stated that with limited space available and multiple consultations he did not want to overburden ARP.

22/25 NEXT MEETING

The arrangements for the **virtual** meeting via Teams on Tuesday, 9 September 2025 at 10am were noted.

The meeting closed at 11.00 am

CHAIRMAN

**OPERATIONAL SERVICES COMMITTEE
ANNUAL AGENDA PLAN**

AGENDA ITEM 13

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

Mon 17 November 2025	4:30pm
Service Plans - Half year report 2025 to 2026	Isabel Edgar (Director Operations)
Quarter 2 – Waste Service Performance	Catherine Sutherland (Waste Development Officer)
New Waste Service – Project update	Nick Baker
Budget Monitoring Report	(Senior Accountant)
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	Nigel Ankers (ECSS Finance Manager)
Community Sports Facilities Grant application	Martin Grey
Mon 26 January 2026	4:30pm
VCAEC performance update	Lewis Bage
CAWS performance update	Lewis Bage
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
Mon 23 March 2026	4:30pm
Review of grant to VCAEC	Lewis Bage
Community Safety Partnership Update	CSP Representative
Quarter 2 and 3 – Waste Service Performance	Catherine Sutherland (Waste Development Officer)
New Waste Service – Project update	Nick Baker
End of Year Reports 2025/26 Service Delivery Plans 2026/27	Isabel Edgar Director Operations
Budget Monitoring Report	(Senior Accountant)
ECSS Business Plan	Emma Grima, Director Commercial
ARP Joint Committee Minutes	DSO
Forward Agenda Plan	DSO
ECSS Management Accounts [EXEMPT]	Nigel Ankers

Notes:

1. Agenda items which are likely to be “urgent” and therefore not subject to call-in are marked *
2. Agenda items in italics are provisional items / possible items for future meetings.

**OPERATIONAL SERVICES COMMITTEE
ANNUAL AGENDA PLAN**

AGENDA ITEM 13

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