



East Cambridgeshire District Council

Meeting: Finance & Assets Committee

Time: 4:30pm

Date: Thursday 26 March 2026

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

Enquiries regarding this agenda: Jane Webb – Democratic Services & Elections Manager

Telephone: (01353) 665555 Email: Jane.webb@eastcamb.gov.uk

Committee membership

Quorum: 5 members

Conservative members

Cllr Anna Bailey
Cllr Ian Bovingdon (Vice-Chair)
Cllr Mark Goldsack
Cllr Bill Hunt
Cllr David Miller
Cllr Alan Sharp (Chair)

Conservative substitutes

Cllr Lavinia Edwards
Cllr Martin Goodearl
Cllr Julia Huffer

Liberal Democrat & Independent members

Cllr Chika Akinwale
Cllr Lee Denney
Cllr John Trapp
Cllr Mary Wade
Cllr Alison Whelan (Lead Member)
Cllr Christine Whelan

Liberal Democrat & Independent substitutes

Cllr Charlotte Cane
Cllr Christine Colbert
Cllr Kathrin Holtzmann

Lead Officer: Sally Bonnett, Director Community

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.

4. **Minutes**
To confirm as a correct record, the minutes of the meeting of the Finance & Assets Committee held on 29 January 2026 **Page 5**
 5. **Chair's Announcements** **[oral]**
 6. **ECTC Annual Business Plan 2026/27 (EXEMPT Appendices)** **Page 15/233**
 7. **End of year reports 25/26 & Service Delivery Plans 26/27** **Page 53**
 8. **Asset Management Plan 2026/27 & Assets update** **Page 167**
 9. **Local Infrastructure Fund and Inclusive Play and Open Spaces Grant Fund Criteria** **Page 197**
 10. **Bereavement Centre Update** **Page 203**
 11. **Bereavement Centre Fees and Charges** **Page 207**
 12. **Annual Review of RIPA policies** **Page 217**
 13. **Hive Contract Extension (EXEMPT Appendices)** **Page 219/237**
 14. **River Close, Mepal** **Page 223**
 15. **Forward Agenda Plan** **Page 229**
 - 15A. **Appointment to Outside Bodies: Local Government Association**
To receive an oral report to appoint a representative of the Local Government Association for the remainder of the 2025/26 municipal year.
- 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 Categories 1 and 3 of Part I Schedule 12A to the Local Government Act 1972 (as amended).
16. **EXEMPT Minutes – 29 January 2026** **Page 255**
To confirm as a correct record the Exempt Minutes of the meeting of the Finance & Assets Committee held on 29 January 2026
 17. **EXEMPT – ECTC Management Accounts** **Page 257**
 18. **EXEMPT – Write off of Unrecoverable Debts** **Page 269**

Notes

1. Members of the public are welcome to attend this meeting. If you are visiting The Grange during regular working hours, you should report to the main reception desk. If you attend an evening meeting, please enter through the glass atrium door 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 \(Finance and Assets Committee\)](#). Please be aware that all attendees, including those in the public gallery, will be visible on the livestream.

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

[Further details about the Public Question Time scheme](#)
(www.eastcambs.gov.uk/committees/public-question-time-scheme).

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 ask members of the public to bring their own drinks 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 the 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 Finance & Assets Committee
Held at The Grange, Nutholt Lane, Ely, CB7 4EE at 4:30pm on
Thursday 29 January 2026

Present:

Cllr Anna Bailey
Cllr Ian Bovingdon (Vice-Chair)
Cllr Charlotte Cane (Sub)
Cllr Lee Denney
Cllr Goldsack
Cllr Bill Hunt
Cllr David Miller
Cllr Alan Sharp (Chair)
Cllr John Trapp
Cllr Mary Wade
Cllr Alison Whelan
Cllr Christine Whelan

Officers:

Sally Bonnett – Director Community
Maggie Camp – Director Legal
Jane Webb – Democratic Services and Elections Manager
Spencer Clark – Open Spaces & Facilities Manager
Richard Kay – Climate Change and Natural Environment Manager
Emma Grima – Chief Executive
Isabel Edgar – Director, Operations
Nicola Pema – HR Manager
Martin Grey - Leisure and Active Lifestyles Manager

41. Public Questions

No Public Questions had been received.

42. Apologies and substitutions

Apologies were received from Cllr Chika Akinwale, who was substituted by Cllr Charlotte Cane

43. Declarations of interest

There were no declarations of interest.

44. Minutes

The Committee received the Minutes of the meeting held on 27 November 2025.

Members unanimously resolved:

That the Minutes of the Finance & Assets Committee meeting held on 27 November 2025 be confirmed as a correct record and be signed by the Chair.

45. Chair's Announcements

The Chair had no announcements.

46. East Cambridgeshire Biodiversity Report to Net Zero

The Committee received a report (AA130, previously circulated) that was required under s40A of the Natural Environment and Rural Communities Act 2006. Richard Kay, the Climate Change and Natural Environment Manager, presented the report.

Some Members believed the report lacked ambition and was pessimistic because it failed to mention some particularly important aspects of biodiversity in the district. The Officer clarified that these details had been included in the previous document, which should be read alongside the current report to gain a complete understanding of the situation.

Other Members expressed gratitude to the Officer for the extensive work done in producing such a detailed report, which they did not find lacking in ambition. It was clear, accessible, and easy to read, and all Members should support it.

The recommendations in the report were proposed by Cllr Bailey and seconded by Cllr Goldsack.

Members resolved unanimously to **APPROVE**:
The East Cambridgeshire Biodiversity Report.

47. Assets Update

The Committee considered a report (AA131, as previously circulated) to receive an update on Council-owned assets. The Open Spaces and Facilities Manager presented the report and updated Members:

- Mepal Outdoor Centre – Appendix 1 – Security spend £955 per month, with a running total for the year of £9,559. An amended tracker would be sent to all Members following the meeting.
- Inclusive Play Audit – 19 parishes expressed an interest, and fifteen attended the seminar – 7 returned the required information. Two reminders have been sent to those who have not responded since the seminar, and another will be sent this week.

- East Cambs Playgrounds (owned & managed by ECDC) – 27 in total, with half completed to date and completion due in two weeks.
- Newnham Street Car Park – Tenders now closed and contract to be awarded imminently with works to be completed March/April.

Members asked questions and made comments. The Open Spaces and Facilities Manager clarified the following:

- The tender for the refurbishment of the Cloister toilets was out presently.
- The toilets at Palace Green were closed for refurbishment. The total expenditure had exceeded the initial estimate due to various structural issues discovered during the renovation and the inability to reuse the sanitary fixtures.
- Littleport parking – the existing car park and 40% of the new extended car park will remain open when the new wheelie bins are delivered.

Members resolved to **NOTE:**

1. The update on Council-owned assets, and
2. The expenditure tracking sheet in Appendix 1

48. Bereavement Centre Project 6 Monthly Progress Update

The Committee considered a report (AA132, as previously circulated) providing Members with a 6 Monthly Progress Update on the Bereavement Centre Project. The Director Operations presented the report.

The Director Operations addressed the following questions from Members:

- Unforeseen budgetary costs emerged because additional piling structures were discovered beneath the slabs, which were not identified during the geotechnical work. These differences have required additional work and, therefore, led to higher costs. A briefing note will be shared with members on the surveys completed and assumptions carried through to the contract
- Kier estimated the groundwork based on the information available at the time. Provisional sums were included to account for unknown or unforeseen factors, such as any additional structures that would be discovered. Provisional sums are included in the contract; any variance from these sums is a potential risk to both the contractor and/or the client.
- The risk had been significantly reduced. Even with the additional contingency request, the total contingency amount remained much lower than what was typically required for a project of this scale. The risks have been effectively managed and mitigated throughout the whole project.
- The budget included an estimate of inflationary costs for the project. Some areas, such as professional fees, experienced greater cost increases than others.
- This project was funded by CIL, which mitigated financial risks from the beginning regarding return on investment; there is no payback period, and it does not impact the bereavement centre's future revenue.

- Value engineering was integrated into the project throughout its entirety, from the design phase to the structural phase. It was also included in the original contract.
- There are no options not to complete the project; options that have been considered to reduce costs include landscaping requirements and the fisherfolk carpark. This additional funding is only for new, emerging risks.
- Social Value Returning to the Area – Still on target to achieve £2.5million of social value over the life of the project. A report is imminent and would be shared with Members when available.
- An average contingency fund for this type of project was typically set at 10%. However, even with the additional funds requested, this project would still maintain only a 4.7% contingency. As a result, the project team and Kier have had to be highly creative in managing costs. The cost consultants recommended £300,000, which is why this amount appears in the report rather than a higher figure.
- It was deemed wise to finalise the highway design for the fisherfolk car park to understand the potential costs involved. Additionally, there was a wide access road at the rear of the lake that the fisherfolk currently used for parking.
- The design work had been factored into the costs for highways, which encompassed the main entrance and the fisherfolk car park. However, the construction of the fisherfolk car park fell outside the project's scope and would only be deliverable if no risks emerged.

The recommendations in the report were proposed by Cllr Bailey and seconded by Cllr Hunt.

Cllr Bailey, as the proposer of the recommendation, thanked the project team, highlighting that it was ahead of schedule and, more importantly, expected to generate revenue by early autumn. She urged Members to keep this request in perspective. A contingency was allocated due to unknowns, even after the surveys were conducted, which helped maintain strong project discipline. Cllr Bailey believed the Council was receiving good value for money. Since this was solely a request for an allocation, it would prevent further delays in the project, and she encouraged all Members to support it.

Cllr Cane expressed her concerns, stating that Members had been informed that this was a low-risk, fixed-price project. However, they were not privy to the conversations with Keir or provided with a detailed breakdown of costs. As a result, she remained unconvinced that the project was being responsibly managed to ensure it stayed within the fixed price. She believed it would be irresponsible to proceed based on the current information. Cllr Cane requested a recorded vote and stated that she could not support the recommendation.

Cllr Miller explained that low risk was different from no risk, and that this project was still low risk, with no significant risks. The contingency monies requested were for the uncertainties that were being discussed.

Cllr Hunt, as seconder to the recommendation, praised the Director Operations for the hard work put into the report and presentation, noting that the information

provided had been substantial. This increase in contingency monies was only 2%, which kept it at 4.7%, well below the industry average. When finalised, this project would produce income for the authority.

Cllr Bailey summed up, stating that there were unknowns at the time the budget was set. She emphasised that proceeding with the function room was essential; it would be irresponsible to delay the project. Any holdup could lead to significant contractual issues, delay the facility's opening, and restrict public access, affecting the Council's revenue. Cllr Bailey urged Members to avoid introducing additional risks into the Council by not supporting this recommendation.

Cllr Cane requested a recorded vote, and these were made as follows:

FOR (6): Cllrs Bailey, Bovingdon, Goldsack, Hunt, Miller, and Sharp

AGAINST (6): Cllrs Cane, Denney, Trapp, Wade, Alison Whelan, and Christine Whelan

ABSTAIN (0)

With six votes in favour and six votes against, the vote was tied. In accordance with Council Procedure Rule 9.1.4, the Chair had a casting vote which he used to vote in favour of the recommendations.

Members resolved to **NOTE:**

1. The progress towards completion of the Bereavement Centre, and

TO RECOMMEND TO FULL COUNCIL:

2. The approval of up to £300,000 of CIL funding towards the project, for risk contingency.

49. 2026/27 Annual Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Annual Investment Strategy

The Committee considered a report (AA133 as previously circulated) to consider the 2026/27 Treasury Management Strategy, the Annual Investment Strategy and the Minimum Revenue Provision Policy Statement. In the absence of the Director Finance, the Chief Executive presented the report.

The recommendations in the report were proposed by Cllr Sharp and seconded by Cllr Bovingdon.

Cllr Alison Whelan requested that Members' best wishes be sent to the Director Finance and hoped that he would recover quickly.

Members resolved unanimously **TO RECOMMEND TO FULL COUNCIL TO APPROVE:**

- The 2026/27 Treasury Management Strategy

- The Annual Investment Strategy
- The Minimum Revenue Provision Policy Statement
- The Prudential and Treasury Indicators.

50. Revenue Budget, Capital Strategy and Council Tax 2026/27

The Committee considered a report (AA134 as previously circulated) to receive the Council's proposed revenue budget, capital strategy, and the required level of Council Tax in 2026/27. In the absence of the Director Finance, the Chief Executive presented the report and highlighted that an officer amendment had been made to the original report prior to the meeting, which changed the narrative but not the figures within the budget, as follows:

“That the two bullet points below replace both 11.8 and 11.9 in the original circulated papers.

11.8 Finance and Assets Committee at its meeting on 27 November 2025 agreed that its Local Council Tax Reduction Scheme (LCTRS) remain unchanged for 2026/27.

11.9 At the Full Council meeting held on 25 February 2025, it was agreed to apply a premium of 100% to Second Homes from 1 April 2026. This decision is to remain unchanged.”

Cllr Bailey proposed the following amendment, which was seconded by Cllr Sharp:

- 2.1 Committee is asked to recommend to Full Council that it approve:
- The draft revenue budget for 2026/27 and MTFS for 2027/28 to 2029/30 as set out in Appendix 1 (Amended)
 - The Statement of Reserves as set out in Appendix 2 (Amended)
 - The Capital Strategy and financing as set out in Appendix 3
 - The 2026/27 Fees and Charges as set out in Appendix 4
 - The application of Business Rate reliefs for 2026/27, including those announced in the Autumn Budget and fully funded by Government through Section 31 grant, as detailed in sections 6.6 to 6.7 of this report.
 - The changes to the Local Council Tax Reduction Scheme and premiums for Long-Term Empty and Second Homes as detailed in sections 11.8 and 11.9 of this report.
- 2.2 To authorise the Director, Finance, in consultation with the Chairman of Committee to adjust the use of the Surplus Savings Reserve in 2026/27 and future years (as available), to ensure that the net budget as detailed in 2.1 remains unchanged (in the event of any additional information becoming available, principally in relation to (but not exclusive too) the Final Local Government Settlement and/or the NNDR1 return). These adjustments to be made in advance of the report being presented to Full Council on the 24 February 2026.

Cllr Bailey, the proposer of the amendment, explained that the amendment sought to freeze Council Tax for the thirteenth consecutive year, in line with the pledge made by the Conservatives to the public. Additionally, the Conservatives planned to freeze paid parking fees. This decision comes in light of the fair funding review, which indicated that East Cambridgeshire was one of the most affected councils in the county. While most urban councils receive 41% more per capita funding than the most rural councils, East Cambridgeshire still maintains no external borrowing, has a balanced budget for the next two years, and keeps its reserves at a strong level.

A vote was taken on the amendment with six votes for and six votes against. In accordance with Council Procedure Rule 9.1.4, the Chair had a casting vote which he used to vote for the amendment.

The amendment was declared to be carried.

Members resolved **TO RECOMMEND TO FULL COUNCIL TO APPROVE:**

2.1

- (i) The draft revenue budget for 2026/27 and MTFs for 2027/28 to 2029/30 as set out in Appendix 1 (Amended)
- (ii) The Statement of Reserves as set out in Appendix 2 (Amended)
- (iii) The Capital Strategy and financing as set out in Appendix 3
- (iv) The 2026/27 Fees and Charges as set out in Appendix 4
- (v) The application of Business Rate reliefs for 2026/27, including those announced in the Autumn Budget and fully funded by Government through Section 31 grant, as detailed in sections 6.6 to 6.7 of the report.
- (vi) The changes to the Local Council Tax Reduction Scheme and premiums for Long-Term Empty and Second Homes as detailed in sections 11.8 and 11.9 of the report.

2.2 To authorise the Director, Finance, in consultation with the Chairman of Committee to adjust the use of the Surplus Savings Reserve in 2026/27 and future years (as available), to ensure that the net budget as detailed in 2.1 remains unchanged (in the event of any additional information becoming available, principally in relation to (but not exclusive too) the Final Local Government Settlement and/or the NNDR1 return). These adjustments to be made in advance of the report being presented to Full Council on the 24 February 2026.

Cllr Alison Whelan clarified that, as her Group, the Liberal Democrat and Independent Party, was presenting their own figures at Full Council, it was only appropriate to vote against the recommendation.

A vote was taken on the substantive motion with six votes for and six votes against. In accordance with Council Procedure Rule 9.1.4, the Chair had a casting vote, which he used to vote in favour of the substantive motion.

Members resolved **TO RECOMMEND TO FULL COUNCIL TO APPROVE:**

2.1

- (i) The draft revenue budget for 2026/27 and MTFs for 2027/28 to 2029/30 as set out in Appendix 1 (Amended)
- (ii) The Statement of Reserves as set out in Appendix 2 (Amended)
- (iii) The Capital Strategy and financing as set out in Appendix 3
- (iv) The 2026/27 Fees and Charges as set out in Appendix 4
- (v) The application of Business Rate reliefs for 2026/27, including those announced in the Autumn Budget and fully funded by Government through Section 31 grant, as detailed in sections 6.6 to 6.7 of the report.
- (vi) The changes to the Local Council Tax Reduction Scheme and premiums for Long-Term Empty and Second Homes as detailed in sections 11.8 and 11.9 of the report.

2.2 To authorise the Director, Finance, in consultation with the Chairman of Committee to adjust the use of the Surplus Savings Reserve in 2026/27 and future years (as available), to ensure that the net budget as detailed in 2.1 remains unchanged (in the event of any additional information becoming available, principally in relation to (but not exclusive too) the Final Local Government Settlement and/or the NNDR1 return). These adjustments to be made in advance of the report being presented to Full Council on the 24 February 2026.

51. Finance Report

The Committee received a report (AA135, as previously circulated) providing budget monitoring information for services under the Finance & Assets Committee and, as part of its corporate remit, for the Council as a whole. In the absence of the Director Finance, the Chief Executive presented the report.

Members resolved to **NOTE:**

Members resolved to **NOTE:**

- This Committee has a projected year-end underspend of £762,162 when compared to its approved revenue budget of £7,969,054.
- that overall, the Council has a projected year-end underspend of £1,154,162 when compared to its approved revenue budget of £19,249,383.
- that the overall position for the Council on Capital is a projected outturn of £18,168,081, which is an overspend of £1,200,000 when compared to the revised budget.
- the Treasury Management update report in Appendix 5

52. The Hive Leisure Centre Contract

The Committee received a report (AA136, as previously circulated) for Members to consider exercising the contract extension clause in the Leisure Management Agreement for The Hive Leisure Centre.

As some Members did not receive the exempt appendices in time, the Chair decided to defer the item to the next meeting.

The item was **DEFERRED** to the next meeting.

53. Outside Bodies Update

The Committee received a report (AA137, as previously circulated) to consider the appointment of a representative to the Waterbeach Internal Drainage Board following the resignation of the ECDC representative. The Democratic Services and Elections Manager presented the report.

The Chair requested that the Committee's thanks be passed to the outgoing representative, David Chaplin, for his long-standing service.

A vote was taken, and Cllr Vellacott received six votes, and Cllr Denney received six votes. In accordance with Council Procedure Rule 9.1.4, the Chair had a casting vote, which he used to vote for Cllr Vellacott.

Members resolved to **NOTE**:

- The appointment of Cllr Lucius Vellacott as the new representative for the Waterbeach Internal Drainage Board for the remainder of the current term, May 2027

54. Forward Plan

The Committee considered its Forward Plan.

It was unanimously resolved to **NOTE** the forward agenda plan and to add one report:

- The Hive Leisure Centre Contract

55. Exclusion of Press and Public

It was resolved unanimously:

That the press and public be excluded during the consideration of the following item because it was likely, in the 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).

56. Appointments, Transfers and Resignations

Members resolved to **Note** the contents of this report.

57. EXEMPT Minutes – 27 November 2025

The Committee received the Exempt Minutes of the Finance & Assets Committee meeting held on 27 November 2025.

It was resolved unanimously:

That the Exempt Minutes of the meeting held on 27 November 2025 be confirmed as a correct record and signed by the Chair.

The meeting concluded at 6:10pm

Chair.....

Date.....

DRAFT

TITLE: ECTC BUSINESS PLAN 2026/27

Committee: Finance & Assets Committee

Date: 26 March 2026

Author: ECTC Managing Director

Report number: AA167

Contact officer: Emma Grima, ECTC Managing Director
Emma.grima@eastcambbs.gov.uk The Grange, Ely

1.0 Issue

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

2.0 Recommendations

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

3.0 Background/Options

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

4.0 Arguments/Conclusions

4.1. Finance & Assets Committee, as the Shareholder Committee, is requested to approve the ECTC Business Plan 2026/27.

5.0 Additional Implications Assessment

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

6.0 Appendices

Appendix 1- ECTC Business Plan 2026/27
 EXEMPT Appendix - ECTC Business Plan Balance Sheet

7.0 Background documents

None



EAST CAMBRIDGESHIRE
DISTRICT COUNCIL

**East Cambs
Trading CO. Ltd**

**BUSINESS PLAN
2026/27**

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**East Cambs
Trading CO. Ltd**



**EAST CAMBRIDGESHIRE
DISTRICT COUNCIL**

INTRODUCTION

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

Working with ECDC the following drivers were established:

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

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

Governance Structure

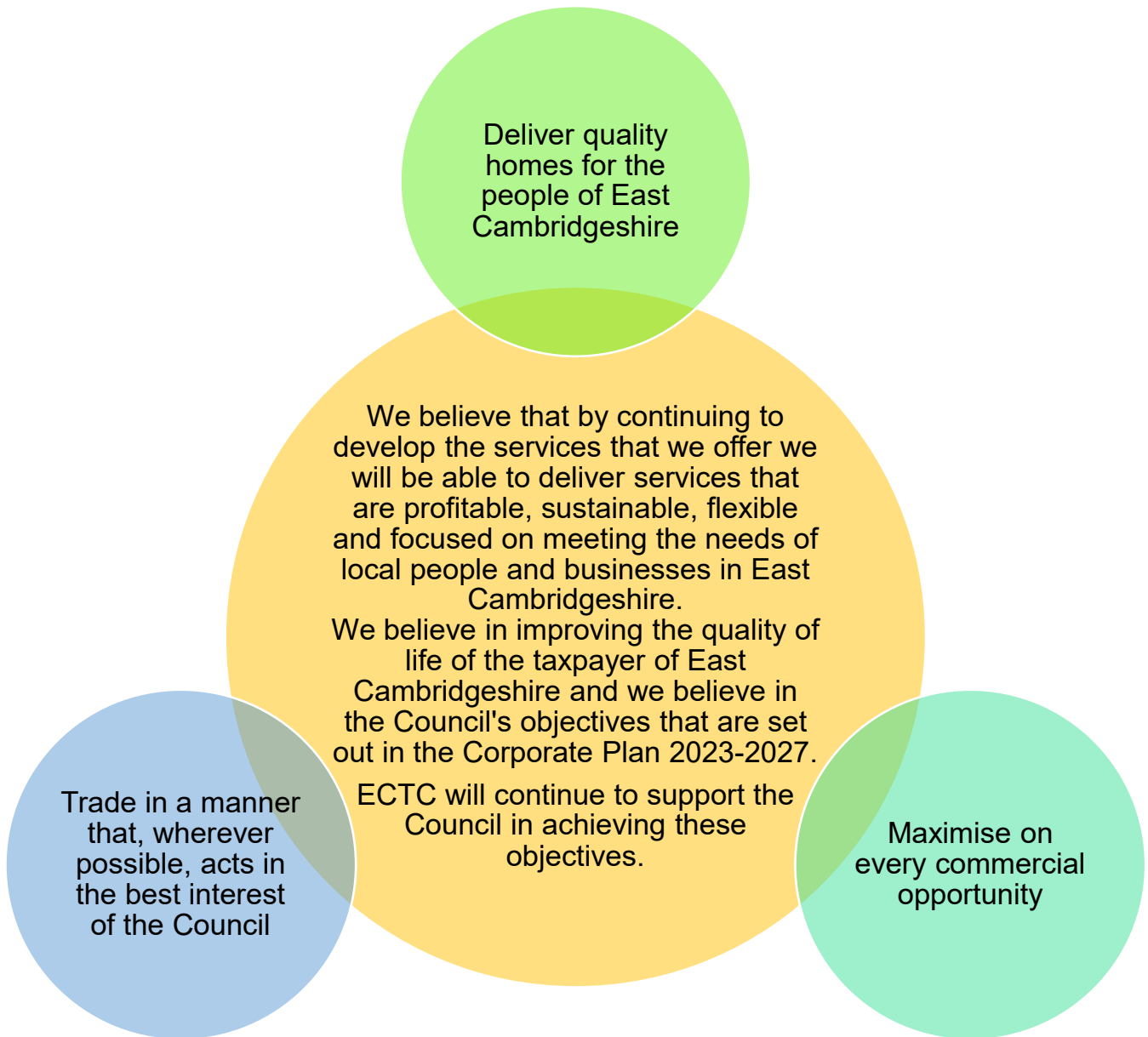
Financial Overview

Risk Management

Board and Management Structure

Commercial Services

Property Development



1. BACKGROUND

ECTC was established in 2016 as a Local Authority Trading Company that enables ECDC to do more than it already does.

Whilst ECTC is a legal entity in its own right, and should be free to operate commercially to generate the maximum returns, both financial and social value, it is important to remember that it is a company that is wholly owned by ECDC.

As the sole shareholder ECDC has an interest to ensure, wherever practicably possible, that ECTC is profitable. Profit for ECTC will ultimately benefit ECDC as sole shareholder as the only body capable of receiving a dividend.

Profit will either be reinvested in ECTC to achieve service improvements and greater profits or will be paid to ECDC, as a dividend, to enable it to achieve the aims of the MTFs and the Corporate Priorities.

Key Business

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

Both areas of the business carry out business on behalf of ECDC as well as other customers. ECTC will continually look for new opportunities to enter new markets or expand in existing markets.

Where necessary individual business plans will be developed for approval by the Board.

As ECTC heads into its eleventh year of operation it is important to reflect on what the Company has delivered since it was incorporated in 2016.

Commercial Services- Grounds Maintenance

In 2017 the Council awarded a 10-year maintenance and management contract to ECTC to deliver Grounds Maintenance services on its behalf. The annual value of this contract was £699,548 increasing with RPI.

Over the years ECTC has increased the number of sites that it maintains on behalf of the Council and has not increased the management fee that was agreed in 2017 (with the exception of RPI increases). Furthermore, ECTC has been in a position to offer a £100,000 discount on the management fee for each of the years 2020/21, 2021/22 and 2022/23. This represents an overall saving to the Council of £300,000.

ECTC has been able to include additional sites and offer a discount because it has been able to generate income and profit from other organisations and has used the profits to invest in the service and offer discounts on the management fee to the Council where appropriate. In 2024/25 ECTC generated 26% of its income from other organisations. This is something that the Council would not have been able to achieve because of its limitations to act commercially in a public sector environment. It should be noted that in many cases ECTC has had to bid competitively to secure contracts. In a 2025 award ECTC was awarded a 3-year contract with a two-year extension despite not being the cheapest of the bidders. Our award was based on our ethos, quality and our approach to relationship management.

For various reasons, a discount to the Council is not being offered in 2026/27 and this largely relates to the increased sites being managed on behalf of the Council and the increased salary costs. These costs are being absorbed within the income generated across the Grounds Maintenance Service.

Commercial Services- Ely Markets

This business area is a great success for ECTC. Since 2016 Ely Markets has increased its revenue by 59% and year on year has delivered profit to the Company. In recent years the profits are modest but reflect investment and absorption increasing costs of running the service.

As well as financial return to the company Ely Markets has provided a vibrant market that has generated millions of pounds of spend into the local economy.

Ely Markets also delivers another direct financial benefit to the Council by leasing Ely Market Place at a cost of £30,000 per annum (increasing annually in accordance with the contract). This is income that the Council would not be able to achieve if it directly managed the service. In 2026/27 the cost of the lease is £38,049

In 2016 Ely /Markets employed 3 part-time core staff. In 2025 Ely Markets employs 2 full-time and 3 part-time core staff and utilises a number of casual staff; ranging from wrecking crew to stewards that assist with event management and safety on special market days, e.g. Foodie Fridays. Investment has also been made to ensure the improvement and sustainability of the service. All of this has been achieved at no cost to the Council. Ely Markets has returned profits to the Company and some profits have been used to reinvest in the service.

Financial returns aside, Ely Markets is able to boast the following successes (this list is by no means exhaustive):

- Vegan Fair
- Festive Lates
- Mini Markets
- Foodie Fridays
- Prince of Wales Visit
- NABMA Award Winner

- Queens Jubilee Weekend
- Christmas Markets
- Environmental Campaign #Bring Your Own
- Safe environment during COVID

These successes not only increase returns for ECTC but more importantly increase city centre footfall, provide choice and a safe and sustainable shopping alternative for the community, facilitate small businesses (providing a launch-pad which sometimes leads to established business in the city centre and beyond) and provide a more sustainable and environmentally responsible offer to the community.

Property Development

Since 2016 ECTC has delivered 190 homes and 55 of these are affordable housing units. 44 affordable housing units have been delivered through Community Land Trusts, enabling people to live and work locally. 4 houses have been delivered as £100k Homes and were available to those who could demonstrate a local connection to Ely. The final 7 were sold to a local housing association.

Site	Open Market	Affordable Housing
Barton Road, Ely (Kings Row)	9	2 + Contribution in lieu
The Shade, Soham (The Fledglings)	5	8
Former MOD Phase 1 (Arbour Square)	77	15
West End Gardens, Haddenham (Ovins Rise)	35	19
Former Paradise Pool (Eden Square)	9	4
Phase 2 Arbour Square, Ely		7
Total	135	57

ECTC, as site promoter, worked with the landowners and Kennett CLT to facilitate the delivery of an infrastructure first 500 home development, which includes 150 affordable homes (60 of which will be owned and managed by the CLT), near net zero development. The landowners sold the site to Bellway in 2021 and planning has been approved for the detailed design of 328 of the units and the perimeter road. The primary school was constructed and open prior to any occupation on the development. The first open market sales completed in December 2024 and the first tranche 14 CLT units have been transferred to the CLT.

ECTC maintain a legal interest in the site and have a key role to play through the Kennett Delivery Board to ensure that the vision is adhered to.

The development pipeline includes Phase 2 Arbour Square; 27-unit scheme which is being delivered as a 100% affordable housing, delivered in partnership with Havebury Housing Partnership as a 100% Social Rent scheme, and Arbour Square Phase 3; 13 unit scheme (subject to planning) and Phase 2 Ovins Rise; a scheme of circa 30 houses (subject to community support and planning).

Financing and returns

ECTC has been able to deliver its business plans because of its ability to generate income from its activities in both Property and Commercial Services.

In 2016 the Council agreed a 5-year £5m loan facility to ECTC as a general loan and in 2018 agreed a further loan of £1.5m which was ringfenced to deliver the Former MOD site in Ely. The business impact of COVID-19 resulted in the Council, as lenders, agreeing new loan terms relating to interest rate and loan repayment date.

In April 2022 Council agreed a new loan facility of £7.5m. The purpose of the loan was for the repayment of existing loans and to facilitate the delivery of 3 new sites; Former Paradise Pool, Ely, MOD Phase 2 and MOD Phase 3.

In February 2024, the Council agreed to extend the loan deadline from March 2026 to March 2027 to accommodate the timetable changes necessary to enable the NHS to complete the car park works which were only possible because of the land swap agreement between ECTC and the NHS. Note: the loan interest rate increased from 4.50% to 5.25% for the extension period (March 2026 to March 2027).

In February 2025, the Council agreed to extend the loan deadline (replacing the February 2024 request) from April 2026 to March 2029 to enable ECTC to deliver (subject to community support and planning) Phase 2 Ovens Rise. Note: the loan interest rate from April 2026 to March 2029 will be 4.75%

By 31 March 2026, ECTC will have paid £2,042,104 in interest to ECDC since incorporation in 2016.

In 2018 Cambridgeshire and Peterborough Combined Authority (CPCA) agreed a £6.5m loan facility that enabled ECTC to progress the West End Gardens, Haddenham development. Due to the impact of COVID-19 it was necessary to negotiate a new repayment date for repayment of the loan. ECTC repaid the principal loan in January 2023, two months ahead of schedule.

In 2018 CPCA agreed a £24m loan facility that enabled ECTC to progress the MOD Phase 1 development. Due to the impact of COVID-19 it was necessary to negotiate a new repayment date for repayment of the loan. This loan was repaid on 31 March 2023.

At the time of repayment, the interest paid to the CPCA was £1.84m.

ECTC could have, with the consent of Council, secured loan financing from traditional lenders. It has not done this and instead has borrowed from the public sector. This means that between ECDC and CPCA the public sector has benefited a total amount of £3,882,104 with further interest payments due to ECDC in future years.

AGENDA ITEM 6 - Appendix 1

In addition to the benefits identified above ECTC has also delivered the following financial benefit to the Council:

Purpose	Total 1 April 2016 to 31 March 2026
Senior Management Cost Recovery	£377,878
Service Charge Recovery	£675,535
Accommodation Cost Recovery	£521,310
S106/CIL	£903,999
Land Acquisition	£1,264,650
Total	£3,743,372

In some years the Company is filing losses and in other years it is filing profits. In all years the Company has remained solvent because it is able to demonstrate future solvency. This is the nature of a company that deals predominantly in the development industry. It takes time and money to develop houses and income from these flow through a future timeframe. The end date of 31 March of a financial year is, in essence, an arbitrary date. For example, a house completing on 1 April of a year instead of 31 March of the same year can lead to the difference as to whether the Company is posting a loss in the previous year or an increased profit in the following year. The cashflow statement of the Company is a more accurate indicator of the financial capabilities of the Company, not the statutory accounts.

2. PROCESS

Service Level Agreements

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

Support services from ECDC for 2026/27 include:

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

Property and Assets

The Head Office of ECTC is The Grange, Nutholt Lane, Ely, Cambridgeshire, CB7 4EE.

Ely Markets currently occupy The Grange, Ely.

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

Property Development currently occupy The Depot, Littleport.

Policies and Procedures

ECTC continue to use all relevant ECDC policies and procedures unless there is a company specific policy.

Data Protection

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

Freedom of Information

AGENDA ITEM 6 - Appendix 1

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

3. GOVERNANCE AND MANAGEMENT

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

ECTC continues to maintain an effective service and will deliver financial performance management reporting systems to the Board and ECDC Shareholder Committee which is the ECDC Finance & Assets Committee (F&A).

Board of Directors

The Board of Directors comprises:

- The Independent Chairman
- 2 ECDC Senior Officers; the Chief Executive and the Director Operations

Meetings

The quorum for board meetings shall be two.

At Board meetings each director shall have one vote.

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

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

ECTC provide information to the Shareholder Committee in accordance with the Shareholder Agreement.

Managing Director and Company Secretary

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

The Company Secretary of ECTC is ECDC's Chief Executive (this may be subject to change and can change without Council consent as it is not a requirement of the Shareholder Agreement).

ECTC’s Relationship with ECDC

ECTC
<ul style="list-style-type: none"> • Annual Business Plan <ul style="list-style-type: none"> • Produce for approval by Board and F&A • Quarterly Report to F&A <ul style="list-style-type: none"> • Produce for noting by the Board and by F&A Quarterly Management Accounts • Financial Statements and Annual Governance Statement <ul style="list-style-type: none"> • For Board approval and noting by F&A

Shareholder Committee (F&A)
<ul style="list-style-type: none"> • Annual Business Plan <ul style="list-style-type: none"> • Receive, comment and approve the Annual Business Plan • Quarterly Report (Management Accounts) <ul style="list-style-type: none"> • Receive, comment on and note • Financial Statements and Annual Governance Statement <ul style="list-style-type: none"> • Receive, comment on and note • Key Decisions <ul style="list-style-type: none"> • Approval of the Annual Business Plan • Approval of ECTC entering into any joint venture • Approval of the borrowing of any external money (other than from Cambrdgeshire and Peterborough Combined Authority)

Full Council
<ul style="list-style-type: none"> • Decisions reserved for Full Council <ul style="list-style-type: none"> • Matters relating to the control of shares • Amendments to the Articles of Association • Matters relating to the payment of a dividend • Matters relating to company structure (save for Management Company) • Matters relating to the cessation of ECTC • Matters relating to the business that is not considered ancillary or incidental to the approved Business Plan • Appointment/removal of directors • Remuneration of any director • Entering into a service contract, terms of appointment or other agreement with a director • Remuneration of any ECTC employee exceeding £100,000 • Establishing or amending any profit sharing, share option, bonus or other incentives of any nature for directors and employees • Making bonus payments to any director or employee • Changing the name or registered office

ECTC Board Observers
<ul style="list-style-type: none"> • Rights of Observers <ul style="list-style-type: none"> • The Board of Directors shall notify the Observers of when meetings will be held • The Observer may contribute to discussions at Board Meetings • The Observers are not entitled to vote on any decision contemplated by the Board of Directors • The attendance of Observers does not count towards a quorum • Observers will have access to board papers and minutes and must comply with confidentiality rules of the company • Observers cannot participate on matters where there is a direct conflict of interest to their personal business

4. FINANCIAL INFORMATION

Budget

The table below provides a summary of turnover and cost up to March 2029.

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

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Turnover							
Commercial	1,317,360	1,573,850	1,621,445	1,830,615	1,962,941	2,021,829	2,082,484
Property	27,054,487	4,267,868	2,319,827	4,668,638	4,358,006	4,630,047	9,793,238
Total	28,371,847	5,841,718	3,941,272	6,499,253	6,320,947	6,651,876	11,875,722
Cost							
Corporate	277,336	252,384	205,273	234,567	227,646	220,533	136,843
Commercial	1,340,074	1,573,541	1,607,926	1,820,285	1,955,285	1,994,391	2,034,278
Property	25,366,877	4,733,357	2,768,906	4,805,578	4,404,239	3,218,266	7,987,805
Total	26,984,287	6,559,282	4,582,105	6,860,430	6,587,170	5,433,190	10,158,926
EBITDA	1,387,560	(717,564)	(640,833)	(361,177)	(266,223)	1,218,686	1,716,796
Interest cost	1,164,178	175,893	117,229	189,996	156,892	182,457	246,592
Profit before tax	223,382	(893,457)	(758,062)	(551,173)	(423,115)	1,036,229	1,470,204

Financial Benefit to ECDC

The table below shows the receipts that ECDC will have received from ECTC as a result of its activities from April 2016 up to the end of March 2026.

AGENDA ITEM 6 - Appendix 1

	£	£	£
Land receipts			
Soham	10,000		
Barton Road, Ely	715,000		
Eden Square	539,650		
Total land receipts		1,264,650	
S106 / CIL agreements			
Soham	16,752		
Barton Road, Ely	200,122		
Haddenham	547,378		
Eden Square	98,559		
Arbour Square phase 2	41,189		
Total S106 / CIL agreements		903,999	
Total council tax receipts from new properties		111,509	
Property Development			2,280,158
ECDC Charges			
Interest		2,042,104	
Support Services			
Management Support	377,878		
Finance	73,780		
Payroll & HR	116,152		
IT Support	76,628		
Customer Services	40,135		
Vehicles	362,533		
Member Services	6,307		
		1,053,413	
Accommodation		599,606	
Total ECDC Charges			3,695,121
Reduction in Parks			300,000
			6,275,279

AGENDA ITEM 6 - Appendix 1

EAST CAMBS TRADING COMPANY LTD:		STATEMENT OF FINANCIAL BENEFITS FOR EAST CAMBS DISTRICT COUNCIL													
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	CUMULATIVE	2026/27	2027/28	2028/29	TOTAL
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	TO DATE	Forecast	Forecast	Forecast	
SUMMARY															
FINANCIAL BENEFITS FROM PROPERTY DEVELOPMENT			943,224	109,745	444,171	16,559	16,559	661,093	64,073	24,732	2,280,158	147,358	359,965	33,119	2,820,600
CHARGES INCURRED FROM ECDC	101,299	249,888	383,834	389,627	435,959	365,777	411,939	465,773	469,438	421,589	3,695,122	337,945	554,844	481,031	5,068,942
REDUCTIONS IN PARKS CONTRACTS					100,000	100,000	100,000				300,000				300,000
TOTAL FINANCIAL BENEFIT FROM TRADING COMPANY	101,299	249,888	1,327,058	499,372	980,130	482,336	528,498	1,126,866	533,511	446,321	6,275,279	485,303	914,810	514,149	8,189,541

5. RISK MANAGEMENT

Inherent Risk							Residual Risk				Monitoring
Risk No.	Risk Description	Effect	Owner	Likelihood	Impact	Score	Key Controls	Likelihood	Impact	Score	Notes
Legislative/Policy											
1.	Changes in legislation could place restrictions on the Council's power to trade in a commercial manner	Possible restrictions or cessation	MD	1	5	5	<p>Continuous monitoring of changes to legislation and government guidance through liaison with MP's, ebulletins, consultations, LGA Knowledge Hub and other publications.</p> <p>If there are significant changes in legislation this risk should be addressed immediately by the MD and reported to the Board of Directors. An amended Business Plan or Exit Strategy may need to be approved by the Board of Directors and submitted to Council.</p>	1	5	5	This is a medium to long term risk and no significant changes in legislation are anticipated that will affect the company during 2026/27.
2.	Changes in legislation could impact on ECTC's ability to borrow (or conversely ECDC's power to lend) to fund future projects	ECTC would need to borrow externally which requires Council consent	FM	1	5	5	The Council's S151 Officer attends all Board meetings and advises on all relevant financial and governance matters	1	5	5	<p>This is a medium to long term risk and no significant changes in legislation are anticipated that will affect the company during 2026/27.</p> <p>The Company has secured a loan from ECDC to fund the projects within this Business Plan.</p>

AGENDA ITEM 6 - Appendix 1

3.	Changes in Planning and Housing Policies could have an impact on Property division, for example, First Homes and policies relating to Climate Change and Nature Recovery.	Reduced ability to repay ECDC loan or reinvest profits into future projects	MD	2	2	4	<p>Continuous monitoring of government announcements on changes to planning and the need to deliver more housing.</p> <p>Keep a watching brief on announcements from government on Planning Reform.</p>	2	2	4	<p>There is no impact on the projects that have planning permission and no significantly adverse impact on projects going through the planning system in 2026/27.</p> <p>Individual business cases for future projects should consider possible changes in Planning and Housing Policy.</p>
4.	Changes in Council structure resulting from Local Government Reorganisation	The Council is the Shareholder and a new Unitary Authority may decide to review the need for a Company.	MD	4	5	20	<p>Advice has already been sought. The new Unitary Authority will automatically become the shareholder.</p> <p>Continue to stay appraised of progress and ensure that all new contracts/acquisitions make the necessary provisions for successors rights.</p>	4	5	20	<p>There are no known implications for 2026/27.</p> <p>All new contracts/acquisitions will contain appropriate provisions for assignments/successor in title.</p>
Governance											
4.	Inadequate governance arrangements and lack of clarity on roles of ECDC and ECTC could lead to poor decision making that undermines the operation of ECTC.	Impact on the Commercial operation of ECTC	MD	3	4	12	<p>Shareholder Agreement</p> <p>Articles of Association</p> <p>Rights of Observers</p> <p>Service Level Agreements</p> <p>Management Contracts</p>	1	4	4	<p>Governance arrangements are currently fit-for-purpose</p>
5.	ECTC is wholly owned by ECDC	The speed of decision-making process may have	MD	3	4	12	Shareholder Agreement	1	4	4	The Shareholder Agreement provides

AGENDA ITEM 6 - Appendix 1

	and so is subject to the controls and decision-making process for matters that are outside of the Business Plan.	an impact on ECTC's ability to operate effectively.									for the ability of extraordinary meetings of the Shareholder Committee to be called to consider urgent business and where necessary make recommendations to Full Council.
Economic											
6.	ECDC has provided a £7.5m loan to ECTC to be drawn down and repaid in accordance with the loan agreement. In the event of an economic slowdown or sites not being delivered in the timeframe contemplated in the loan request, there may be a risk that the company cannot meet the repayment schedule.	The £7.5m loan provides ECDC with security over all ECTC's unsecured assets. ECDC could call in its rights to recover the loan.	FM	3	5	15	Loan Agreement Debenture Agreement ECTC/ECDC Finance Manager Briefings Board review of business and loan performance Sensitivity analysis for future housebuilding projects Ability to make formal requests to the Council to make changes to the loan which will be supported by evidence of ability to repay the loan	3	5	15	When requesting the loan sensitivity analysis was carried out for future projects. Individual, detailed business cases will be produced for future projects which will review assumptions made when requesting the loan.
7.	With the exception of new loans from CPCA, ECTC cannot increase its indebtedness without the consent of the	ECTC would need to work with the 'market' to secure financing. If borrowing could not be secured from the 'market' then ECTC would need to	FM/ MD	2	5	10	ECTC/ECDC Finance Manager meetings Discussions with Council in advance of need to ensure there is time to consider alternative options	2	5	10	ECTC has secured loan financing for the projects in this Business Plan. If opportunities arise in the future financing discussions with the

AGENDA ITEM 6 - Appendix 1

	<p>Shareholder Committee (loans can be provided by ECDC and this requires the consent of Council).</p> <p>If ECDC's MTFS is not successfully implemented the availability of loan finance to ECTC could be reduced. This may lead to ECTC needing to borrow from the 'market'.</p>	factor this in future business planning.									Council will be held as soon as practicable.
8.	Changes in taxation, interest rates and build cost inflation.	These factors could have an impact on the viability and profitability of ECTC.	FM/MD	3	3	9	<p>FM monitors taxation and interest rate.</p> <p>Build cost inflation is a key short to medium term risk to the company; to minimise the impact, wherever possible, build contracts will be let on a fixed price basis with costs defined.</p>	2	3	6	The FM and DC monitor changes and factor these changes into individual detailed business cases.
9.	Cost of living	The cost of living crisis could impact on the sale ability and/or profitability of a scheme, for example, increased mortgage rates	FM/MD	4	4	16	Future development schemes will include this risk in the Full Business Case Phase with appropriate sensitivity analysis carried out which will include testing a longer sales period and the impact this may have on cashflow and the ability for ECTC to repay its loan.	2	4	8	<p>Regular reports are produced 'Project Status Update' for Board to be kept up to date.</p> <p>All homes under construction have been sold to Havebury Housing Partnership.</p>
10.	Economic downturn could result in lower profits (or even	Depending on the severity of the situation it may impact on ECTC's ability	FM/MD	3	5	15	FM and DC carry out a full assessment of the market conditions before any development commences.	3	5	15	All homes under construction have been sold to Havebury Housing Partnership.

AGENDA ITEM 6 - Appendix 1

	possible losses) than are anticipated in the Business Plan	to meet its financial obligations to its creditors					Once projects have commenced, ECTC is at risk from market fluctuations. In the event of a market downturn the DC will appraise the MD and the Board and make recommendations to mitigate any potential losses.				If Phase 3 Arbour Square, Ely achieved planning, this will be taken into consideration in the Business Plan element of the cycle. DC and FM will consider this risk when producing the detailed individual business cases for future projects and this will include monitoring this risk if the plans are approved by the Board.
Operational											
11.	Inadequate management of commercial build contracts can lead to delays, overspends and reduced profitability/cash flow for ECTC.	This could impact on ECTC's ability to meet its financial obligations to its creditors	FM/MD	2	4	8	Qualified project manager Regular review of business case assumptions	1	4	4	The DC and FM, in the business planning cycle, are aware of these risks and meet fortnightly with the project team to monitor the assumptions made in the individual business cases.
12.	Adequacy of organisational resources to deliver the required business outcomes.	Could lead to not being able to deliver the Business Plan	MD	1	3	3	Resources identified when recommending the Business Plan for Board and F&A approval. In year changes discussed with the MD	1	3	3	Adequacy of resources is continuously reviewed. There is continued investment in facilities, staff and training to ensure that ECTC has the resources that it needs to deliver the necessary outcomes.

FM- ECTC Finance Manager MD- ECTC Managing Director

Residual Risk Scoring

All risks are monitored by the Managing Director on a monthly basis and updates are sought from relevant personnel.

The table below illustrates how risks are scored and ECTCs’ risk appetite:

Impact	Very High	5	5	10	15	20	25
	High	4	4	8	12	16	20
	Medium	3	3	6	9	12	15
	Low	2	2	4	6	8	10
	Negligible	1	1	2	3	4	5
			1	2	3	4	5
			Very rare	Unlikely	Possible	Likely	Very Likely
Likelihood							
<p>Red scores – in excess of ECTC’ 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 ECTC Board and Council. Where a risk score changes the Managing Director shall write to the Council’s Risk Management Group Chair.</p> <p>Amber scores – likely to cause the ECTC some difficulties (risk score 5 to 15) – six monthly monitoring.</p> <p>Green scores (risk score 1 to 4) – low risk, monitor as necessary.</p>							

6. COMMERCIAL SERVICES

The Commercial Services of ECTC currently deliver Ely Markets on behalf of ECDC and Grounds Maintenance Services; both on behalf of ECDC and for other customers.

Commercial services, through the Grounds Maintenance Service has made a commitment to explore areas of income generation that will enable ECDC to continue to deliver good quality services for its residents, visitors and businesses.

The primary focus of Commercial Services for 2026/27 shall be to continue to develop Ely Markets, focusing on the community as its customer, and Grounds Maintenance Service focusing on new areas of income generation; ensuring that both continue to deliver high quality services that respond to the needs of their customers and seek to maximise opportunities that arise throughout the year.

The following table provides a cumulative budget to March 2029.

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Turnover	1,317,360	1,573,850	1,621,445	1,830,615	1,962,941	2,021,829	2,082,484
Cost	1,340,074	1,573,541	1,607,926	1,820,285	1,955,285	1,994,391	2,034,278
EBITDA	(22,714)	309	13,519	10,330	7,656	27,438	48,206

For 2026/27 Grounds Maintenance is able to operate within the originally agreed management fee from ECDC for the service that it provides.

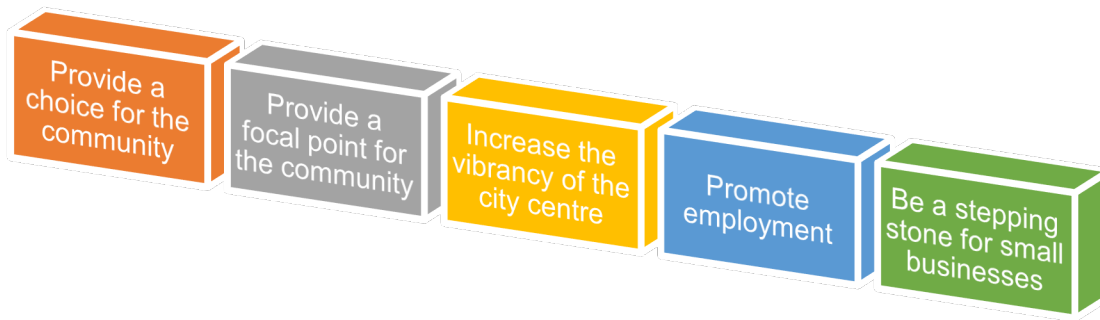
For various reasons, a discount is not being offered in 2026/27 and this largely relates to the increased sites being managed on behalf of the Council and the increased salary costs which are being absorbed within the additional income received by ECTC from other contracts.

Ely Markets has shown significant growth in the past and is projecting maintaining the growth as the Market continues to demonstrate strong demand despite national decline. During 2026/27 and future years it is necessary to continue providing adequate resources to ensure the growth and sustainability of the service.

Ely Markets

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

Service Objectives



Ely Markets have been at the heart of the community for more than 800 years. With currently 300+ traders on their books and a wider community turnover of £14 million, Ely Markets play a dynamic role in the Ely city centre economy and community.

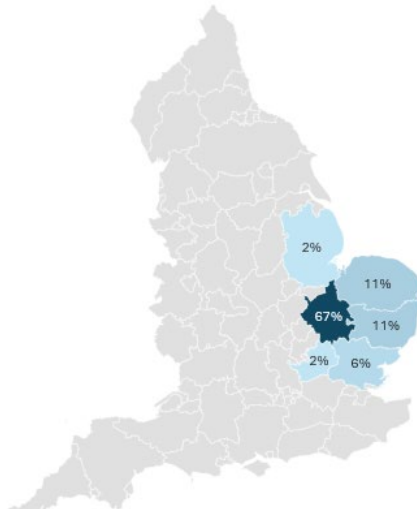
Based on a core approach of tradition, strength and innovation, our mission is to invest in a high quality and balanced market forum, provide infrastructure, growth and job opportunities within this local community.

Ely Markets welcomes around 50,000 visitors to their markets each week and supports a vision of a vibrant and thriving market town, whilst at the same time functioning as an engine for community based socio-economic interaction.

Ely Markets continues to go from strength to strength. There is an ongoing commitment to ensure that profits from the service are reinvested back into the service to ensure that it continues to deliver an excellent offer to the community.

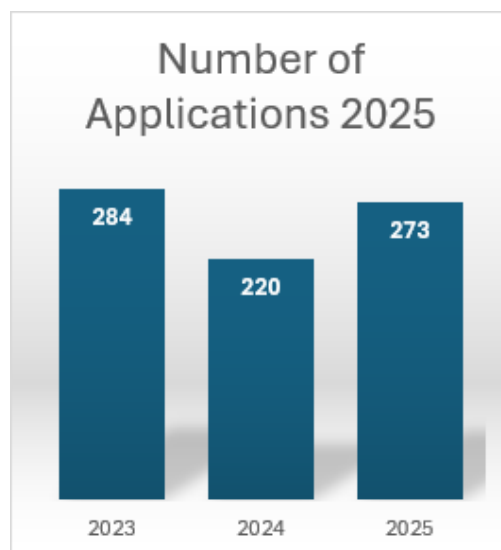
Ely Markets prides itself on facilitating local employment and in 2025 the average distance travelled to Ely Markets for the 2025 new applicants was 20.24 miles (single journey).

Origin New Traders 2025



Ely Markets is committed to playing its part to reduce its carbon footprint and our focus on local traders provides for this.

In 2025 Ely Markets received 273 applications from individuals/businesses wanting to trade on the market.





Budget

The following table provides a summary of the budget to March 2029.

Markets	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Turnover	292,583	298,775	290,084	289,276	312,349	322,859	333,685
Salaries	186,684	208,765	221,098	204,293	235,865	241,342	246,929
Premises	23,204	8,613	29,953	43,817	36,377	37,105	37,847
Transport	1,927	3,227	1,762	8,644	9,239	9,424	9,612
Supplies & Services	64,639	76,917	35,745	31,256	27,461	28,010	28,570
Gross Profit	16,130	1,253	1,526	1,267	3,407	6,979	10,727

Grounds Maintenance Service

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

Service Objectives



ECTC’s main client is ECDC, which accounts for approximately 66% of its income.

Over the years the service has focused on harnessing relationships with its customers and building a strong reputation for delivering an excellent, high-quality service. This has enabled ECTC to secure contracts outside of ECDC on a longer-term basis.

In its formative years ECTC was able to secure small ad hoc contracts, in the more recent years ECTC has been able to secure longer-term contracts with school academies.

In 2024/25 ECTC secured a new contract with a school academy. This followed a rigorous competitive tendering exercise. ECTC did not win the contract on price, it was one based on our flexible approach to delivering a service that meets the needs of the various schools, places relationship management at the heart of the contract and our demonstration of excellent service delivery.

Budget

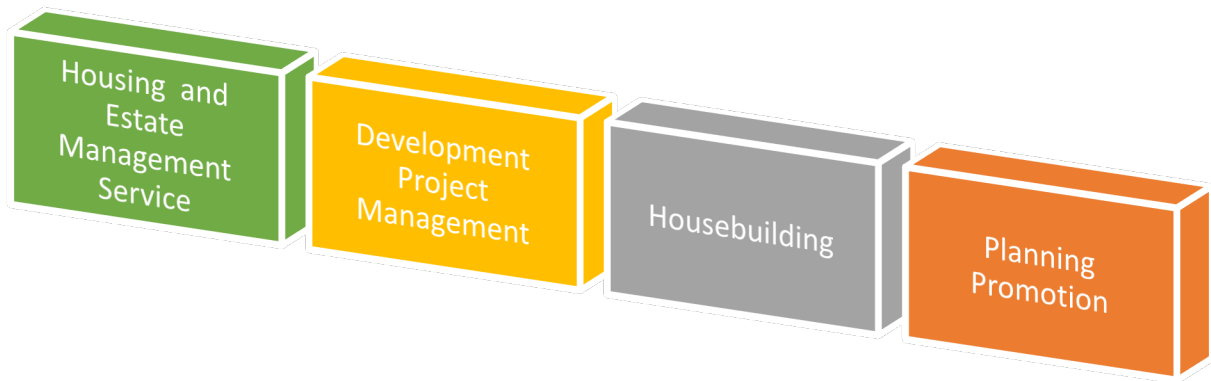
The following table provides a summary of the budget to March 2029

Grounds Maintenance	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Turnover	1,024,777	1,275,075	1,331,361	1,503,339	1,612,592	1,660,970	1,710,799
Salaries	769,457	858,380	941,564	1,032,244	1,136,284	1,159,010	1,182,190
Premises	66,194	131,995	96,326	112,301	108,852	111,029	113,250
Transport	139,892	157,444	179,207	248,980	264,228	269,513	274,903
Supplies & Services	88,077	124,350	102,270	100,752	98,979	100,959	102,978
EBITDA	(38,843)	2,906	11,993	9,062	4,249	20,460	37,479

7. PROPERTY DEVELOPMENT

ECTC's Property Development Team focus on the delivery of high-quality development in East Cambridgeshire.

Service Objectives



Brief 2025/26 Overview

During 2025/26 the company continued to sell homes, including the final sale of 76 Nigel Road, Ely (the final property of Phase 1 Arbour Square, Ely.)

ECTC completed all sales at Eden Square, Ely which includes 4 £100k Homes.

In addition, working in partnership with Kennett Community Land Trust and the landowners, the Company continued to work to ensure the agreed vision is delivered. This has facilitated the delivery of a flagship development which commenced in July 2023.

Other areas of focus:

- Continued construction of 27 houses at Phase 2 Arbour Square,
- Completed agreements to sell Phase 2 Arbour Square, Ely to Havebury Housing Partnership with all 27 units being delivered as Social Rent
- First two completed units achieved EPC A at Phase 2 Arbour Square, Ely
- 4 houses at Eden Square sold and occupied

Projects

Arbour Square, Ely (MOD Phase 1)



In late July 2019 ECTC acquired 8.78 hectares (21.6 acres) of land in Ely from the Ministry of Defence (MoD). The land included 88 existing houses and provided opportunities for further new-build development. The houses were formerly used to accommodate US Air Force families, but some stood empty for up to 5 years.

The company has been refurbishing these houses to bring them back into use. Improvements to the streetscape and provision of additional off-road parking have also been carried out. Through these improvements, it has also been possible to convert four houses into eight flats, delivering 92 homes in total. 15 of the 92 homes are shared ownership affordable units, the first of which were occupied in April 2022. The 15 shared ownership properties will be owned and managed by East Cambs CLT (ECCLT) and are available to people that live/work in the parish.

All houses have now been sold.

Eden Square, Ely



Sales are fully completed and sold at Eden Square. 4 of the homes are provided as £100k Homes. In 2025/26 4 houses were sold and occupied.

ECTC will hand over the common areas to the residents management company in March 2026 or as soon as practicable thereafter.

Arbour Square, Ely- (Phase 2) New Build



Complying with its contractual obligations to the MoD when it acquired the site in July 2019 (the effect of which required the Company to test and maximise the planning opportunity for housing on the site) the Company submitted a planning application for Phase 2 at MOD Ely in July 2020. This application was for 53 new build properties to be built within the existing housing estate. The application was subsequently revised in October 2021 to reduce the number of new properties to 42 one, two, three and four-bed homes.

Through discussions with planning officers at ECDC, the company has further reduced the scheme to 27 one, two and three-bed homes. This has been achieved by removing units from the open green space, thereby preserving the open green space.

The planning application includes a policy compliant level of 33% affordable housing. In 2022/23 the Council's Planning Committee approved the application subject to the prior completion of a Section 106 Agreement. Planning permission was issued on 19 February 2024.

A full business case has been approved and construction commenced on 10 March 2025.

In 2025/26 ECTC signed contracts with Havebury Housing Partnership to secure the site as 100% affordable housing for Social Rent.

The Board will receive updates on the project at each Board meeting.

MOD Phase 3



The Company has entered into a land-swap contract with the NHS as part of its enabling works for the new Princess of Wales hospital. In return for transferring land for a new car park to the NHS, the Company has received an equivalent area of brownfield land (currently used for car parking associated with the hospital use) that could be developed, subject to planning, for new build residential planning. This land, with planning potential for around 13 new homes, will form Phase 3 of the Company's development at Ely.

If planning permission is achieved and the Board approves the Full Business Case, it is anticipated that development could commence in the Autumn of 2026/27.

The Board will receive updates on the project at each Board meeting.

Kennett Garden Village



Kennett Garden Village is a scheme for 500 mixed-tenure homes, including 25 self-build plots, £100k Homes and 150 affordable homes with 60 of these to be owned, in perpetuity by Kennett CLT.

This flagship development takes an 'Infrastructure First' approach and the key triggers that were agreed at the planning stages ensure early delivery, in the first phase of a primary school, off-site highway improvements, perimeter road, village green and community facilities.

The development will be a sustainable, low-carbon development with an ambition to reach near net-zero and adopt Garden Village principles of low density and extensive open green space.

Having secured outline planning permission for the development in 2021, the company completed land contracts to facilitate the sale of land by the Company's landowner partners to Bellway Homes.

Land at Kennett for commercial development, care home/retirement housing was not sold to Bellway and this has been retained by the landowners. The land will be sold when it has been provided with connecting roads and utilities infrastructure by Bellway Homes. When these final parcels of land are sold the Company will receive further promoter's fees from the project.

Over the coming years, working alongside Kennett CLT, the landowners and Bellway through the Kennett Garden Village Delivery Board, the Company will continue to play a lead role in the delivery of the new development, helping to ensure that the key principles of the Quality Charter are achieved. This oversight role will also help to ensure that the Company's legal and financial interests in the remaining land parcels are carefully protected.

AGENDA ITEM 6 - Appendix 1

The primary school has been constructed and was opened prior to the occupation of any house.

Bellway has secured Reserved Matters consent for the perimeter road and 328 homes. The site commenced in July 2023. First occupations occurred in December 2024. The first 14 CLT units have now been constructed and transferred to the CLT.

Haddenham CLT

The company has an opportunity to work with Haddenham CLT to deliver homes in Haddenham. This is subject to both community support and planning. A Community Engagement Event was held on 20 March 2025. Initial feedback was supportive and there will be another event in the Spring of 2026. If there is support for a small development of circa 30 units then the company will work in collaboration with Haddenham CLT to deliver this ambition.

The company has secured an extension to its loan finance with the Council to accommodate this opportunity in its pipeline.

The Board will receive updates on the project at each Board meeting.

Financial Projections

PGH	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Turnover	27,054,487	4,267,868	2,319,827	4,668,638	4,358,006	4,630,047	9,793,238
Housing construction costs	24,997,022	4,320,572	2,231,179	4,266,630	3,934,983	2,815,082	7,757,179
Salaries	277,316	332,713	464,692	500,667	421,186	433,822	200,276
Premises	25,461	22,643	23,599	4,693	5,000	5,000	5,000
Supplies & Services	67,078	57,429	49,436	33,588	43,070	44,362	25,350
Gross Profit	1,687,610	(465,489)	(449,079)	(136,940)	(46,233)	1,331,781	1,805,433

ECTC (Property) - SWOT Matrix

SWOT MATRIX	
INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ol style="list-style-type: none"> 1. Low overhead costs. 2. Specialist knowledge of project and construction teams. 3. Strong local connections with key stakeholders, contractors and suppliers. 4. Company ethos aligned with development partners. 	<ol style="list-style-type: none"> 1. Reliance on existing public sector funders. 2. Build costs higher than volume house builders. 3. Balancing of financial priorities / community benefit inevitably becomes political.
EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
<ol style="list-style-type: none"> 1. ECTC objectives aligned with Council Corporate Plan. 2. Public sector land disposal programmes. 3. Partnerships / Joint ventures with commercial companies and other public sector bodies. 	<ol style="list-style-type: none"> 1. Increasing build costs 2. Current projects show low profit margins to ensure community benefits but this puts the company more at risk from market variations. 3. Changing Council priorities can take time to implement on complex development projects. 4. Increasing mortgage interest rates. 5. Cost of Living Crisis. 6. Local Government Reorganisation- possible structure changes with Trading Companies

TITLE: End of Year Reports 2025/26 and Service Delivery Plans 2026/27

Committee: Finance and Assets Committee

Date: 26 March 2026

Author: Director Community

Report number: AA168

Contact officer: Sally Bonnett, Director Community,
Sally.bonnett@eastcambs.gov.uk, 01353 616451, Room 105, The Grange, Ely

1.0 Issue

- 1.1. To consider the End of Year Reports 2025/26 and Service Delivery Plans 2026/27 for services reporting to Finance and Assets Committee.

2.0 Recommendations

- 2.1 Members are requested to note the outcomes in the End of Year Reports 2025/26 and approve the Service Delivery Plans 2026/27 in Appendix 1 for the each of the following services:
- i) Climate Change and Natural Environment Services
 - ii) Democratic Services
 - iii) Economic Development
 - iv) Finance
 - v) Human Resources
 - vi) Infrastructure and Strategic Housing
 - vii) Information and Communication Technology
 - viii) Legal Services
 - ix) Open Spaces and Facilities
 - x) Reprographics

3.0 Background/Options

- 3.1 Service Delivery Plans enable the public and the Council to see what each service area is focusing on in the forthcoming 12 months. The Service Delivery Plan performance measures relate back to the Councils Corporate Plan 2023-27 and are reflected through the annual appraisal objective setting process for staff.
- 3.2 The End of Year Reports identify what has been achieved within each service area in the previous 12 months.

4.0 Arguments/Conclusions

- 4.1 The End of Year Report provides an update against performance measures set in the Service Delivery Plans for 2025/26.

- 4.2 Each Service Delivery Plan provides an overview of what the service delivers and provides measurable performance outcomes for the year. These outcomes will be reported to committee in November 2026 and March 2027. The report will include commentary where there is variance from the performance targets.
- 4.3 A new measure has been added to all Service Delivery Plan's for 2026/27 to reflect the commencement of the programme for Local Government Reorganisation (LGR). This will continue to evolve as the overarching LGR programme begins to take shape.
- 4.4 Members are requested to note the End of Year Reports 2025/26 and approve the Service Delivery Plans 2026/27 in Appendix 1.

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

6.0 Appendices

Appendix 1 – 2025/26 End of Year Performance reports and 2026/27 Service Delivery Plans for the following service areas:

- i) Climate Change and Natural Environment Services
- ii) Democratic Services
- iii) Economic Development
- iv) Finance
- v) Human Resources
- vi) Infrastructure and Strategic Housing
- vii) Information and Communication Technology
- viii) Legal Services
- ix) Open Spaces and Facilities
- x) Reprographics

7.0 Background documents

Service Delivery Plans 2025/26

Climate Change and Natural Environment End of the Year report 2025 - 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
Present to Finance and Assets Committee a monitoring report for 24/25, together with a new set of Top 20 actions; undertake activities to deliver those actions	Cleaner, greener East Cambridgeshire	June 2025 Deliver new Top 20 Actions by June 2026	Environment Strategy 2024 – 2027 adopted June 2024, together with a monitoring report for 23/24 and a new set of top 20 actions for 24/25. Actions progressing.	Climate Change and Natural Environment Manager Climate Change and Natural Officer	Target Achieved New set of Top 20 Actions agreed at Committee in June 2025. Work is ongoing to progress such actions by June 2026 as planned.
Successfully put in place arrangements to validate, assess, negotiate, monitor and enforce 'Biodiversity Net Gain' (BNG) proposals for all planning applications except for those very small planning applications which are exempt from BNG. This includes clear and up to date guidance on our website.	Cleaner, greener East Cambridgeshire	100% of relevant planning applications to meet mandatory minimum BNG requirements. March 2026	Duty commenced in Feb 2024.	Climate Change and Natural Environment Manager Senior Ecologist	Target Achieved We are continuing to successfully implement all aspects of Biodiversity Net Gain in the planning system, including 100% of relevant planning applications to meet mandatory minimum BNG requirements
Play an active part in influencing the emerging Local Nature Recovery Strategy (LNRS) for Cambridgeshire	Cleaner, greener East Cambridgeshire	Attend monthly (apx) LNRS steering group meetings. Respond to two formal LNRS consultations (due Summer 2025 and late Autumn 2025/26)	Full attendance and contributions to early preliminary work on the LNRS, which is being led by the CPCA and County Council	Climate Change and Natural Environment Manager Senior Ecologist	Target Achieved LNRS brought into effect in December 2025. ECDC played an extensive part in supporting and refining the draft and fully participating in consultation periods. ECDC led the way on seeking the preparation over 2026 of a 'delivery plan' for the LNRS.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
<p>Oversee delivery of the new statutory duty (s40/s40A of the Natural Environment and Rural Communities (NERC) Act 2006) to conserve and enhance the natural environment</p>	<p>Cleaner, greener East Cambridgeshire</p>	<p>Publish a Biodiversity Report(s) by December 2025 as required by s40A of the Act.</p>	<p>Limited, as new duty commenced during 2023/24</p>	<p>Climate Change and Natural Environment Manager Senior Ecologist</p>	<p>Target Achieved</p> <p>Biodiversity Report for the period ending December 2025 successfully prepared and adopted at Committee on 29 January 2026.</p>
<p>Play an active part in the delivery of the Cambridgeshire Energy Retrofit Partnership (CERP) programme, especially the successful set up and running of a Warm Homes fund which is accessible to East Cambs residents</p>	<p>Cleaner, greener East Cambridgeshire</p>	<p>Establish a proactive campaign for delivering Warm Homes funding by Autumn 2025, and commence delivery of measures on homes by March 2026</p>	<p>Completion of the HUG2 round of funding, which has delivered retrofit measures to homes across East Cambridgeshire</p>	<p>Climate Change and Natural Environment Manager Retrofit Projects Officer</p>	<p>Target Achieved</p> <p>ECDC was a lead partner in the delivery of a highly successful CERP programme, which was recognised nationally as a lead deliverer of the ‘Home Upgrade’ programme (energy efficiency retrofit), which ended by summer 2025. CERP, assisted by ECDC, now well progressed to deliver the successor Warm Homes programme to homes in our district.</p>
<p>Regularly review higher level corporate risks including:</p> <ul style="list-style-type: none"> • new legislation, impacting on work in progress. • new legislation, resulting in a resource pressure to implement. • adaptation to climate change 	<p>Be an excellent employer</p>	<p>Ongoing March 2026</p>	<p>Large legislative programme, including Environment Act 2021 and ‘Levelling Up’ Act, and the supporting Regulations, all of which has a large volume of environment related duties. The implications of these continued to be considered and managed. For example, Biodiversity Net Gain becoming mandatory from February 2024, and the Biodiversity Duty from Jan 2023.</p>	<p>Climate Change and Natural Environment Manager</p>	<p>On Going</p> <p>The Environment Act continues to require considerable and increasing resource from the service area to implement, especially in relation to Biodiversity Net Gain (BNG).</p> <p>Reestablishing our procedures in respect of adopting new public open space from developers is an example of adapting and managing new risks, because such land is almost always subject to higher risk 30 year BNG maintenance.</p>



Climate Change and Natural Environment Service Delivery Plan 2026 to 2027

Overview of the service

On 1 January 2025, a newly created service area of Climate Change and Natural Environment was established, combining elements from the former Strategic Planning Team and Environmental Health. The newly created service area is therefore responsible for coordinating the Council's approach to tackling climate change issues and boosting the local natural environment.

The key responsibilities of the team are set out below.

1. Lead on the Council's statutory requirements relating to Biodiversity Net Gain, Habitat Banks, Local Nature Recovery Strategy and the Public Sector Biodiversity Duty.
2. Prepare an annual report to Committee (normally June each year), which reports on activities of the previous year, establishes the latest data on the Council's carbon footprint, and establishes a set of 'Top 20 Actions' for the forthcoming year to help the environment. Manage specific projects set out in the Top 20 actions.
3. Lead on the Council's activities to help retrofit homes and businesses, to help them become more energy efficient, reduce emissions, and make them more affordable to live in and boost the health and wellbeing of occupants.
4. Oversee and coordinate activities across the Council (internal), so that our commitments to the environment are known and delivered by the council as a whole.
5. Seek grant funding, and deliver on such grants received (for example, in the recent past the service area has secured funding and delivered Net Zero Villages funding, Pride of Place funding and Biodiversity Management Plans funding)
6. Act as a key point of contact with the public, businesses and wider partners on the activities of the Council from an environment perspective (excluding waste and recycling) and actively assist their work programmes where it aligns with our aims

and objectives (for example, directly assisting Natural Cambridgeshire, the Local Nature Partnership body for the area).

Cost of service

- £232,687 core budget – for all staff costs (see staffing information below) and ‘Top 20’ activities.
- Ad hoc external grant funding, to deliver specific projects.

Staffing Information

- Climate Change and Natural Environment Manager (0.6FTE)
- Climate Change and Natural Environment Officer (1 FTE)
- Senior Ecologist (1FTE)
- Ecologist (1FTE)
- Retrofit Projects Officer (0.6FTE)

Total of 4.2FTE

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Annual Climate and Nature Monitoring Report, together with a new set of 'Actions' for 2026/27	June 2026	Finance and Assets
Half year report 2025 to 2026	November 2026	Finance and Assets
End of year report 2025 to 2026	March 2027	Finance and Assets
Service Delivery Plan 2026 to 2027	March 2027	Finance and Assets

Strategic Planning Service Delivery Plan 2026 to 2027

This Service Delivery Plan describes what Climate Change and Natural Environment service will be doing to deliver continuous improvement. Each performance measure relates to the Council’s strategic outcomes and Corporate Plan 2023 to 2027.

Council’s Strategic Outcome: A clean, green and attractive place

Climate Change and Natural Environment Manager Service’s Strategic Objective: Enhance the natural environment and build on our sustainability goals, with a particular emphasis on Bring Back Nature to East Cambridgeshire

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Present to Finance and Assets Committee a monitoring report for 25/26, together with a new set of Top 20 actions; undertake activities to deliver those actions	June 2026	New set of Top 20 Actions agreed at Committee in June 2025.	Climate Change and Natural Environment Manager
	Deliver new Top 20 Actions by June 2027	Work ongoing to progress such actions by June 2026 as planned.	Climate Change and Natural Officer
Successfully validate, assess, negotiate, monitor and enforce ‘Biodiversity Net Gain’ (BNG) proposals for all planning applications (bar those which are nationally exempt). This includes clear and up to date guidance on our website.	100% of relevant planning applications to meet mandatory minimum BNG requirements.	We are continuing to successfully implement all aspects of Biodiversity Net Gain in the planning system, including 100% of relevant planning applications to meet mandatory minimum BNG requirements	Climate Change and Natural Environment Manager
	March 2027		Senior Ecologist
Play an active part in the delivery of the Cambridgeshire Energy Retrofit Partnership (CERP) programme, especially the successful running of a Warm Homes fund which is accessible to East Cambs residents	Continue to proactively promote Warm Homes funding to residents through the 12 month period.	ECDC was a lead partner in the delivery of a highly successful CERP programme, which was recognised nationally as a lead deliverer of the ‘Home Upgrade’ programme (energy efficiency retrofit), which ended by summer 2025. CERP, assisted by ECDC, now well progressed to deliver the successor Warm Homes programme to homes in our district.	Climate Change and Natural Environment Manager Retrofit Projects Officer

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

Strategic Planning Service’s Strategic Objective: Continue to develop highly trained staff to support service delivery and drive forward our corporate priorities. Ensure that the Council’s corporate risks are managed effectively, and mitigations are put in place to reduce impact.

Link to Corporate Plan: Sound Financial Management

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
<p>Regularly review higher level corporate risks including:</p> <ul style="list-style-type: none"> • new legislation, impacting on work in progress. • new legislation, resulting in a resource pressure to implement. • adaptation to climate change 	<p>Ongoing</p> <p>March 2027</p>	<p>The Environment Act continues to require considerable and increasing resource from the service area to implement, especially in relation to Biodiversity Net Gain (BNG).</p> <p>Reestablishing our procedures in respect of adopting new public open space from developers is an example of adapting and managing new risks, because such land is almost always subject to higher risk 30 year BNG maintenance.</p>	<p>Climate Change and Natural Environment Manager</p>
<p>To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.</p>	<p>Identify (and implement) staff training requirements, to ensure ECDC staff are best equipped to succeed in the transition and maintain a high quality service.</p> <p>Review current service area systems, procedures, communications and filing, and ensure these are as streamlined as practical so as to be ready for the transition commencing in 2027.</p>	<p>New performance measure</p>	<p>Climate Change and Natural Environment Manager</p>

Democratic Services end of the year report 2025 to 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Publish agenda for Regulatory Committees within 5 clear days of a meeting (statutory) Publish agenda for Council, Policy Committees and Audit Committee within 7 clear days of a meeting	Sound financial management Sustainable communities	100%, annually	100%	Democratic Services & Elections Manager	Completed – Target Met 100%
Publish decision lists for Council/Committees within 3 working days of a meeting	Sound financial management Sustainable communities	95%, annually	100%	Democratic Services & Elections Manager	Completed – Target Met 100%
Publish draft minutes for Council/Committees within 14 working days of a meeting	Sound financial management Sustainable communities	85%, annually	82%	Democratic Services & Elections Manager	Completed – Target Met 100%
Review customer feedback forms/information from election and resolve, as far as practicable, issues by commencement of next election period	Sound financial management Sustainable communities	90% of all customer feedback actioned (where possible) by commencement of next Election period, annually	100%	Democratic Services & Elections Manager	Completed – Target Met 100%
Achieve at least an 85% registration rate for Route 2 forms	Sound financial management Sustainable communities	85%, annually	89.1%	Democratic Services & Elections Manager	Completed – Target Exceeded 94.13%

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Number of electors registering electronically via government portal	Sound financial management Sustainable communities	At least 6,000 to be registered, annually	10,440 registered	Democratic Services & Elections Manager	Completed – Target Exceeded 8,148 registered
Publication of agendas on website on day of despatch	Sound financial management Sustainable communities	100%, annually	100%	Democratic Services & Elections Manager	Completed – Target Met 100%
Ensure that all staff appraisals are completed annually and within the time frame set by HR	Sound financial management	100%, annually	100%	Democratic Services & Elections Manager	Completed – Target Met 100%
Prepare, agree and implement member induction, training and development programmes and member seminar sessions to provide members with the required knowledge and skills to effectively perform their role as a district councillor	Sound financial management Sustainable communities	2023/24 (due to District Council Elections May 2023) – 2 Member Induction sessions; and 15 sessions to be arranged as part of the member training and development and seminar programmes, annually	10 sessions to be arranged as part of the member training and development and seminar programmes (non-DC election year), annually - 12 sessions	Democratic Services & Elections Manager	Completed – Target Met 1 Member Induction 6 Member training sessions 11 Member seminar sessions
Regularly review higher level corporate risks, including: <ul style="list-style-type: none"> changes to the political composition of the Council affecting the democratic decision-making processes local, regional and national legislative and policy changes affecting the democratic process, both in terms of 	Sound financial management Sustainable communities	Review Period: Minimum monthly, annually	Minimum monthly, annually	Democratic Services & Elections Manager	Completed – Target Met Reviews of Constitution, political proportionality and committee structure. Conduct local elections/referenda. Offering services of team on a commercial basis: <ul style="list-style-type: none"> clerking of ECTC and ECSS Boards

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<p>electoral administration/elections and democratic decision-making</p> <ul style="list-style-type: none"> • impact of corporate initiatives such as shared services, commercialisation, on the working practices of the team 					<ul style="list-style-type: none"> • clerking of Kennett Garden Village Delivery Board <p>Conduct PDR/CGR.</p>
Encourage and facilitate new intake of councillors' usage of electronic means to access and receive Council information/agendas	Cleaner, greener East Cambridgeshire	25% of councillors to receive agendas via electronic means, annually	17.86% all electronic 21.43% partial electronic	Democratic Services & Elections Manager	Completed – Target Met 39.29% all electronic
Encourage greater usage of electronic means of response/communication by/with electors, canvass and elections staff on electoral registration and elections matters, where possible	Cleaner, greener East Cambridgeshire	As identified, annually Elector communication via electronic means: *Canvas/Electoral Registration 75% *Using email as preferred method of contact for elections correspondence 60%	*Canvas/Electoral Registration 75% *Using email as preferred method of contact for elections correspondence 65.5%	Democratic Services & Elections Manager	Completed – Target Exceeded *98.4% Canvas/Electoral Registration *68.82% of electors receive correspondence electronically (except where legislation dictates paper copies MUST be sent).
Democratic Services staff to actively seek to reduce paper usage via electronic solutions	Cleaner, greener East Cambridgeshire	As identified, annually – Corporate target 10% paper reduction per Service Area 2023/24	+4.36%	Democratic Services & Elections Manager	Completed – Target Met -28.96%



Democratic Services Service Delivery Plan 2026 to 2027

Overview of the Service

The service aims to provide effective and high-quality electoral registration, conduct elections, manage committee administration, and support members. Additionally, the service aims to promote community engagement by enhancing understanding of the Council's democratic processes.

Democratic Services covers the following functions:

- Committee administration, along with procedural advice and guidance
- Member support, which encompasses members' allowances, representation on outside bodies, maintenance of registers of members' interests, and the publication of agendas, minutes, and member information on the Council's website
- Induction, training, and development for members
- Electoral registration
- Conducting elections

Most of the service's activities are defined by legislation and guided by statutory and non-statutory frameworks. These activities involve collaboration with a wide range of internal and external partners. This includes councillors, lead officers, service leads, report authors for committees, as well as organisations such as the Department for Levelling Up, Housing and Communities (DLUHC), the Cabinet Office, the Electoral Commission, the County Council, neighbouring councils, parish councils, the Anglia Revenues Partnership (ARP), the Local Government Association (LGA), the Association of Democratic Services Officers (ADSO), and the Association of Electoral Administrators (AEA).

The committee and member support service is essential for the smooth functioning of the full Council and its committees. It offers efficient, professional meeting support, including administrative assistance, guidance, advice, and training for both councillors and officers on all aspects of the democratic process. This responsibility was enhanced in October 2015 when the Democratic Services and Elections Manager (DSEM) was appointed Deputy Monitoring Officer (DMO). The DMO focuses explicitly on providing procedural information and advice and maintaining and updating the Constitution.

AGENDA ITEM 7 - Appendix 1ii

Following the establishment of the Council's trading companies, the team provides clerking services for the ECTC and ECSS Boards and their associated bodies. These services operate under Company Law, are separate from the Council's governance processes, and are provided on a rechargeable basis. Additionally, the team offers clerking for the Kennett Garden Village Delivery Board. Careful attention is paid to maintaining a clear distinction between the roles of the Boards and the Council and their respective shareholder functions.

Staff movement over the year:

In April 2025, the Trainee Electoral Services Assistant successfully completed her career-grade post/AEA examinations and was appointed as an Electoral Services Officer.

In September 2025, the Electoral Services Team Leader retired, leaving the role vacant.

In March 2025, following the successful completion of the recruitment process for the Trainee Democratic Services Role, Local Government Review was announced, and the chosen candidate withdrew their application, leaving the role vacant.

It has been decided to leave both positions open, as they may need to be backfilled during the LGR process.

To maintain service continuity in the meantime, the Electoral Services Officer has knowledge and experience of Democratic Services work, having previously held the role, and the Senior Democratic Services Officer has undertaken a Foundation Course in Electoral Services and can now support election processes. This experience benefits both officers as they prepare for future roles within the new unitary Authority, broadening their knowledge and skills.

During the past year, following the decision not to re-recruit a new trainee, the Democratic Services Team of two has maintained full-service delivery of committee administration, ensuring that all committees were legally convened, minuted and published within legally set timescales.

One of the team's ongoing initiatives is to reduce paper use and move towards a more sustainable, paperless approach to meetings. The team has finally succeeded in reducing paper use with the help of Members and Officers, sending electronic committee documents, including exempt papers, and providing links instead of extra paperwork. The team will continue to encourage the use of electronic documents to further reduce paper use.

During the past year, the Elections Team has operated in a period of transition and sustained operational demand. Following the Team Leader's retirement in September, the remaining officers maintained full-service delivery, took on additional responsibilities, and ensured the continuity of statutory functions.

A significant achievement during this period was the successful implementation of the Witcham Neighbourhood Review (NPR), which required careful planning, stakeholder

coordination, and detailed administrative oversight. Alongside this, the team responded to legislative changes relating to postal voting, including the introduction of a requirement for postal voters to renew their signature every three years. This change generated a substantial volume of additional correspondence, processing, and elector engagement, placing increased pressure on resources while maintaining strict statutory deadlines.

In addition to these headline activities, the team continued to deliver core electoral services, including maintaining the electoral register, processing rolling registration applications, managing arrangements for absent voting, supporting statutory reporting requirements, handling elector enquiries, and preparing systems and documentation to ensure the team remained election-ready. The annual canvass and ongoing data integrity checks also remained priorities to safeguard the register's accuracy

The service is operating during a period of significant organisational change driven by the implementation of LGR (local government reorganisation). Officers are supporting governance planning and organisational readiness while continuing to deliver statutory democratic services and scheduled electoral activity. This includes participation in an expanding programme of internal and cross-authority meetings, with regular fortnightly coordination sessions reflecting the increasing requirement for specialist democratic services input at an early stage of programme development. Balancing business-as-usual responsibilities with transformation activity is increasing workload and complexity, and maintaining robust, transparent decision-making throughout this period of change remains a core priority for the service.

Two vacant posts are currently being held to maintain workforce flexibility during a period of increased demand and uncertainty. This enables targeted backfilling of critical roles, supports additional governance and transformation activity and helps protect the continuity of statutory democratic and electoral services.

The service will actively monitor capacity and resilience to ensure statutory responsibilities and governance standards are maintained as transformation demands increase

Cost of service

The cost to run the service from 2026 to 2027 totals £801,263 per annum, including staffing costs. This is broken down as follows:

- members' and committee support - £724,897
- electoral services - £50,644

Key areas of expenditure in these budgets are:

- members allowances - £336,109
- member training - £4,722
- members ICT - £7,000
- electoral registration - £50,644
- elections - £25,000

AGENDA ITEM 7 - Appendix 1ii

The costs of external elections are recharged to the relevant body. A sum of £25,000 is put into an election reserve each year to cover the cost of district council elections, which take place every four years. Any district council by-election is an additional cost to this Council.

Staffing Information

The service currently comprises six staff:

Democratic Services and Elections Manager & Deputy Monitoring Officer (DSEM & DMO)

Senior Democratic Services Officer (SDSO)

Trainee Democratic Services Officer (DSO) – Vacant

Electoral Services Team Leader (ESTL) - Vacant

Electoral Services Officer (ESO)

Electoral Services Officer (ESO)

Planning for Councillors

Proposed item	Proposed date of decision	Committee
Half-year report 2026 to 2027	November 2026	Finance and Assets
End of year report 2026 to 2027	March 2027	Finance and Assets
Service Delivery Plan 2027 to 2028	March 2027	Finance and Assets

Democratic Services Service Delivery Plan 2026 to 2027

This Service Delivery Plan describes how Democratic Services will achieve continuous improvement (service objective). Each performance measure relates to the Council's strategic outcomes and Corporate Plan for 2023 to 2027.

Council's Strategic Outcome: Customers are at the heart of everything we do.

Democratic Services' Strategic Objective: Provide effective, high-quality, legally compliant committee and member support services.

Link to Corporate Plan: Sound financial management. Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Publish agenda for Regulatory Committees within five clear days of a meeting (statutory) Publish agenda for Council, Policy Committees and Audit Committee within seven clear days of a meeting	100%, annually	100%	Democratic Services & Elections Manager
Publish decision lists for Council/Committees within three working days of a meeting	100%, annually	100%	Democratic Services & Elections Manager
Publish draft minutes for Council/Committees within 14 working days of a meeting	85%, annually	100%	Democratic Services & Elections Manager

Council's Strategic Outcome: Customers are at the heart of everything we do.

Democratic Services' Strategic Objective: To provide legal, efficient, and cost-effective elections for the district's electors and our external partners.

Link to Corporate Plan: Sound financial management. Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Review customer feedback forms/information from the election and resolve, as far as practicable, issues by the commencement of the next election period	90% of all customer feedback actioned (where possible) by the commencement of the next Election period annually	100%	Democratic Services & Elections Manager Electoral Services Team

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

Democratic Services’ Service Strategic Objective: To ensure a seamless democratic transition by providing proactive support to cross-council workstreams and delivering high-quality, cleansed data for the new authority’s electoral and committee systems

Link to Corporate Plan: Sound Financial Management

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	Data Cleansing & System Migration: To identify, cleanse, and consolidate all legacy electoral and committee data by April 2027.	100%	Democratic Services & Elections Manager
	Governance Workstream Integration: To provide constitutional advice and attendance at all assigned LGR workstreams (Elections & Democratic Services) by April 2027.	100%	Democratic Services & Elections Manager

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

Democratic Services’ Strategic Objective: Publish and maintain an accurate and legally compliant electoral register each year and maximise registration for target groups within the district.

Link to Corporate Plan: Sound financial management. Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Achieve at least an 85% registration rate for Route 2 forms	85%, annually	94.13%	Democratic Services & Elections Manager
Number of electors registering electronically	At least 7,000 to be registered, annually	8,148 registered	Democratic Services & Elections Manager

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

Democratic Services’ Strategic Objective: Promote community engagement and involvement in the democratic processes of the Council.

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Publication of agendas on the website on the day of despatch	100%, annually	100%	Democratic Services & Elections Manager

Council’s Strategic Outcome: Be an excellent employer.

Democratic Services’ Strategic Objective: Ensure continual professional development of staff and councillors.

Link to Corporate Plan: Sound financial management. Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
Prepare, agree and implement member Induction, training and development programmes and member seminar sessions to provide members with the required knowledge and skills to perform their role as a district councillor effectively	10 Member seminar/training sessions, annually	Baseline 2025/26 (no District Elections) 1 Member Induction 6 Member training sessions 11 Member seminar sessions	Democratic Services & Elections Manager

Council’s Strategic Outcome: Be an excellent employer.

Democratic Services’ Strategic Objective: To ensure that the Council’s corporate risks are managed effectively and mitigations are put in place to reduce impact.

Link to Corporate Plan: Sound financial management. Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
Regularly review higher-level corporate risks, including: <ul style="list-style-type: none"> changes to the political composition of the Council affecting the democratic decision-making processes local, regional and national legislative and policy changes affecting the democratic process, both 	100%, annually	Reviews of Constitution, Political Proportionality and Committee Structure. Conduct local elections/referenda. Offering services of the team on a commercial basis: <ul style="list-style-type: none"> clerking of ECTC & ECSS Boards clerking of Kennett Garden Village Delivery Board Conduct PDR/CGR.	Democratic Services & Elections Manager

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
<p>in terms of electoral administration/elections and democratic decision-making</p> <ul style="list-style-type: none"> • impact of corporate initiatives, such as shared services commercialisation, on the working practices of the team 			

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

Democratic Services’ Strategic Objective: Reduce paper usage via greater use/uptake of electronic solutions.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
Encourage and facilitate a new intake of councillors’ usage of electronic means to access and receive Council information/agendas	25% of councillors to receive agendas via electronic means annually	39.29% all electronic	Democratic Services & Elections Manager
To improve digital engagement and reduce postage costs by increasing the proportion of the electoral register with associated email addresses	<p>Target, annually: 5% (73.82%) To reduce reliance on paper-based correspondence through the proactive collection of elector contact data.</p> <p>"While statutory notices remain paper-based as per the Representation of the People Act, email collection will be used for reminders, canvass 'Route 1' communications, and general enquiries to improve response times."</p>	<p>Objective/Target altered to capture the correct data according to the software data that is collectable</p> <p>*68.82% of electors receive correspondence electronically (except where legislation dictates paper copies MUST be sent).</p>	Democratic Services & Elections Manager

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
Democratic Services staff to actively seek to reduce paper usage via electronic solutions	Corporate Target, annually: 10% paper reduction per Service Area 2023/24	-28.96%	Democratic Services & Elections Manager

Economic Development End of the Year Report 2025 to 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026	
Maintain direct contact with key businesses and relevant stakeholders.	Sustainable Communities	Maintain Economic Development business CRM system.	Data verification and testing stage of system completed before Sept 2024.	Economic Development Manager	Completed - Target Met Target maintenance of CRM system for year has been completed with over 1000 duplicate entries deleted. Data validation ongoing.	
		Email relevant communication to target businesses.		Economic Development Officer(s)	All appropriate communication delivered through the CRM system including five consultations. Mail outs 100% complete.	
		Utilise LinkedIn social media channel with a minimum of 12 posts over the year.	Functioning Business Information System established and producing quarterly analysis/reporting from Dec 2024 completed.			Completed - Target Met Social media posts 100% complete. 758 followers on ECDC LinkedIn account.
		Maintain contact with a minimum of 4 business parks in the district which will include Lancaster Way, and Potters Space throughout the year.	Social media posts 100% complete. Target of 500 followers on ECDC LinkedIn account 100% achieved.			Completed – Target Met Communication with business parks ongoing. Lancaster Way Project Board reconvened and update MOU signed.
		Work with Grovemere at Lancaster Way EZ delivering inward investment and maintaining business rate contribution to ECDC.	50% completed Lancaster Way and Oak Lane Business Park.			

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Deliver business support programmes and investment initiatives.	Sustainable Communities	Implement agreed UK Shared Prosperity transition fund 25/26 as confirmed with CPCA. Monitor with successful applicants agreed business outputs to June 2026.	100% completed	Economic Development Manager	Ongoing Programme extended to September 2026. Included REPF funding programme.
		Monitor policy and evaluate potential new funding streams throughout the year.	100% completed		100% completed
		Work with CPCA in developing Local growth Plan and ECDC major project and investment pipeline, developing concept and business cases for investment proposals.	New Measure		Regular working groups attended, input into Project Pipeline completed and now ongoing as projects develop.
Work with Cambridgeshire and Peterborough Combined Authority to help them/stakeholders deliver East Cambridgeshire’s skills and employment actions for short, medium, and long-term interventions.	Sustainable Communities	Provide Cambridgeshire and Peterborough Combined Authority and stakeholders with local expertise across the district, in addition to working on specific projects for the year, prioritising: <ul style="list-style-type: none"> • Further Education Coldspots procurement (support delivery of selected projects) • Local Skills Forum • Skills Webinars 	100% completed.	Economic Development Manager Economic Development Officer(s)	Completed - Target Met 100% completed. FE Coldspots contract awarded for East Cambridgeshire. Delivery to commence 2026/27. Skills Forum established with first meeting held January 2026. Supported Skills webinars through promotion on social media.
Attend and contribute to the Connecting Cambridgeshire project board (quarterly) and Camb-Wifi governance board and further develop and monitor local policy/strategic plans for East Cambridgeshire.	Sustainable Communities	Attended board meetings and maintained Public Wi-Fi contract with external provider.	100% completed	Economic Development Officer(s)	Completed - Target Met 100% completed. Attended board meetings and maintained Public Wi-Fi contract with external provider. Handed over day to day operation and future development to IT Department.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Manage the Espace serviced business centres and two business units ensuring that remains above 80% viability level.	Sustainable Communities	Ensure E-Space and business units maintain occupancy levels above 80% by retaining existing customers, effective marketing of vacancies and budgetary control.	Sustainably managed the E Space serviced business centres in addition to the council's business units (2) on the Cambridgeshire Business Park, Ely. Delivered within budget. Occupancy levels: North = 90% South = 92%	Economic Development Manager E-Space Manager	Completed – Overall Target Met Sustainably managed the E Space serviced business centres in addition to the council's business units (2) on the Cambridgeshire Business Park, Ely. Delivered within budget. Occupancy levels: North = 93% South = 72%
Regularly review higher level corporate risks including: • contractual and regulatory compliance, such as procurement and grant funding • H&S at our external sites	Sound Financial Management	Monthly, annually	Carried out all necessary fire drills at E-space. Undated business Continuity Plan. Reviewed all contractual/Legal agreements connected with funding programmes, procurement, leases, and service provision. SPF fund internal audit completed with successful outcome.	Economic Development Manager.	Completed - Target Met Carried out all necessary fire drills at E-space. Undated business Continuity Plan & Risk Register. Reviewed all contractual/Legal agreements connected with funding programmes, procurement, leases, and service provision.
Monitor the net impact/improvement of fitting solar PV to E-space North.	Cleaner, Greener East Cambridgeshire	Provide quarterly reports on energy savings against pre-installation benchmark.	2023/24 energy consumption showed a 40% reduction and established saving benchmark figure. Comparative reduction for 9 months 2024/2025 37% when factoring higher occupancy rate. (final quarter not yet received).	Economic Development Manager E-Space Manager	Completed - Target Met 2023/24 energy consumption showed a 40% reduction and established saving benchmark figure. Comparative reduction for 9 months 2025/2026 42% when factoring lower occupancy rate. (final quarter not yet received).



Economic Development Service Delivery Plan 2026 to 2027

Overview of the service

The Economic Development service is responsible for facilitating the development and growth of the district's economy including related skills and employment prospects. It achieves this by:

- Developing economic strategy and priorities through collaboration with the Cambridgeshire and Peterborough Combined Authority and local monitoring of the district's economy.
- Project and program management of funded growth projects and corporate objectives where funding is made available by Cambridgeshire and Peterborough Combined Authority.
- Facilitation of skills and employment projects working with the Cambridgeshire and Peterborough Combined Authority and other stakeholders.
- Being the first point of contact for those seeking business advice services and support.
- Working to encourage inward investment to the area, for example, new businesses or infrastructure funding.
- Working with and supporting organisations such as the Chamber of Commerce, Federation of Small Businesses, and local businesses/organisations as part of our business engagement activity.
- Managing the e-space business centres at Littleport and Ely.

Cost of service

The service, inclusive of E-space operations, is a net contribution of £68,922.01.

Staffing Information

Economic Development Manager (full time)
Economic Development Officer (full time) x 2
E-space Centre Manager (full time)
E-space Assistant Manager & Administrator (full time)

Forward planning for Councillor

Proposed item	Proposed date of decision	Committee
Half year report 2026 to 2027	November 2026	Finance and Assets
End of year report 2026 to 2027	March 2027	Finance and Assets
Service Delivery Plan 2027 to 2028	March 2027	Finance and Assets

Economic Development Service Delivery Plan 2025 to 2026

This Service Delivery Plan describes what Economic Development service will be doing to deliver continuous improvement (service objective). Each performance measure relates to the Council’s strategic outcomes and Corporate Plan.

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

Economic Development Service’s Strategic Objective: Targeted monitoring and data analysis of East Cambs economy to provide effective business and stakeholder support including skills.

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Maintain direct contact with key businesses and relevant stakeholders	Maintain Economic Development business CRM system, identifying and maintaining contact with key businesses throughout the year targeting top 100 based within the district identified by turnover and number of employees.	New measure.	Economic Development Manager Economic Development Officer(s)
	Email a minimum of 12 targeted communications through the CRM system.	Mail outs 100% complete.	
	Utilise LinkedIn social media channel with a minimum of 12 posts over the year. Continue to grow follower numbers with a target of 1000 by 31 st March 2027.	Social media posts 100% completed. Target of 500 followers on ECDC LinkedIn account 100% achieved. Followers at March 2026 - 758.	
	Working with Grovemere and CPCA chair Lancaster Way EZ Project Board, produce an Enterprise Zone Development Plan by September 2026.	New measure.	

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Deliver business support programmes and investment initiatives	Complete agreed UK Shared Prosperity transition fund 25/26 as extended to September 2026	Revised measure.	Economic Development Manager Economic Development Officer(s)
	Monitor with successful applicants agreed project outputs to September 2026 for completed projects.	Revised measure.	
	Utilise underspend from SPF & RDPE funding identifying appropriate business support opportunities by September 2026.	New measure.	
	Work with CPCA in implementing Local Growth Plan and ECDC major project and investment pipeline. Where opportunities arise, developing concept and business cases for investment proposals.	New measure.	
	Represent East Cambridgeshire on the Cambridgeshire & Peterborough LVEP working group.	New measure.	
	Deliver business support events programme 2026/27 in partnership with Chamber of Commerce.	New measure.	
Work with Cambridgeshire and Peterborough Combined Authority to help them/stakeholders deliver East Cambridgeshire's skills and employment actions for short, medium, and long-term interventions	Provide Cambridgeshire and Peterborough Combined Authority and stakeholders with local expertise across the district, in addition to working on specific projects for the year, prioritising: <ul style="list-style-type: none"> Supporting further Education Coldspots delivery. Local Skills Forum development during 2026/27. 	New measure.	Economic Development Manager Economic Development Officer(s)

Council's Strategic Outcome: Customers are at the heart of everything we do.

Economic Development Service's Strategic Objective: Be influential in determining digital investment priorities in our communities.

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Attend and contribute to the Connecting Cambridgeshire project board (quarterly) and Camb-Wi-Fi governance board and further develop and monitor local policy/strategic plans for East Cambridgeshire	Attend, contribute and champion East Cambridgeshire at quarterly meetings throughout the year, including Smart Poles project.	100% completed	Economic Development Manager

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

Economic Development Service’s Strategic Objective: Continue delivery of affordable commercial space for the district at our E-Space business centres.

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Manage the Espace serviced business centres and two business units ensuring that remains above 80% viability level.</p>	<p>Ensure E-Space and business units maintain occupancy levels above 80% by retaining existing customers, effective marketing of vacancies and budgetary control.</p>	<p>Sustainably managed the E Space serviced business centres in addition to the council’s business units (2) on the Cambridgeshire Business Park, Ely. Delivered within budget. Occupancy levels: North = 93% South = 72%</p>	<p>Economic Development Manager E-Space Manager</p>

Council’s Strategic Outcome: Be an excellent employer.

Economic Development Service’s Strategic Objective: Continue to develop highly trained staff to support service delivery and drive forward our corporate priorities. Ensure that the Council’s corporate risks are managed effectively and mitigations are put in place to reduce impact.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
<p>Regularly review higher level corporate risks including:</p> <ul style="list-style-type: none"> contractual and regulatory compliance, such as procurement and grant funding H&S at our external sites 	<p>Monthly, annually</p>	<p>Carried out all necessary fire drills at E-space. Undated business Continuity Plan & Risk Register. Reviewed all contractual/Legal agreements connected with funding programmes, procurement, leases, and service provision.</p>	<p>Economic Development Manager E-Space Manager</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	<p>Identify through appraisal programme staff training opportunities for specific skills development across their roles ensuring they are able to transition to the new authority.</p> <p>Review current service area systems, procedures, communications and filing, and ensure these are as streamlined as practical so as to be ready for the transition commencing in 2027.</p>	New Measure	Economic Development Manager

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

Economic Development Service’s Strategic Objective: Undertake activities which help to mitigate/adapt to climate change.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
Monitor the net impact/improvement of fitting solar PV to E-space North	Provide quarterly reports on energy savings against pre-installation benchmark.	<p>2023/24 energy consumption showed a 40% reduction and established saving benchmark figure.</p> <p>Comparative reduction for 9 months 2025/2026 42% when factoring lower occupancy rate. (final quarter not yet received).</p>	Economic Development Manager E-Space Manager

Finance Services end of the year report 2025 to 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline / output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<p>Deliver the agreed Internal Audit Plan:</p> <ul style="list-style-type: none"> ensure that the annual Internal Audit Plan is risk based and adds value to the organisation; consult with Corporate Management Team to assist in the preparation of the annual Internal Audit Plan before gaining approval from Audit Committee 	Sound financial management	By 31 March 2026, annually	<p>As at 24th February 2025, 100% of audit assignments from the plan are underway and remain on target for delivery by end of March 2025.</p> <p>Audit plan for 2025/26 drafted and involved engagement with members of CMT.</p>	Chief Internal Auditor	<p>Completed - Target Met</p> <p>As of 19th February 2026, 100% of audit assignments from the plan are underway and remain on target for delivery by the end of March 2026.</p> <p>Audit plan for 2026/27 to be presented to the Audit Committee on 31st March 2026 for review and approval, following consultation with CMT.</p>
<p>Produce a Medium Term Financial Strategy (MTFS) with balanced budgets for two years, that being the budget year and the subsequent year, with a trajectory which will allow the Council to remain financially secure.</p> <p>Regularly review high level corporate risks, including public sector funding and major income streams such as council tax and business rates for 2026/27 and 2027/28 including:</p> <ul style="list-style-type: none"> the Government's Fair Funding review for local government East Cambs Trading Company's financial health and potential financial transactions between it and the Council 	Sound financial management	To be presented to the Full Council meeting in February 2026, annually	<p>The Budget report was presented to Full Council on the 25 February 2025, detailing a balanced budget for 2025/26 and the first year of the MTFS 2026/27</p> <p>The Director Finance continually monitors the financial health of the trading companies by being an observer on both the trading company boards and by having monthly meetings with the trading companies' Finance Manager</p>	Director, Finance	<p>Completed - Target Met</p> <p>The Budget report was presented to Full Council on the 24 February 2026, detailing a balanced budget for 2026/27 and the first year of the MTFS 2027/28</p> <p>The Director Finance continually monitors the financial health of the trading companies by being an observer on both the trading company boards and by having monthly meetings with the trading companies' Finance Manager</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline / output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Produce the detailed budget for 2026/27 to a time frame that allows the Council to set a legal budget	Sound financial management	To be presented to the Full Council meeting in February 2026, annually	The Budget report was presented to Full Council on the 25 February 2025, detailing a balanced budget for 2025/26 and the first year of the MTFS 2026/27	Director, Finance	Completed - Target Met The Budget report was presented to Full Council on the 24 February 2026, detailing a balanced budget for 2026/27 and the first year of the MTFS 2027/28
Produce quarterly budget monitoring reports to committees, (both revenue and capital) and an outturn report at yearend	Sound financial management	Reports to meet committee deadlines, quarterly	Budget monitoring reports were prepared on a quarterly basis and reported to the next available Committee meeting following the end of each quarter	Principal Accountant Management Accountant	Completed - Target Met Budget monitoring reports were prepared on a quarterly basis and reported to the next available Committee meeting following the end of each quarter
Provide a co-ordinated approach to tackling fraud; Involvement in the national Fraud Initiative (NFI) data sharing exercise	Sound financial management	As required, ongoing	NFI data submissions made on time and outcomes subject to appropriate and timely review	Chief Internal Auditor ARP Fraud Team	Completed - Target Met NFI matches reviewed where high risk and any outcomes recorded.
Raise awareness of fraud and corruption across the organisation; review of counter fraud procedures, hot line and poster campaign	Sound financial management	As required, annually	Fraud awareness communications during Fraud Awareness Week 2024 Counter fraud procedures, form part of the Constitution, these were last updated in February 2023, and are therefore scheduled for review in the next twelve months	Chief Internal Auditor	Completed - Target Met Fraud Awareness campaign in January 2026. Completed - Target Met Counter fraud and corruption strategy reviewed and approved by Audit Committee in October 2025. Supported and informed by an assessment against the 'reasonable procedures' referenced in guidance associated with the new implications arising from the Economic Crime and Corporate Transparency Act 2023.
Pay 99% of undisputed invoices within 30 days	Sound financial management	99%, annually	99.27% achieved at the end of the third quarter of 2024/25	Senior Accountancy Assistant	Completed - Target Met 99.17% at the end of the third quarter 2025/26

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline / output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Average time taken to collect income in relation to external invoices (this indicator does not include council tax and business rates)	Sound financial management	Below 25 days, annually	Average collection time in the first three quarters of 2024/25 was 18.85 days	Senior Accountancy Assistant	Completed - Target Exceeded Average collection time in the first three quarters of 2025/26 was 20.40 days
With the current payroll contract coming to an end in May 2025, look at service delivery options after this point and start progressing the chosen route	Sound financial management	Ensure new contract is in place prior to May 2025	The most appropriate package and desired modules have been identified for the HR/Payroll system to meet current needs. Discussions are progressing well with the current provider with the expectation that the new contract will be in place to begin in May 2025.	Payroll Officer	Completed - Target Met We are very pleased to have secured a new 5-year contract for the HR/Payroll system, after strong negotiations, providing us with a higher package which includes additional support from the Provider. This was very considered including forethought to allow a transition period with LGR on the Horizon and incorporates additional capacity for the upcoming Waste collection service changes in 2026.
Pay 99.8% of staff the correct amount and on time	Sound financial management	99.8%, annually	99.9% achieved in the first 10 months of 2024/25.	Payroll Officer	Completed - Target Met 99.9% achieved in periods 01 to 11 of 2025/26.
Improve the process for the production of the Statement of Accounts; prepare the draft Statement of Accounts for 2024/25 by the statutory deadline of the end of June 2025 and ensure that a further version is approved by Audit Committee and published on the Council website as soon as the external audit is completed	Sound financial management	By end of May 2024, annually	The final version of the 2022/23 Statement of Accounts was published on the 25th November 2024 in line with the backstop date determined by Government, but with a disclaimed audit opinion The draft Statement of Accounts for 2023/24 was published on the Council's website by the end of May 2024 as required. An external audit of the Statements was undertaken, but as brought forward balances couldn't be confirmed in advance of the backstop date of the 28th of	Principal Accountant	Completed - Target Met Draft statement of accounts were published on time to meet the statutory deadline of 30 June 2025. An external audit of the Statements was undertaken, but as brought forward balances couldn't be confirmed in advance of the backstop date of the 28th of February 2026, a further disclaimed audit opinion was given. The Statement of Accounts for 2024/25 was signed off by Ernest & Young on the 20th February 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline / output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
			February 2025, a further disclaimed audit opinion was given. The Statement of Accounts for 2023/24 was signed off by Ernest & Young on the 20th February 2025		
Manage the Council’s surplus cash through the Treasury Management Strategy to maintain the security and liquidity of the funds and to prevent the need for external borrowing	Sound financial management	Maximise interest receipts while maintain the security and liquidity of cash	Surplus cash was invested in year generating around £1.4 million in interest to the end of January 2025	Principal Accountant	Completed - Target Exceeded Surplus cash was invested in year generating around £1.46 million in interest to the end of February 2026
Deal with 98% of insurance claims within a fortnight of being notified	Sound financial management	98%, annually	100% of all Claims were reported within the allotted timescale.	Management Accountant	Completed – Target Exceeded 100% of all Claims were reported within the allotted timescale.
Support the continued development of members of the Financial Services team to ensure that they are given personal and professional career development opportunities; provide training to staff in line with their personal training and development plan as detailed in their appraisal document	Sound financial management	90% of training needs to be met, annually	Staff within the team have completed Council wide training on carbon literacy, domestic abuse awareness, data protection and accessibility and other ad-hoc training specifically in relation to their job role.	Director, Finance	Completed - Target Met Staff within the team have completed Council wide training on carbon literacy, domestic abuse awareness, data protection and accessibility and other ad-hoc training specifically in relation to their job role.
Regularly review higher level corporate risks, including: <ul style="list-style-type: none"> public sector funding loss of major income streams 	Sound financial management	As required, annually	See above	Director, Finance	Completed - Target Met See above
Contribute to the implementation of the Council’s Climate and Environment Action Plan	Cleaner, greener East Cambridgeshire	As required, annually	The £100,000 revenue budget has been repeated in the 2025/26 budget and throughout the MTFS	Cross–Council activity	Completed - Target Met The £100,000 revenue budget has been repeated in the 2026/27 budget and throughout the MTFS period



Finance Services Service Delivery Plan 2026/27

Overview of the service

Financial services comprise Accountancy, Treasury, Exchequer, Payroll, Internal Audit, Insurance and Procurement services.

The purpose of the service is to provide for the proper administration of the Council and its trading companies, financial affairs and the effective stewardship and accountability of public money. The service is also responsible for monitoring the overall financial health of the Council and ensuring that there is a stable financial base from which the Council's service delivery can be maximised.

The key functions and responsibilities of each sub-team within Financial Services are described below.

Accountancy

Medium Term Financial Strategy (MTFS) – the purpose of this strategy is to set a robust financial framework for the Council's plans over the next four years which supports the delivery of the Council's priorities within the context of an annual balanced budget. The MTFS is reviewed throughout the financial year and is revised and presented to Finance and Assets Committee in September and January and Full Council, with the budget, every February.

Annual revenue budget – it is a legal requirement for the Council to set a balanced budget prior to the start of the financial year to which it relates. Members of the finance team liaise with all budget managers to identify their budget requirements for the coming year, including for growth items and whether any savings can be identified. Analysis takes place of Government funding and Council Tax and Business Rate forecasts to ensure that spend and income remain in balance.

Capital strategy – it is a statutory requirement that the Council publishes its medium / long term capital strategy, alongside the budget and MTFS each February.

Budget monitoring – this is carried out on a regular basis with budget managers and service leads throughout the year, with quarterly reports being presented to the

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Operational Services and Finance and Assets Committees, showing current expenditure against budget and a forecast in relation to the anticipated outturn position for both revenue and capital.

Annual financial report – The Statement of Accounts must be produced in line with statutory requirements and International Financial Reporting Standards and is subject to External Audit opinion.

Treasury Management – the Council's cashflow is monitored on a daily basis in order to determine the investment or borrowing requirements of the Council. These decisions must be in accordance with the approved Treasury Management Strategy Statement (approved by Council each February), incorporating the minimum revenue provision policy statement and the annual investment strategy.

Insurance

Arranging and administering the Council's insurance requirements and liaising with the insurance provider (currently Zurich) regarding claims.

Exchequer

Administration of creditor payments, debtor billing and allocation of receipts.

Management of taxation issues which are mainly VAT and CIS.

Banking – this includes the correct allocation of all income and expenditure detailed on the Council's bank accounts and producing monthly bank reconciliations.

Payroll

Payment of salaries and expenses to staff, member's allowances and election payments.

Management of returns and payments to HMRC and pension providers.

Internal Audit

Internal Audit is an independent (statutory) appraisal function established to review and recommend improvements to the Council's internal control system. In addition to the statutory functions, Internal Audit acts as the Council's lead on fraud and corruption awareness, detection, prevention and investigation. This service also provides advice and assurance on operational risk management and acts as the Council's key contact on the National Fraud Initiative, the Council's Money Laundering Reporting and Bribery Act compliance.

Procurement

To ensure that the Council maximises value for money in its purchasing of goods and services, by ensuring that procedures are in place, and followed, that allow appropriate competition to take place between suppliers, thus ensuring prices paid are competitive.

Cost of service

The budgeted net cost of running the service in 2026/27 is £655,890, this includes staffing costs (excluding the Director, Finance), contract / service level agreements costs with North Northamptonshire Council for Internal Audit, Cambridgeshire County Council for ad-hoc Procurement advice, MUFGB Pension & Market Services for treasury advice, Midlands HR for Payroll, banking services and general office supplies and services (but not internal recharges).

Staffing Information

These services are provided by 8.4 full time equivalents (FTE) staff as follows: Director, Finance 1.0 (budgeted under Corporate Management Team), Accountancy 3.0 FTE, Exchequer 3.4 FTE, Payroll 1.0 FTE.

As detailed under cost of service, a number of services are provided under contract or service level agreement and as such, there are no staff directly employed by East Cambridgeshire District Council in relation to these services.

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Approve Internal Audit Charter and Annual Internal Audit Plan for 2026/27	April 2026	Audit
2025/26 Outturn Reports to Committee	June 2026	Finance and Assets; Operational Services
2025/26 Treasury Management Outturn Report	June 2026	Finance and Assets
Internal Audit Annual Report and Opinion 2025/26	July 2026	Audit

Proposed item	Proposed date of decision	Committee
Draft Statement of Accounts and Annual Governance Statement for 2025/26	July 2026	Audit
Quarter 1 Budget Monitoring Reports for 2026/27	September 2026	Finance and Assets; Operational Services
Interim Report for 2027/28 Medium Term Financial Strategy (MTFS)	September 2026	Finance and Assets
Quarter 2 Budget Monitoring Reports for 2026/27	November 2026	Finance and Assets; Operational Services
Treasury Management six-month up-date report	November 2026	Finance and Assets
Approval of the 2025/26 Annual Governance Statement	November 2026	Audit
Service Plan half-year update report for 2026/27	November 2026	Finance and Assets
Quarter 3 Budget Monitoring Reports for 2026/27	January 2027	Finance and Assets; Operational Services
Review of draft Revenue Budget, MTFS and Capital Strategy for 2027/28	January 2027	Finance and Assets
Approval of the 2025/26 Statement of Accounts	January 2027	Audit
Approve the Treasury Management Strategy for 2027/28	February 2027	Full Council

Proposed item	Proposed date of decision	Committee
Approval of the 2027/28 Revenue Budget, Capital Strategy, MTFs, Reserves and Fees and Charges schedules	February 2027	Full Council
Set the Council Tax level for 2027/28	February 2027	Full Council
Approve Internal Audit Charter and Annual Internal Audit Plan for 2027/28	March 2027	Audit
Service Plan end of year report 2026/27	March 2027	Finance and Assets
Service Delivery Plan 2027/28	March 2027	Finance and Assets

Finance Services Service Delivery Plan 2026 to 2027

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

Council’s Strategic Outcome: Maintain sound finances. Improve systems and practices.

Finance Services’ Strategic Objective: Ensure the objective assurance of the Council’s activities are paramount.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Deliver the agreed Internal Audit Plan:</p> <ul style="list-style-type: none"> ensure that the annual Internal Audit Plan is risk based and adds value to the organisation; consult with Corporate Management Team to assist in the preparation of the annual Internal Audit Plan before gaining approval from Audit Committee 	By 31 March 2027, annually	<p>As of 19 February 2026, 100% of audit assignments from the plan are underway and remain on target for delivery by the end of March 2026.</p> <p>Audit plan for 2026/27 to be presented to the Audit Committee on 31 March 2026 for review and approval, following consultation with CMT.</p>	Chief Internal Auditor

Council’s Strategic Outcome: Maintain sound finances. Improve systems and practices.

Finance Services’ Strategic Objective: Ensure the long term financial sustainability of the Council.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Produce a Medium Term Financial Strategy (MTFS) with balanced budgets for two years, that is the budget year and the subsequent year, with a trajectory which will allow the Council to remain financially secure. Regularly review high level corporate risks, including public sector funding and major income streams such as council tax and business rates for 2027/28 and 2028/29 including:</p> <ul style="list-style-type: none"> the Government’s Fair Funding review for local government East Cambs Trading Company’s financial health and potential financial transactions between it and the Council 	To be presented to the Full Council meeting in February 2027, annually	<p>The Budget report was presented to Full Council on the 24February 2026, detailing a balanced budget for 2026/27 and the first year of the MTFS 2027/28</p> <p>The Director Finance continually monitors the financial health of the trading companies by being an observer on both the trading company boards and by having monthly meetings with the trading companies’ Finance Manager</p>	Director, Finance

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Produce the detailed budget for 2027/28 to a time frame that allows the Council to set a legal budget	To be presented to the Full Council meeting in February 2026, annually	The Budget report was presented to Full Council on the 24 February 2026, detailing a balanced budget for 2026/27 and the first year of the MTFS 2027/28	Director, Finance
Produce quarterly budget monitoring reports to Committees, (both revenue and capital) and an outturn report at yearend	Reports to meet committee deadlines, quarterly	Budget monitoring reports were prepared on a quarterly basis and reported to the next available Committee meeting following the end of each quarter	Principal Accountant Management Accountant

Council's Strategic Outcome: Maintain sound finances. Improve systems and practices.

Finance Services' Strategic Objective: Effectively monitor and report identified fraud.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Provide a co-ordinated approach to tackling fraud; involvement in the National Fraud Initiative (NFI) data sharing exercise	As required, ongoing	NFI matches reviewed where high risk and any outcomes recorded.	ARP Fraud Team Chief Internal Auditor
Raise awareness of fraud and corruption across the organisation; review of counter fraud procedures, hot line and poster campaign	As identified, ongoing	Fraud Awareness campaign in January 2026. Counter fraud and corruption strategy reviewed and approved by Audit Committee in October 2025. Supported and informed by an assessment against the 'reasonable procedures' referenced in guidance associated with the new implications arising from the Economic Crime and Corporate Transparency Act 2023.	Chief Internal Auditor

Council's Strategic Outcome: Customers are at the heart of everything we do.

Finance Services' Strategic Objective: Ensure the continued efficiency of Financial Services.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Pay 99% of undisputed invoices within 30 days	99%, annually	99.17% at the end of the third quarter 2025/26	Senior Accountancy Assistant

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Average time taken to collect income in relation to external invoices (this indicator does not include council tax and business rates)	Below 25 days, annually	Average collection time in the first three quarters of 2025/26 was 20.40 days	Senior Accountancy Assistant
Actively facilitate and engage with the Local Government Reorganisation (LGR) programme, ensuring the Finance service is fully operationally ready to transition into the new authority model while maintaining statutory compliance, financial control, and uninterrupted service delivery.	<p>A comprehensive review and update of Finance systems registers, contracts and licences.</p> <p>Cleansed and structured Finance records to support transparency and transition.</p> <p>Updated financial procedures and documented key controls aligned to best practice and statutory requirements.</p> <p>Strengthened internal control framework.</p> <p>By February 2027</p>	New performance measure	Finance Team/ Director Finance
Pay 99.8% of staff the correct amount and on time	99.8%, annually	99.9% achieved in periods 01 to 11 of 2025/26.	Payroll Officer
Improve the process for the production of the Statement of Accounts; prepare the draft Statement of Accounts for 2024/25 by the statutory deadline of the end of June 2025 and ensure that a further version is approved by Audit Committee and published on the Council website as soon as the external audit is completed	Unaudited Accounts to be published by the end of May 2024	<p>Draft statement of accounts was published on time to meet the statutory deadline of 30 June 2025.</p> <p>An external audit of the Statements was undertaken, but as brought forward balances couldn't be confirmed in advance of the backstop date of the 28th of February 2026, a further disclaimed audit opinion was given. The Statement of Accounts for 2024/25 was signed off by Ernest & Young on the 20 February 2026</p>	Principal Accountant
Manage the Council's surplus cash through the Treasury Management Strategy to maintain the security and liquidity of the funds and to prevent the need for external borrowing	As required, annually	Surplus cash was invested in year generating around £1.46 million in interest to the end of February 2026	Principal Accountant

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Deal with 98% of insurance claims within a fortnight of being notified.	98%, annually	100% of all Claims were reported within the allotted timescale.	Management Accountant

Council’s Strategic Outcome: Be an excellent employer.

Finance Services’ Strategic Objective: Maintain an effective and well-maintained service. Ensure that the Council’s corporate risks are managed effectively and mitigations are put in place to reduce impact.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
Support the continued development of members of the Financial Services team to ensure that they are given personal and professional career development opportunities; provide training to staff in line with their personal training and development plan as detailed in their appraisal document	90% of training needs to be met, annually	Staff within the team have completed Council wide training on carbon literacy, domestic abuse awareness, data protection and accessibility and other ad-hoc training specifically in relation to their job role.	Director, Finance
Regularly review higher level corporate risks, including: <ul style="list-style-type: none"> public sector funding loss of major income streams 	As required, annually	See above	Director, Finance

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

Finance Services’ Strategic Objective: Undertake activities which help to mitigate/adapt to climate change.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
Contribute to the implementation of the Council’s Climate and Environment Action Plan, through the allocation of funding to “green” projects and a review of printing to reduce paper usage	As identified, annually	The £100,000 revenue budget has been repeated in the 2026/27 budget and throughout the MTFS period	Cross–Council activity

HR services end of the year report 2025 to 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Provide support to managers and staff to deliver the actions set out in the Council's Equality, Diversity and Inclusion Policy	Sustainable communities	Ongoing, annually	Progress against the Equality, Diversity and Inclusion Action Plan 2025-2028 can be viewed in the Annual Equality Monitoring Report ..	Corporate Management Team Council members Service leads HR team	Target Met Members can view the Council's progress against the Equality, Diversity and Inclusion Action Plan 2025-2028 in the Annual Equality Monitoring Report .
Publish the annual equality monitoring report for the period 1 April to 31 March every year	Sustainable communities	As required, annually	The updated report is published here: Annual Equality Monitoring Report https://eastcambs.gov.uk/sites/default/files/2024-09/Equality Diversity and Inclusion Monitoring Report 2023 to 2024.pdf	HR Manager	Target Met The Annual Equality Monitoring Report for 2024 to 2025 has been published on the Council's website.
Calculate the Council's gender pay gap for the period 1 April to 31 March each year and report to committee	Sustainable communities	As required, annually	Gender pay gap can be viewed in the Annual Equality Monitoring Report .	HR Manager	Target Met The gender pay gap for 2024 to 2025 was reported to committee in September. The mean gender pay gap was 12.5% and the median gender pay gap was 17.6%.
Promote initiatives to raise awareness of health and wellbeing, and support employees who are experiencing mental ill-health to access sources of help	Sound financial management	As identified, annually	Ongoing	Service leads HR team	Target Met HR fund 6 sessions of counselling or Cognitive Behaviour Therapy (CBT) for employees who are experiencing mental ill-health problems. Since 1 April 2025, 10 people have requested and been offered support plans. HR also coordinated 10 sessions of health checks.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
					HR provide ad-hoc reimbursement for flu vaccinations for front line staff.
Maintain the low level of short-term sickness absence, that is number of days lost per full-time equivalent employee (FTE)	Sound financial management	3.4 days per FTE, annually	Actual short-term sickness absence for 2024/25 was 5.13 days per FTE	HR team Service leads Line managers	Target Not Met At the 10-month review period, the short-term sickness absence is at 3.59 days lost per FTE.
Once the negotiations with the trade unions have ended, make the necessary changes to the Council's pay scale to meet the requirements of the National Joint Council (NJC) pay award from 1 April 2025, re-modelling the pay spine if required	Sound financial management	As required, annually	The pay award was agreed and implemented in November 2023	As required, annually	Target Met The pay award was agreed and paid to staff with their August pay.
Following the appraisal deadline, establish the Performance Related Increment Panel to consider the ratings of 'outstanding', and determine final ratings where the provisional ratings differ, in consultation with the managers concerned	Sound financial management	As required, annually	PRI Moderation Panel held in May 2024. 15 people were awarded 'outstanding'.	HR Manager PRI Panel	Target Met PRI Moderation Panel held in May 2025. 26 people were awarded 'outstanding', 125 'excellent', 13 'good', 6 'no official rating and 0 'needs improvement'.
Coordinate Job Evaluation Panels to ensure that all new and significantly changed jobs have been evaluated fairly and systematically	Sound financial management	As required, annually	28 jobs evaluated (April 2024 to February 2025).	HR Manager 14 trained job evaluators	Target Met Job Evaluation panels continue to be arranged promptly when a new request is received. 13 carried out since 1 April 2025.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Update the Council's Pay Policy Statement and present to Full Council in February each year	Sound financial management	February, annually	Achieved by February 2025.	HR Manager	<p>Target Met</p> <p>Presented to Full Council in February 2026.</p>
Continue to create new, and update existing, HR policies and procedures following changes in legislation or best practice	Sound financial management	As required, annually	As required	HR Manager	<p>Target Met</p> <p>The following policies have been updated since April 2025:</p> <ol style="list-style-type: none"> 1. Disciplinary Policy 2. Capability Policy 3. Grievance Policy 4. Induction and Probationary Period Policy
By 31 March 2026, update the Performance management scheme and consider alternative options than the current 1% payments for achieving 'outstanding' in appraisals.	Sound financial management	New target	New target	HR Manager Corporate Management Team (CMT) Service leads HR team	<p>Target Not Met</p> <p>Other priorities</p>
<p>Regularly review risks associated with Human Resources as detailed within the Corporate Risk Register:</p> <ul style="list-style-type: none"> • non-compliance with employment legislation, resulting in costly litigation and/or employment tribunal claims and reputational damage • Local Government Reorganisation may create uncertainty for staff because of risks to job security impacting on morale 	Sound financial management	As required, annually	Ongoing.	HR team	<p>Target on track</p> <p>To meet the appraisal deadline of 31 March 2026.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<ul style="list-style-type: none"> increased sickness levels impacting on team capacity and moral 					
<p>By 31 May 2025, create a new intranet page to promote the new Employee Volunteering Policy and provide examples of volunteering opportunities to encourage staff to take part.</p>	<p>Cleaner, greener East Cambridgeshire.</p>	<p>By 31 March 2025</p>	<p>New performance measure.</p>	<p>HR Manager HR team Sustainability team Health and Wellbeing Team Corporate Management Team (CMT) Service leads</p>	<p>Target Met</p> <p>New Employee Volunteering page published on the intranet, with ideas of where to look for recent/ongoing opportunities.</p>



Human Resources (HR)

Service Delivery Plan 2026 to 2027

Overview of the service

The role of the HR service is to support the Council in achieving its corporate priorities and service priorities by effectively recruiting and developing people and managing their performance.

The HR team provides advice, guidance and support to the Corporate Management Team, elected members, staff and Trade Union representatives on a wide range of HR subjects, including:

- strategic HR planning
- recruitment, selection and induction
- staff performance management, training and development
- employee relations and communications
- policy development
- provision of management information and advice on legislation and best practice
- terms and conditions
- pay, reward and retention
- equality, diversity and inclusion
- employee welfare and wellbeing

Cost of service

The cost to run the service totals £300,371 per annum; this includes salary costs (£178,377) and the corporate budgets for training and development (£67,320), childcare scheme (£10,000) and occupational health (£10,404).

Staffing Information

The HR team comprises 1 HR Manager, 1 HR Officer and 1 HR Assistant.

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Gender Pay Reporting 2025-26	September 2026	Finance and Assets
Half year report 2026 to 2027	November 2026	Finance and Assets
End of year report 2026 to 2027	March 2027	Finance and Assets
Service Delivery Plan 2027 to 2028	March 2027	Finance and Assets

HR Service Delivery Plan 2026 to 2027

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

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

HR Service’s Strategic Objective: Promote equal opportunities and manage diversity and inclusion in the workplace.

Link to Corporate Plan: Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Provide support to managers and staff to deliver the actions set out in the Council’s Equality, Diversity and Inclusion Policy 2025-2028	Ongoing, annually	Progress against the Equality, Diversity and Inclusion Action Plan 2025-2028 can be viewed in the Annual Equality Monitoring Report .	Corporate Management Team (CMT) Council members Service leads HR team
Publish the annual equality monitoring report for the period 1 April to 31 March each year	As required, annually	Annual Equality Monitoring Report published annually.	HR Manager
Calculate the Council’s gender pay gap for the period 1 April to 31 March each year and report to committee	As required, annually	Gender pay gap can be viewed in the Annual Equality Monitoring Report .	HR Manager

Council’s Strategic Outcome: Be an excellent employer.

HR Service’s Strategic Objective: Raise awareness of health and wellbeing and provide effective procedures for managing attendance and stress in the workplace.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Promote initiatives to raise awareness of health and wellbeing, and support employees who are experiencing mental ill health to access sources of support	As identified, annually	Ongoing	HR team Service leads

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Maintain the low level of short-term sickness absence, that is, number of days lost per full-time equivalent employee (FTE)	3.4 days per FTE recurring target, annually	Actual short-term sickness absence for April 2025 to January 2026 is at 3.59 days lost per FTE.	HR team Service leads Line managers

Council’s Strategic Outcome: Maintain sound finances. Improve systems and practices.

HR Service’s Strategic Objective: Ensure that reward systems are fair and cost effective.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Once the negotiations with the trade unions have ended, make the necessary changes to the Council’s pay scale to meet the requirements of the National Joint Council (NJC) pay award from 1 April 2026, re-modelling the pay spine if required	As required, annually	The pay award was agreed and implemented in August 2025.	HR Team Payroll Officer
Following the appraisal deadline, establish the Performance Related Increment Panel to consider the ratings of ‘outstanding’ and determine final ratings	As required, annually	PRI Moderation Panel held in May 2025. 26 people were awarded ‘outstanding’.	HR Manager PRI Panel
Coordinate Job Evaluation Panels to ensure that all new and significantly changed jobs have been evaluated fairly and systematically	As required, annually	13 jobs evaluated (April 2025 to February 2026).	HR Manager 11 trained job evaluators

Council’s Strategic Outcome: Be an excellent employer.

HR Service’s Strategic Objective: Ensure that HR policies and procedures are legally compliant and support the Council to deliver its corporate priorities.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Continue to create new, and update existing, HR policies and procedures following changes in legislation or best practice	As required, annually	As required.	HR Manager

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Implement changes to policies and practices in a phased approach between 2026 and 2027 as a result of the Employment Rights Act 2025 which received royal assent on 18 December 2025.	Changes being phased in between 2026 and 2027	New target	HR Manager Corporate Management Team (CMT) Service leads HR team
By 30 September 2026, update the Performance management scheme and consider alternative options than the current 1% payments for achieving 'outstanding' in appraisals.	By 30 September 2026	No progress on this performance measure last year	HR Manager Corporate Management Team (CMT) Service leads HR team

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

HR Service Strategic Objective: Support the LGR workstream for People and Workforce to prepare and approve robust and sustainable people and workforce plans, strategies, policies and arrangements for the safe and effective transition of the collective workforce of the seven current authorities into the successor councils.

Link to Corporate Plan: Sound Financial Management

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	Between May and June, provide training on managing change and building resilience to help staff navigate and cope with the uncertainty of a changing environment.	New target	HR team Corporate Management Team (CMT) All ECDC staff
	Review HR data to capture current employees and ensure every member of staff has an up-to-date job description and contract of employment by 31 March 2027.	New target	HR Manager HR team Corporate Management Team (CMT)



Identify business critical roles to prioritise retention strategies and transition plans and manage any recruitment risks by 31 March 2027.

New target

HR Manager
HR team
Corporate Management Team (CMT)

Council’s Strategic Outcome: Be an excellent employer.

HR Service’s Strategic Objective: Be an excellent employer.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Regularly review risks associated with Human Resources as detailed within the Corporate Risk Register:</p> <ul style="list-style-type: none"> • non-compliance with employment legislation, resulting in costly litigation and/or employment tribunal claims and reputational damage • Local Government Reorganisation may create uncertainty for staff because of risks to job security impacting on morale • increased sickness levels impacting on team capacity and morale 	As required, annually	Ongoing.	HR team

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

HR Service’s Strategic Objective: Undertake activities which help to mitigate/adapt to climate change.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Continue to find opportunities for HR service redesign and digitalisation initiatives, to reduce paper usage and improve service efficiency	By 31 March 2027	New performance measure.	HR Manager HR team

Infrastructure and Strategic Housing End of the Year report 2025 to 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 - 2025	Owner and co-owners	Outcome or output 2025 - 2026
Monitor development for compliance with requirement of either CIL or S106 and ensure collection of financial and monitoring of public open space transfers. Produce the Infrastructure and Funding Statement annually which will be published by 31 December 2025	Sound financial management	100% compliant. Reporting of all outstanding payments 6 monthly	6 older CIL payments are overdue. Enforcement action is ongoing.	Community Infrastructure Manager	Ongoing 4 older CIL payments are overdue. Enforcement action is ongoing.
	Safe, Vibrant and Inclusive Communities Community Sustainability	Produce report for Finance and Asset Committee	Report published and presented at Finance and Asset Committee 28 November 2024	CIL Officer	Completed Report published and presented at Finance and Asset Committee 27 November 2025
Provide technical advice and support to new and existing Community Led Development projects across East Cambridgeshire; assess grant applications against the approved criteria as received	Safe, Vibrant and Inclusive Communities Community Sustainability	100% of requests for assistance to be met annually	100% of requests for assistance met.	Community Led Development Advisor	Ongoing 100% of requests for assistance met. No grant applications received

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 - 2025	Owner and co-owners	Outcome or output 2025 - 2026
<p>Provide an ongoing affordable housing S106 service to the planning team, negotiating and securing affordable housing on developments in line with strategic requirements and planning policy through S106 agreements, community land trusts, rural exception sites and other means of provision where appropriate</p>	<p>Safe, Vibrant and Inclusive Communities Community Sustainability</p>	<p>Launch Kennett £100k Homes Scheme Autumn 2025 (3 plots) 100% of requests for assistance to be met, annually.</p>	<p>Scheme at Eden Square launched July 2024, and 4 purchasers identified 100% of requests for assistance met.</p>	<p>Community Infrastructure Manager Strategic Housing Enabler</p>	<p>Completed First phase of Kennett £100k Homes – all 3 plots allocated. Ongoing 100% of requests for assistance met.</p>
<p>Continue the parish council liaison programme to educate and provide guidance to local councils on the community infrastructure levy and the meaningful proportion. Engage and support local parish councils and key stakeholders on the CIL Infrastructure List and CIL Governance Plan which sets out what infrastructure may benefit from CIL funding and how the funding may be allocated</p>	<p>Sound Financial Management Safe, Vibrant and Inclusive Communities Community Sustainability</p>	<p>Attend 1 parish forum/event to provide information about CIL by March 2026.</p>	<p>Guidance notes updated and circulated to Parish and Town Councils ECDC Parish Forum scheduled for February 2025.</p>	<p>Community Infrastructure Manager CIL Officer</p>	<p>Completed 2 Parish Council meetings attended</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 - 2025	Owner and co-owners	Outcome or output 2025 - 2026
Regularly review risks associated with infrastructure and Strategic Housing including monitoring CIL and S106 income	Sound Financial Management Safe, Vibrant and Inclusive Communities Community Sustainability	Review monthly, Report 6 monthly	Reviews undertaken quarterly. Infrastructure Funding Statement presented to Finance and Assets Committee in November 2024.	Community Infrastructure Manager CIL Officer	Ongoing Risks reviewed – CIL and S106 income monitored
Contribute to the Council Climate and Environment Action Plan by reviewing paper usage within the department	Cleaner, Greener East Cambridgeshire	To reduce paper usage by 10% annually	468 pages used between 01/04/2024 and 31/12/2024	Community Infrastructure Manager CIL Officer	Completed 44.87% reduction



Infrastructure and Strategic Housing Service Delivery Plan 2026 to 2027

Overview of the service

The Infrastructure and Strategic Housing team is responsible for three key areas; developer contributions facilitating delivery of infrastructure to support growth and enabling the delivery of genuinely affordable housing, in particular helping local communities to develop Community Land Trusts.

Developer contributions

The CIL team is responsible for the administration of CIL once planning permission first permits the development, that is once a liability notice has been issued; determining applications for relief; collection of CIL contributions; enforcement of CIL; advising on CIL reviews and producing the CIL Infrastructure list. This funding is vital for the delivery of infrastructure across the district and of the Council's corporate priorities.

Delivery of infrastructure

Where new infrastructure is required to facilitate growth, the Infrastructure and Strategic Housing team assist, wherever possible, the relevant stakeholder who will deliver such infrastructure. Such assistance extends to advising on developer contributions that could benefit the project, assistance with public consultations and leading on liaison with the relevant statutory body. The team is involved in many of the transport and infrastructure projects identified in the corporate priorities.

Strategic housing

The role of this element of the service involves identifying the need, type and tenure of housing required on residential sites, both market and affordable housing, and working with the Development Management team to ensure the planning process creates mixed and cohesive communities.

The Council assists local people to establish Community Land Trusts (CLTs) by providing advice and guidance as necessary. This also involves marketing CLTs to encourage take up across the district and managing the Council's CLT Grant Scheme.

Cost of service

£193,762

Staffing Information

The Infrastructure and Strategic Housing team comprises one full time Community Infrastructure Manager, one full time Infrastructure Programme Officer, one part time Strategic Housing Enabler, and one part time Community Led Development Adviser.

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
CIL Infrastructure List Amendments	As required	Full Council
CIL Funding Allocations	As required	Finance and Assets Committee
CLT Grant Applications	As required	Finance and Assets Committee
Infrastructure Funding Statement	November 2026	Finance and Assets Committee
Half year report 2026 to 2027	November 2026	Finance and Assets Committee
End of year report 2026 to 2027	March 2027	Finance and Assets Committee
Service Delivery Plan 2027 to 2028	March 2027	Finance and Assets Committee

Infrastructure and Strategic Housing Service Delivery Plan 2026 to 2027

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

Council's Strategic Outcome: Maintain sound finances. Improve systems and practices.

Infrastructure and Strategic Housing's Strategic Objective: Monitor development to ensure timely collection of CIL contributions to assist the Council to meet its corporate priorities.

Link to Corporate Plan: Sound Financial Management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Monitor development to ensure timely collection of CIL contributions to assist the Council to meet its corporate priorities</p> <p>Produce the Infrastructure and Funding Statement annually which will be published by 31 December 2026</p>	100% compliant. Reporting of all outstanding payments 6 monthly	<p>4 older CIL payments are overdue. Enforcement action is ongoing.</p> <p>Report published and presented at Finance and Asset Committee 27 November 2025</p>	<p>Community Infrastructure Manager</p> <p>Infrastructure Programme Officer</p>

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

Infrastructure and Strategic Housing's Strategic Objective: Support the delivery of Community Land Trusts.

Link to Corporate Plan: Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Provide technical advice and support to new and existing Community Led Development projects across East Cambridgeshire; assess grant applications against the approved criteria as received</p>	100% of requests for assistance to be met, annually	<p>100% of requests for assistance met.</p> <p>No grant applications received</p>	Community Led Development Adviser

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

Infrastructure and Strategic Housing’s Strategic Objective: Facilitate delivery of a wide range of infrastructure and housing.

Link to Corporate Plan: Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Provide an ongoing affordable housing S106 service to the planning team, negotiating and securing affordable housing on developments in line with strategic requirements and planning policy through S106 agreements, community land trusts, rural exception sites and other means of provision where appropriate	<p>Launch Kennett Phase 2 £100k Homes Scheme Spring 2026 (3 plots)</p> <p>100% of requests for assistance to be met, annually</p> <p>Complete First Homes resale</p>	<p>Kennett Phase 1 - all 3 plots allocated.</p> <p>100% of requests for assistance met</p> <p>New target</p>	<p>Community Infrastructure Manager</p> <p>Strategic Housing Enabler</p>
Investigate and bring forward criteria for grant schemes targeted at District Wide Community Facilities and Inclusive Plan & Open Spaces	<p>Bring forward criteria for approval by Finance and Assets committee by March 2026.</p> <p>Implement communications plan to promote new grant funds</p>	<p>New performance measure</p>	<p>Community Infrastructure Manager</p> <p>Infrastructure Programme Officer</p>
Progress two Cycle routes to preliminary design in partnership with CCC and the CPCA Active Travel Team by March 2027	<p>Progress Ely to Soham route</p> <p>Progress Burwell to Fordham and wider links routes</p>	<p>New performance measure</p>	<p>Community Infrastructure Manager</p> <p>Infrastructure Programme Officer</p>

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

Infrastructure and Strategic Housing’s Strategic Objective: Undertake activities which help to mitigate/adapt to climate change.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Contribute to the Council Climate and Environment Action Plan by reviewing paper usage within the department	<p>To reduce paper usage by 10% annually</p>	<p>44.87% reduction</p>	<p>Community Infrastructure Manager</p> <p>Infrastructure Programme Officer</p>

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

Infrastructure and Strategic Housing’s Strategic Objective: Communicate with stakeholders through consultation events, forums and update sessions.

Link to Corporate Plan: Sound Financial Management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Continue the parish council liaison programme to educate and provide guidance to local councils on the community infrastructure levy and the meaningful proportion.</p> <p>Engage and support local parish councils and key stakeholders on the CIL Infrastructure List and CIL Governance Plan which sets out what infrastructure may benefit from CIL funding and how the funding may be allocated</p>	<p>Attend 1 parish forum/event to provide information about CIL by March 2027</p>	<p>2 Parish Council meetings attended</p>	<p>Community Infrastructure Manager Infrastructure Programme Officer</p>

Council’s Strategic Outcome: Be an excellent employer.

Infrastructure and Strategic Housing’s Strategic Objective: Ensure that the Council’s corporate risks are managed effectively and mitigations are put in place to reduce impact.

Link to Corporate Plan: Sound Financial Management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Regularly review risks associated with infrastructure and Strategic Housing including monitoring CIL income</p>	<p>Review monthly, Report 6 monthly</p>	<p>Reviews undertaken monthly</p> <p>Infrastructure Funding Statement presented to Finance and Assets Committee in November 2025.</p>	<p>Community Infrastructure Manager Infrastructure Programme Officer</p>

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

Infrastructure and Strategic Housing’s Strategic Objective: Ensure the department is holding current and relevant records

Link to Corporate Plan: Sound Financial Management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.</p>	<p>Review current service area systems, procedures, communications and filing, and ensure these are as streamlined as practical to be ready for the transition commencing in 2027.</p>	<p>New performance measure</p>	<p>Community Infrastructure Manager Infrastructure Programme Officer</p>

Information and Communication Technology (ICT) service end of the year report 2025 to 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Transfer the Councils IT network from the incumbent supplier to new supplier, ensure minimum impact to users and all services are available after the transfer. Confirm DR failure processes are in place with the new supplier.	Sound financial management	By end of September 2025	New performance measure	ICT Network/System Admin Team Leader ICT Manager	Target Completed Network and Firewall migration completed on target. Confirmation of DR configuration received January 2026
Obtain, configure, and issue devices as per the Hardware and Infrastructure Renewal Plan, ensuring all devices using Windows 10 are decommissioned.	Sound financial management	By 14th October 2024	New performance measure	ICT Support Team Leader	Target Completed All devices identified within the hardware and infrastructure renewal programme have been replaced and all devices using Windows 10 have been decommissioned
Conduct Phishing exercise including training to all staff on annual basis. Provide reports to Service Leads on the conclusion of each round of the exercise.	Sound financial management	Minimum annually	New performance measure	ICT Support Team Leader	Target Completed Two rounds on the Phishing exercise have been completed during the financial year, and the results have been provided to Service Leads. A third round is currently in progress.
Regularly review higher corporate risks, including: <ul style="list-style-type: none"> security and infiltration of the ECDC network Disaster Recovery Plan backup of ECDC data Incident Management Plan Monitoring Strategy 	Sound financial management	Minimum annually,	Mobile Phone Acceptable Use Protocol published June 2024 Incident Management Plan reviewed and published August 2024	ICT Network/System Admin Team Leader ICT Support Team Leader ICT Manager	Target Completed Disaster Recovery Plan – updated July 2025 Hardware and infrastructure Plan – Updated December 2025 Incident Management Plan – Updated July 2025 Password Protocol – reviewed July 2025 Patching Protocol - Updated July 2025

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
			Password Protocol reviewed and published July 2024 Hardware and Infrastructure Renewal Plan reviewed and published December 2024. Patching Policy reviewed and published December 2024 Disaster Recovery Plan reviewed and published February 2025 ICT Monitoring Strategy reviewed and published February 2025		
Ensure the Council is awarded an annual PSN compliance certificate to maintain access to secured services – ensuring all servers remain in support with Microsoft for security	Sound financial management	Annual PSN compliance certificate, annually	PSN Accreditation awarded April 2024	ICT Network/System Admin Team Leader ICT Manager	Target Completed PSN Accreditation awarded May 2025
Review disaster recovery plans with planned testing dates, providing feedback and lessons learnt and update the Disaster Recovery Plan following the test	Sound financial management	By end of September 2025, or within 1 month of the transfer and DR processes have been confirmed with the supplier	Successful Disaster Recovery Test undertaken weekend of 6 th – 8 th September 2024.	ICT Network/System Admin Team Leader ICT Manager	Target Completed Successful Disaster Recovery Test undertaken weekend of 6 th – 8 th February 2026, lessons learnt and action plan forward to Director Finance for CMT sign off.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026																																
<p>Close service desk incidents and service requests within the service level agreement (SLA):</p> <p>Incidents</p> <p>Priority 1 – resolution target 4 hours</p> <p>Priority 2 – resolution target 4 hours</p> <p>Priority 3 – resolution target 1 day</p> <p>Priority 3 – resolution target 3 days</p> <p>Service Requests</p> <p>Minor – resolution target 3 days</p> <p>Standard – resolution target 5 days</p> <p>Major – resolution target 10 days</p> <p>Bespoke – agreed with user</p>	Sound financial management	90%, annually	<p>97.9% closed within Service Level Agreement Standards</p> <p>Breakdown each priority</p> <table border="1"> <tr><td>Priority 1</td><td>100.00%</td></tr> <tr><td>Priority 2</td><td>100.00%</td></tr> <tr><td>Priority 3</td><td>100.00%</td></tr> <tr><td>Priority 4</td><td>98.20%</td></tr> <tr><td>Standard</td><td>93.70%</td></tr> <tr><td>Minor</td><td>99.10%</td></tr> <tr><td>Major</td><td>100.00%</td></tr> <tr><td>Bespoke</td><td>98.40%</td></tr> </table> <p>Information taken 1st April 2024 – 7th February 2025 (all figures based on working hours)</p>	Priority 1	100.00%	Priority 2	100.00%	Priority 3	100.00%	Priority 4	98.20%	Standard	93.70%	Minor	99.10%	Major	100.00%	Bespoke	98.40%	ICT System Admin/Network Team Leader	<p>Target Exceeded</p> <p>96.3% closed with Service Level Agreement standards</p> <p>Breakdown for each priority</p> <table border="1"> <tr><td>Priority 1</td><td>100.00%</td></tr> <tr><td>Priority 2</td><td>100.00%</td></tr> <tr><td>Priority 3</td><td>92.30%</td></tr> <tr><td>Priority 4</td><td>96.00%</td></tr> <tr><td>Standard</td><td>96.30%</td></tr> <tr><td>Minor</td><td>97.30%</td></tr> <tr><td>Major</td><td>100.00%</td></tr> <tr><td>Bespoke</td><td>98.90%</td></tr> </table> <p>Information taken 1st April 2025 – 20th February 2026 (all figures based on working hours)</p>	Priority 1	100.00%	Priority 2	100.00%	Priority 3	92.30%	Priority 4	96.00%	Standard	96.30%	Minor	97.30%	Major	100.00%	Bespoke	98.90%
Priority 1	100.00%																																				
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Major	100.00%																																				
Bespoke	98.90%																																				
<p>Ensure that internal and external networks and systems are stable and reliable and fit for purpose</p>	Sound financial management	Network at 99% uptime and systems at 99% uptime, annually	<p>100% Uptime on software</p> <p>99.97% Uptime on hardware - a total of six working hours were lost by two incidents caused by the VPN and DNS issues</p>	ICT Service and Support Team Leader	<p>Target Exceeded</p> <p>Software 99.78% Uptime (10hr 56 lost – Public Access system 6hrs 19 lost – Remote access system for 3rd party access)</p> <p>Network 100% Uptime</p> <p>Information taken 1st April 2025 – 20th February 2026</p>																																
<p>Notifications to Royal Mail to be made with 5 working days of receipt of valid street naming and numbering applications</p>	Sustainable Communities	75%, annually	76%	ICT Service and Support Team Leader	<p>Target Exceeded</p> <p>91%</p>																																

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Street Naming and Numbering schemes to be sent to customer with 5 working days of receipt of postcode from Royal Mail	Sustainable Communities	95%, annually	93%	ICT Service and Support Team Leader	Target Off Track 85.6% - this is due to the workload of street naming and numbering requests
New street names to be adopted/formally objected within 1 month (in accordance with Street Naming and Numbering Legislation and policy) of valid application	Sustainable Communities	100%, annually	100%	ICT Service and Support Team Leader	Target Completed 100%
Donate decommissioned useable laptops (hard drive removed) to local schools and charities	Cleaner, greener East Cambridgeshire	100% of reuseable laptops, annually	Donations of nine reusable laptops made to two charities	ICT Network/System Admin Team Leader	Target Completed Donations of 19 reusable laptops made to Sustainable Tech 4 Good. The donated laptops will be refurbished and disrupted to charities within East Cambridgeshire.
Disposal of redundant ICT Equipment in accordance with the WEEE regulations including recycling and no land fill discarding	Cleaner, greener East Cambridgeshire	100% of redundant equipment, annually	Following identification of supplier meeting requirements, all redundant equipment will be collected on 4 th March 2025.	ICT Service and Support Team Leader	Target Completed All redundant equipment sorted, hard disk removed, supplier meeting requirements identified. Collection of redundant equipment arranged (first collection having taken place 9 th February 2026, second collection organised for 3 rd March 2026)



Information and Communication Technology (ICT) Service Delivery Plan 2026 to 2027

Overview of the service

Information and Communication Technology (ICT) is vital in enabling the Council's various departments and partner organisations to deliver cost-effective services to the public. The ability of the Council to provide these services relies heavily on a stable, reliable, and accessible ICT infrastructure which is flexible enough to accommodate swift changes in governance, legislation or service model change.

ICT supports business change and development through the implementation of new affordable technologies delivered by astute project management and backed up with the appropriate user training. ICT manages the security and integrity of all the Council's electronic data and holds the information in compliance with regulatory standards.

The service is currently led by the ICT Manager. The ICT service fits with the corporate priority of helping to ensure "a customer driven Council with a can-do attitude and pro-business approach and commercially focussed to ensure financial self-sufficiency for the taxpayer".

Helpdesk

Responsible for first line support of applications, hardware, consumables, staff, and Members across the Council escalating any calls that cannot be resolved at first point of contact through to second/third line support and a successful conclusion.

Other responsibilities include procurement, asset management, reporting, licensing, change management, administration of ICT processing required for staff starting/leaving the authority and supporting the ICT team.

ICT second line support

Responsible for the first/second line support application, staff and Members across the Council escalating any calls that were not resolved at first point of contact by the Help Desk to either the ICT system admin/network management team or the relevant third party support vendor and through to a successful conclusion.

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Other responsibilities include application/system administration and development, project management, training and business process re-engineering. Responsible for the availability and maintenance of the Council's spatial information held electronically across the Council's systems.

ICT system admin/network management

Responsible for infrastructure management, system monitoring, information security, network security and compliance, remote access, capacity planning and availability, data backup and restoration, disaster recovery and business continuity.

Also responsible for second/third line support of all hardware applications, staff and Members reported to them via the ICT service desk, escalating any calls as necessary to the relevant third-party support vendor and through to a successful conclusion.

Street Naming and Numbering (STNN)

Responsible for the administration of the street naming and numbering process to ensure that all properties in the district are officially addressed. Ensuring the legal framework for the operation of the Street Naming and Numbering service is adhered to and that proper protocols for determining official street names and numbers are in place. Other responsibilities include liaising with Councillors (Parish/Town/City/Ward/County), emergency services, Royal Mail, property developers and general public, invoicing, budget management, procurement and policy review. Ensuring accuracy and the completeness of the Local Land and Property Gazetteer (LLPG) feeding into the National Land and Property Gazetteer and liaising with Ordnance Survey.

Cost of service

The total cost of the service for 2026 to 2027 £1,391,775

The total predicted income for the service for 2026 to 2027 £45,373 (from support fees to the trading companies and street naming and numbering application fees)

Net budget 2026 to 2027 £1,346,402

Staffing Information

ICT Manager (1)

ICT Service and Support Team Leader (1)

ICT Support Officers (3)

ICT Helpdesk Advisor (1)

Network/System Admin Team Leader (1)

Network/System Admin Officers (2)

Street Naming and Numbering Officer – part time (0.8)

GIS Officer (1)

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2026 to 2027	November 2026	Finance and Assets
End of year report 2026 to 2027	March 2027	Finance and Assets
Service Delivery Plan 2027 to 2028	March 2027	Finance and Assets

Information and Communication Technology (ICT) Service Delivery Plan 2026 to 2027

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

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

ICT's strategic objective: Provide a continuing improved ICT service ensuring that maximum efficiency savings are made.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
In line with the Hardware and Infrastructure Renewal Plan, obtain, install and configure replacement Backup Solution.	By end of October 2026	New performance measure	ICT Network/System Admin Team Leader
Obtain, configure, and issue user devices as per the Hardware and Infrastructure Renewal Plan	By end February 2027	New performance measure	ICT Support Team Leader
In line with the Hardware and Infrastructure Renewal Plan, obtain, install and configure replacement Network Switches at The Grange	By end of October 2026	New performance measure	ICT Network/System Admin Team Leader
Actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption	Audit ICT Software Register to ensure, contract and licence details are accurate and up to date Cleanse data held on the ICT Team Drives, review of ICT procedures and practices, ensuring best practice, ensuring all documentation is up to date. By February 2027	New performance measure	ICT Manager

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

ICT’s strategic objective: Ensure that the Council’s corporate risks are managed effectively and mitigations are put in place to reduce impact. Maintain the security and resilience of the ICT systems and adhere to regulations.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
In line with the Hardware and Infrastructure Renewal Plan, obtain, install and configure replacement UPS Unit at Disaster Recovery Site	By End of July 2026	New Performance measure	ICT Network/System Admin Team Leader
Conduct Phishing exercise including training to all staff on annual basis. Provide reports to Service Leads on the conclusion of each round of the exercise.	Minimum twice annually	Two rounds on the Phishing exercise have been completed during the financial year, and the results have been provided to Service Leads. A third round is currently in progress.	ICT Support Team Leader ICT Manager
Regularly review higher corporate risks, including: <ul style="list-style-type: none"> • security and infiltration of the ECDC network • Disaster Recovery Plan • backup of ECDC data • Incident Management Plan • Monitoring Strategy 	Minimum annually	Disaster Recovery Plan – updated July 2025 Hardware and infrastructure Plan – Updated December 2025 Incident Management Plan – Updated July 2025 Password Protocol – reviewed July 2025 Patching Protocol - Updated July 2025	ICT Network/System Admin Team Leader ICT Support Team Leader ICT Manager
Ensure the Council is awarded an annual PSN compliance certificate to maintain access to secured services – ensuring all servers remain in support with Microsoft for security	Annual PSN compliance certificate by June 2026	PSN Accreditation awarded May 2025	ICT Network/System Admin Team Leader
Review disaster recovery plans with planned testing dates, providing feedback and lessons learnt and update the Disaster Recovery Plan following the test	By end of September 2025 2026	Successful Disaster Recovery Test undertaken weekend of 6 th – 8 th February 2026, lessons learnt and action plan forward to Director Finance for CMT sign off.	ICT Manager

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

ICT’s strategic objective: Ensure a responsive and proactive service is provided to all of our customers.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners																
<p>Close service desk incidents and service requests within the service level agreement (SLA):</p> <p>Incidents Priority 1 – resolution target 4 hours Priority 2 – resolution target 4 hours+ Priority 3 – resolution target 1 day Priority 3 – resolution target 3 days</p> <p>Service Requests Minor – resolution target 3 days Standard – resolution target 5 days Major – resolution target 10 days Bespoke – agreed with user</p>	90%, annually	<p>96.3% closed with Service Level Agreement standards</p> <p>Breakdown for each priority</p> <table border="1"> <tr><td>Priority 1</td><td>100.00%</td></tr> <tr><td>Priority 2</td><td>100.00%</td></tr> <tr><td>Priority 3</td><td>92.30%</td></tr> <tr><td>Priority 4</td><td>96.00%</td></tr> <tr><td>Standard</td><td>96.30%</td></tr> <tr><td>Minor</td><td>97.30%</td></tr> <tr><td>Major</td><td>100.00%</td></tr> <tr><td>Bespoke</td><td>98.90%</td></tr> </table> <p>Information taken 1st April 2025 – 20th February 2026 (all figures based on working hours)</p>	Priority 1	100.00%	Priority 2	100.00%	Priority 3	92.30%	Priority 4	96.00%	Standard	96.30%	Minor	97.30%	Major	100.00%	Bespoke	98.90%	<p>ICT Network/System Admin Team Leader ICT Support Team Leader</p>
Priority 1	100.00%																		
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Standard	96.30%																		
Minor	97.30%																		
Major	100.00%																		
Bespoke	98.90%																		
<p>Ensure that internal and external networks and systems are stable and reliable and fit for purpose</p>	<p>Network 99% uptime and systems 99% uptime, annually</p>	<p>Software 99.78% Uptime (10hr 56 lost – Public Access system 6hrs 19 lost – Remote access system for 3rd party access) Network 100% Uptime Information taken 1st April 2025 – 20th February 2026</p>	<p>ICT Support Team Leader ICT Network/System Admin Team Leader</p>																

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

ICT’s strategic objective: Provide a responsive value for money Street Naming and Numbering service.

Link to Corporate Plan: Social and community infrastructure.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
<p>Notifications to Royal Mail to be made with 5 working days of receipt of valid street naming and numbering applications</p>	75%, annually	91%	ICT Service and Support Team Leader

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Street Naming and Numbering schemes to be sent to customers within 5 working days of receipt of postcode from Royal Mail	95%, annually	85.6%	ICT Service and Support Team Leader
New street names to be adopted/formally objected within 1 month (in accordance with Street Naming and Numbering Legislation and policy) of valid application	100%, annually	100%	ICT Service and Support Team Leader

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

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

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners
Donate decommissioned useable laptops (hard drive removed) to local schools and charities	100% of reuseable laptops, annually	Donations of 19 reusable laptops made to Sustainable Tech 4 Good. The donated laptops will be refurbished and disrupted to charities within East Cambridgeshire	ICT Network/System Admin Team Leader
Disposal of redundant ICT Equipment in accordance with the WEEE regulations including recycling and no land fill discarding	100% of redundant equipment, annually	All redundant equipment sorted, hard disk removed, supplier meeting requirements identified. Collection of redundant equipment arranged (first collection having taken place 9 th February 2026, second collection organised for 3 rd March 2026)	ICT Service and Support Team Leader

Legal Services end of the year report 2025 to 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Maximise recovery of legal costs and fees; court costs and fees, contribution to legal costs and disbursements	Sound financial management	As identified, annually	Costs recovered £30,471.85 from 1 st March 2024 to 28 th February 2025.	Director Legal Senior Lawyer Lawyer	On going Legal Costs recovered £14,183 from 1 st March 2025 to 28 th February 2026.
Ensure the recovery of court costs and fees attributable to car parking - summons issued and costs recovered in £'s (costs recovered are dependent on the Magistrates' Court choosing to award the full amount of costs requested, fewer costs or no costs at all - ECDC are unable to influence this decision as we can only request full costs are awarded)	Sound financial management	95%, annually	90% - £2,425 requested and £2185 awarded. Court costs recovered £484.45 to 28 th February 2025.	Director Legal Local Land Charges Officer and Paralegal	On going 90% - £1,366 requested and £1,246 awarded. Court costs recovered £371.50 to 28 th February 2026.
Ensure the recovery of outstanding debts owed to the Council	Sound financial management	100% instructions for recovery: costs recovered in £, annually	42 invoices received to chase (£214,095.39) 36 invoices paid £210,995.79) = 98.55% collected. Invoices do not include aged debt or BEIS grants which have been chased and collected.	Director Legal Local Land Charges Officer and Paralegal	On going 59 invoices referred to legal. 29 paid in full, total collected £591,658.22 = 95.87% collected. Further 3 invoices totalling £19,000 added to sundry debts – as these are civil penalties, they should not have been added and have been referred to Environmental Services to chase.
Provide legal support for committees when necessary	Sustainable communities	100% attendance at committees where necessary,	100% supported.	Director Legal Senior Lawyer Lawyer	Completed - Target Met 100% supported.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
		annually			
<p>Ensure car parking appeals and enforcement comply with the following timescales:</p> <ul style="list-style-type: none"> 80% of appeals responded to within 10 working days 100% within 20 working days 	Sustainable communities	As identified, annually	100% of appeals responded to within 10 working days. 100% within 20 working days as 28 th February 2025.	Director Legal Local Land Charges Officer and Paralegal	<p>Completed - Target Met</p> <p>100% of appeals responded to within 10 working days. 100% within 20 working days to 28th February 2026.</p>
<p>Ensure that the timescales set out in the Transparency Code are complied with and manage information data on the Council’s website: open data, FOI disclosure log and officer decisions log</p>	Sustainable communities	100% annually or quarterly for datasets. As soon as received for the FOI disclosure log and officer decisions, annually	100% annually or quarterly for datasets. As soon as received for FOI/EIR disclosure log and officer decisions.	Director Legal Information Officer Local Land Charges Officer and Paralegal	<p>Completed - Target Met</p> <p>100% annually or quarterly for datasets. As soon as received for FOI/EIR disclosure log and officer decisions.</p>
<p>Deliver an effective, accurate and transparent FOI/EIR service</p>	Sustainable communities	100% of responses within 20 working days (unless the FOI request involves further in-depth research, but the service will ensure the customer is kept informed), annually	<p>99% responses in 20 working days (not including clarifications)</p> <p>66% responses in 10 working days.</p> <p>Requests: 519 from 1st March 2024 to 28 February 2025. Days to respond:</p> <p>0 to 5 days = 56%</p> <p>6 to 10 days = 12%</p> <p>11 to 15 days = 11%</p> <p>16 to 20 = 19%</p> <p>20+ = 1%</p> <p>Clarification = 1%</p>	Director Legal Digital Services & Information Manager Local Land Charges Officer and Paralegal	<p>On Going</p> <p>99% responses in 20 working days* 60% responses in 10 working days</p> <p>Requests: 562 from 1 March 2025 to 28 February 2026</p> <p>Days to respond:</p> <p>0 to 5 days = 47%</p> <p>6 to 10 days = 15%</p> <p>11 to 15 days = 14%</p> <p>16 to 20 = 22%</p> <p>20+ = 1%</p> <p>Clarification = 1%</p> <p>*100% response rate within 20 working days allows for not one response to be late. The ICO states that 95% or more requests responded to within 20 working days is considered good.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Deliver a comprehensive Data Protection request service ensuring full legal compliance and accurate responses	Sustainable communities	100% within one calendar month, annually	83 requests from 1 st March 2024 to 28 February 2025. 99% responded to within one calendar month.	Director Legal Digital Services & Information Manager	On Going 131 requests between 1 March 2025 to 28 February 2026. 98.5% responded to within one calendar month * * 100% response rate allows no room for late response. 2 late responses due to original request going to Council tax main email rather than ARP data protection.
Proactively assist all services across the Council with issues related to legal requirements	Sound financial management	90% within 10 working days 100% within 20 working days, annually	94.5% within 10 working days. 5.5% within 20 working days.	Director Legal Senior Lawyer Lawyer	Completed - Target Met 90% within 10 working days. 10% within 20 working days.
Ensure continuous service delivery for the Local Land Charge service	Sound financial management	100% of Local Land Charge searches within 10 working days. 95% within 5 working days, annually	99.45% of searches within 10 working days. 92.56% of searches responded to within 5 working days between 1 st March 2024 and 28 th February 2025. Average days to response – 4.45 working days (69.38% of searches returned after 5 days due to other departments answering late)	Director Legal Local Land Charges Officer and Paralegal	On Going 99.49% of searches within 10 working days. 88.5% of searches returned within 5 working days. Between 1 st March 2025 and 28 th February 2026 - average days to respond 4.2. (52.02% of searches returned after 5 days due to other departments answering late or system issues.)
Support the continued professional development of the team to ensure that they are meeting with personal and professional career development opportunities	Sound financial management	As identified, annually	The service continues to meet with the professional and statutory requirements for CPD.	Director Legal Senior Lawyer Lawyer Digital Services & Information Manager Local Land Charges Officer and Paralegal	Completed - Target Met The service continues to meet with the professional and statutory requirements for CPD.
Regularly review corporate risks associated with the Council's legal	Sound financial management	As required, annually	In full compliance with GDPR (UK) and Data Protection Act 2018.	Director Legal Digital Services & Information Manager	Completed - Target Met No data breaches recorded for 2025/26.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<p>requirements; the current risks to the Authority are as follows:</p> <ul style="list-style-type: none"> • compliance with the General Data Protection Regulations • Data Protection Act 2018 			Internal audit 2022 scored Green: There are minor/minimal control weaknesses that present low risk.		All legal staff have completed annual compulsory data protection training. In full compliance with GDPR (UK) and Data Protection Act 2018.
<p>Contribute to the preparation of, and subsequent implementation of, the Council's Climate and Environment Action Plan</p>	Cleaner Greener East Cambridgeshire	As identified, annually	Local Land Charges Officer and Paralegal part of the Council's Green Team and Courtyard Working Party. 5 of the 6 members of the Legal and Local Land Charges team have undertaken and passed the Carbon Literacy training.	Cross Council activity	<p>On Going</p> <p>Local Land Charges Officer and Paralegal is part of the Council's Green Team and Courtyard Working Party. 5 of the 6 members of the Legal and Local Land Charges team have undertaken and passed the Carbon Literacy training.</p>
<p>Legal Services staff to actively seek to reduce paper usage via electronic solutions</p>	Cleaner Greener East Cambridgeshire	As identified annually	Local Land Charge search function has been fully digitised since 1 st January 2025.	Cross Council activity	<p>Completed – Target Exceeded</p> <p>Legal Services achieved 56.44% reduction in paper usage for the period 1st April 2025 to 31st January 2026</p>



Legal Services Delivery Plan 2026 to 2027

Overview of the service

Many of the services provided within the service are statutory (for example, Local Land Charges, FOIA, EIR and GDPR/DPA). The main purpose of Legal Services is to provide a responsive, timely, cost effective and professional legal service, providing quality legal advice to the Council which proactively assists and enables the Council to deliver. The advice given covers a variety of subject areas which include, but are not limited to, the following:

Corporate/corporate governance

Constitutional review, political changes, efficiency, effectiveness and economy, policy reviews/audit.

Corporate Plan 2023 to 2027

Proactively assist and enable other departments to deliver the Corporate Plan 2023 to 2027 by the provision of timely, cost effective, good quality legal advice and assistance.

Planning and development

- planning, committees, Community Infrastructure Levy (CIL) developments and appeals.
- negotiation, drafting and completion of planning obligations under s106 Town and Country Planning Act 1990 (as amended) and any related Nomination Agreements
- planning appeals: conducting or supporting external barrister and Planning officers
- Planning Enforcement and Tree Preservation Orders

Property

- acquisition of land and public open spaces
- database support
- enforcement of the s106 Agreement process
- sale of assets at market value
- commercial and residential related conveyancing; leases, easements or licences, release of covenants, redemption of charges and mortgages

Criminal and civil litigation

- bringing or defending proceedings for the Council covering the range of Council functions, for example, food safety, taxi licensing or planning
- car parking enforcement, logging DVLA searches, letters before action, appeals, prosecutions - summonses, witness statements and attendance at court
- sundry debt recovery and any associated litigation for defended matters

Contracts

- preparation and completion of contract documentation in compliance with the Council's Contract Procedure Rules
- review of the Council's Contract Procedure Rules and provision of legal advice on their application

Freedom of Information, Environmental Information Regulations, General Data Protection Regulations/Data Protection

- management and recording of freedom of information requests to ensure compliance with the Freedom of Information Act
- management and recording of data protection requests and reporting to ensure the Council complies with the Data Protection Act/General Data Protection Regulations
- oversee requests and co-ordinate responses
- monitor compliance
- maintenance of central registers
- development of policies and procedures
- training of officers and members and provision of advice and assistance

Quasi-judicial committee support

- reviewing reports, attending and advising at Council and Committee for Licensing, Planning, Finance and Assets Committee and Audit Committee

Local Land Charges searches

- The Infrastructure Act 2015 became law in February 2015 and H M Land Registry ("HMLR") now hold a composite register for England and Wales. They are the sole provider of LLC1 official search results.
- Local authorities now only deal with the more complicated CON29 questions and are responsible for maintaining the composite register.
- The Council is responsible for the registration of items raised by East Cambridgeshire District Council departments, and it remains the Council's statutory function to make sure it is correct as HMLR use the information provided by the Council from the composite register.
- The Council's Local Land Charges team is both an originating authority and a registering authority on behalf of Cambridgeshire County Council, Anglian Water, Historic England and other statutory undertakers. In practice this means the

statutory undertakers makes a request to the Council to register such matters as highways documents, listed buildings/ancient monuments and other legal documents which must be registered as a local land charge against a property.

- As part of the exercise with HMLR, the Council received a new burdens payment which was ring fenced for improvements to the Local Land Charges services. This has been utilised by upgrading systems and software and as a result, the service has been fully digitised since January 2025.

Monitoring Officer

- the Director Legal also acts as the Council's Monitoring Officer, which is a statutory role under the Local Government and Housing Act 1989 and is also a member of the Council's Corporate Management Team
- as Monitoring Officer, the Director Legal provides advice and training to members, parish councils, advice to members on the Member Code of Conduct, Ethical Governance, member interests, investigations into complaints against Members under the Member Code of Conduct and any subsequent determinations and attends committee meetings to provide advice as necessary. The Monitoring Officer also attends board meetings of the local authority trading companies to observe.

The service is operating during a period of significant organisational change driven by the implementation of LGR (local government reorganisation). Officers are supporting governance planning and organisational readiness while continuing to deliver statutory services and provide key legal advice to other Council departments.

This includes participation in an expanding programme of internal and cross-authority meetings, with regular fortnightly coordination sessions reflecting the increasing requirement for legal and constitutional advice, input and support at an early stage of programme development. Balancing business-as-usual responsibilities with transformation activity is increasing workload and complexity. Maintaining the provision of robust and clear legal advice and support throughout this period of change remains a core priority for the service.

How does the service link in with the Corporate Plan?

Legal Services provide ongoing legal support, advice and assistance to all services across the Council and the local authority trading companies (if needed). The team have been involved with key projects in the Corporate Plan, and this will continue into 2026 and 2027 with more projects coming up.

By providing support to all Council services, this provides opportunities to ensure that the Council is making East Cambridgeshire an even better place to live, work and visit.

Legal Services helps to ensure that the Council continues to be customer driven with a pro-business approach and meet its legal requirements.

By providing legal support to the local authority trading companies (as required) and offering a high quality and cost effective land charges service to the general public, the team contribute to the Council being commercially focussed.

Cost of service

The estimated net cost of running the Legal Services department in 2026 to 2027 is £193,292. This includes income received for Local Land Charges searches carried out and income from legal services for fees charged externally, for example, for drafting and negotiating s106 Agreements.

Staffing Information

The Legal Services team currently comprises of 6 staff made up of: 1 Director Legal (and Monitoring Officer), 1 Senior Lawyer (vacant), 1 Lawyer (vacant) 1 Local Land Charges Officer and Paralegal, 1 Land Charges & Legal Support Officer (p/t) and 1 Digital Services & Information Manager (0.66 FTE).

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Information Governance annual report	October 2026	Audit Committee
Half year report 2026 to 2027	November 2026	Finance and Assets
End of year report 2026 to 2027	March 2027	Finance and Assets
Service Delivery Plan 2027 to 2028	March 2027	Finance and Assets
Annual Review of RIPA Policies	March 2027	Finance and Assets

Legal Services Delivery Plan 2026 to 2027

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

Council’s Strategic Outcome: Maintain sound finances. Improve systems and practices.

Legal Services’ Strategic Objective: Ensure that the Council offers best value for money.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Maximise recovery of legal costs and fees; court costs and fees, contribution to legal costs and disbursements	As identified, annually	Legal Costs recovered £14,183 1 st March 2025 to 28 th February 2026. February 2025.	Director Legal Senior Lawyer Lawyer
Ensure the recovery of court costs and fees attributable to car parking - summons issued and costs recovered in £’s (costs recovered are dependent on the Magistrates’ Court choosing to award the full amount of costs requested, fewer costs or no costs at all - ECDC are unable to influence this decision as we can only request full costs are awarded)	100%, annually	90% - £1,366 requested and £1,246 awarded. Costs court recovered £371.50 to 28 th February 2026.	Director Legal Local Land Charges Officer and Paralegal
Ensure the recovery of outstanding debts owed to the Council	100% instructions for recovery: costs recovered in £, annually	59 invoices referred to legal. 29 paid in full, total collected £591,658.22 = 95.87% collected. Further 3 invoices totally £19,000 added; however, as these are civil penalties, should not have been added and have been referred to Environmental Services to chase.	Director Legal Local Land Charges Officer and Paralegal

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

Legal Services’ Strategic Objective: Provide a comprehensive and qualitative legal service.

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co owners
Provide legal support for committees when necessary	100% attendance at committees where necessary, annually	100% supported.	Director Legal Senior Lawyer Lawyer

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co owners
<p>Ensure car parking appeals and enforcement comply with the following timescales:</p> <ul style="list-style-type: none"> 80% of appeals responded to within 10 working days 100% within 20 working days 	As identified, annually	100% of appeals responded to within 10 working days. 100% within 20 working days to 28 th February 2026.	Director Legal Local Land Charges Officer and Paralegal
<p>Ensure that the timescales set out in the Transparency Code are complied with and manage information data on the Council's website: open data, FOI disclosure log and officer decisions log</p>	100% annually or quarterly for datasets. As soon as received for the FOI disclosure log and officer decisions, annually	100% annually or quarterly for datasets. As soon as received for FOI/EIR disclosure log and officer decisions.	Director Legal Digital Services & Information Manager Local Land Charges Officer and Paralegal
<p>Deliver an effective, accurate and transparent FOI/EIR service</p>	100% of responses within 20 working days (unless the FOI request involves further in-depth research but the service will ensure the customer is kept informed), annually	<p>99% responses in 20 working days* 60% responses in 10 working days</p> <p>Requests: 562 from 1 March 2025 to 28 February 2026</p> <p>Days to respond: 0 to 5 days = 47% 6 to 10 days = 15% 11 to 15 days = 14% 16 to 20 = 22% 20+ = 1% Clarification = 1%</p> <p>* 100% response rate within 20 working days allows no room for late response. The ICO states that 95% or more requested responded to within 20 working days is considered good.</p>	Director Legal Digital Services & Information Manager Local Land Charges Officer and Paralegal
<p>Deliver a comprehensive Data Protection request service ensuring full legal compliance and accurate responses</p>	100% within one calendar month, annually	<p>131 requests from 1 March 2025 to 28 February 2026. 98.5% responded to within one calendar month * *100% response rate allows no room for late response. 2 late responses due to original request going to Council tax main email rather than ARP data protection.</p>	Director Legal Digital Services & Information Manager

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

Legal Services' Strategic Objective: Assist and facilitate the Council's corporate priorities to ensure that East Cambridgeshire continues to be a fantastic place to live, work and visit.

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Proactively assist all services across the Council with issues related to legal requirements	90% within 10 working days, 100% within 20 working days, annually	90% within 10 working days. 10% within 20 working days.	Director Legal Senior Lawyer Lawyer

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

Legal Services’ Strategic Objective: Support the local property market.

Link to Corporate Plan: Sustainable Communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Ensure continuous service delivery for the Local Land Charge service	100% of Local Land Charge searches within 10 working days, 95% within 5 working days, annually	99.49% of searches within 10 working days. 88.5% of searches returned within 5 working days. Between 1 st March 2025 and 28 th February 2026 - average days to respond 4.2 (52.02% of searches returned after 5 days due to other departments answering late or system issues)	Director Legal Local Land Charges Officer and Paralegal

Council’s Strategic Outcome: Be an excellent employer.

Legal Services’ Strategic Objective: Ensure that staff have all the necessary skills to maximise their input to service delivery. Ensure that the Council’s corporate risks are managed effectively and mitigations are put in place to reduce impact.

Link to Corporate Plan: Sound Financial Management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Support the continued professional development of the team to ensure that they are meeting with personal and professional career development opportunities	As identified, annually	The service continues to meet with the professional and statutory requirements for CPD.	Director Legal Senior Lawyer Lawyer Digital Services & Information Manager Local Land Charges Officer and Paralegal

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Regularly review corporate risks associated with the Council’s legal requirements; the current risks to the Authority are as follows:</p> <ul style="list-style-type: none"> • compliance with the General Data Protection Regulations • Data Protection Act 2018 	As identified annually	<p>No data breaches recorded for 2025/26.</p> <p>All legal staff have completed annual compulsory data protection training. In full compliance with GDPR (UK) and Data Protection Act 2018.</p>	Director Legal Digital Services & Information Manager
<p>To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption</p>	<p>To provide legal and constitutional advice and 100% attendance at all assigned LGR workstreams by April 2027.</p> <p>Director Legal is Senior Responsible Officer for Key Legal Issues thread of Governance, Democracy, Elections and Civic workstream</p> <p>Ensuring the team are kept up to date with LGR processes and responsibilities including data cleansing, any staff training needed in preparation for LGR, reviewing any contracts, etc.</p>	New Performance Measure	<p>Director Legal Digital Services & Information Manager All staff as required</p> <p>Director Legal</p>

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

Legal Services’ Strategic Objective: Undertake activities which help to mitigate/adapt to climate change.

Link to Corporate Plan: Cleaner Greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Undertake activities which help to mitigate/ adapt to climate change</p>	As identified, annually	<p>Local Land Charges Officer and Paralegal is part of the Council’s Green Team and Courtyard Working Party.</p> <p>5 of the 6 members of the Legal and Local Land Charges team have undertaken and passed the Carbon Literacy training.</p>	Cross Council activity. All Legal Services team to take part in Carbon Literacy Training.
<p>Legal Services staff to actively seek to reduce paper usage via electronic solutions</p>	10% paper usage reduction	Legal Services achieved 56.44% reduction in paper usage for the period 1 st April 2025 to 31 st January 2026.	Director Legal Legal Services team

Open Spaces and Facilities End of the Year report 2025 - 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
Maximise the Council's income by offering services to other partners/agencies as part of the Council's commercialism agenda	Sound financial management	To maintain contact with all parishes and schools within Cambridgeshire, continuing to offer grounds maintenance/tree services.	Solid relationships have been formed and continue to grow.	Open Spaces and Facilities Manager Team Leader parks and Open Spaces Trees Officer	Completed - Target Met Schools contract renewed, ongoing works for Parishes. The Trees Service is the largest growth area of the business with new school's annual tree inspections and works for National Trust sites.
Maintain ECDC assets to a safe, usable and legal standard for our customers' enjoyment	Sustainable Communities	Ensure that ECDC buildings portfolio and assets are maintained to the correct legal standards through the Council's assets maintenance programme	As and when the service is advised of changes in leasing agreements, the adoption or purchase of new land, land sold or licenses of ECDC assets, the required legal obligations are adhered to through the Council's assets maintenance programme.	Open Spaces and Facilities Manager	Completed - Target Met As and when the service is advised of changes in leasing agreements, the adoption or purchase of new land, land sold or licenses of ECDC assets, the required legal obligations are adhered to through the Council's assets maintenance programme.
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact	Sustainable Communities	To regularly review risks associated with Open Spaces and Facilities, including: • Emergency Planning • Business Continuity • Health and safety	Reviewed as necessary in Health and Safety Working Group and Officer Risk Management Group.	Open Spaces and Facilities Manager	Completed - Target Met Risks reviewed as necessary in Health and Safety Working Group and Officer Risk Management Group.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 – 2025	Owner and co-owners	Outcome or output 2025 - 2026
Wherever possible, protect our environment keeping biodiversity at the forefront of our operations	Cleaner, greener East Cambridgeshire	Work with external partners, including The Wildlife Trust and Ely Wildlife Space, to support and protect the biodiversity of East Cambridgeshire. Activities will include ensuring rare plant species and animal habitats are protected	The service continues to ensure that our rare plant species and animal habitats are protected, and we are regularly engaged with our partners to implement the required interventions to ensure this continues.	Open Spaces and Facilities Manager Team Leader parks and Open Spaces Trees Officer	Completed - Target Met Habitat Management Plans for twenty of the Council’s public open spaces completed in conjunction with Wildlife trust. A workshop took place between grounds maintenance staff and Wildlife trust to understand the plans and their benefits.
Use Green Flag grounds maintenance standards for all the district’s parks and open spaces	Cleaner, greener East Cambridgeshire	Ensure that Green flag standards are used across all parks and open spaces in the district Carry out monthly quality checks on public open spaces to ensure they meet the Green Flag standard. (Welcoming, clean, safe, free usable green space)	The service continues to carry out the monthly quality checks as part of the ongoing commitment that East Cams offers welcoming, clean, safe, and usable open spaces)	Open Spaces and Facilities Manager Team Leader parks and Open Spaces Trees Officer Communities and Partnership Officer	Completed - Target Met Monthly quality inspections completed.
Retain Green Flag Accreditation for the Country Park and Jubilee Gardens	Cleaner, greener East Cambridgeshire	Annually produce a desk top assessment for both the Country Park and Jubilee gardens, to be inspected annually by Green Flag judges.	Green Flag applications for 2025 have been submitted in line with the deadlines.	Open Spaces and Facilities Manager Team Leader parks and Open Spaces Communities and Partnership Officer	Completed - Target Met Applications for 2026 completed and submitted on time.
Develop an Inclusive Open Spaces Strategy for East Cambridgeshire	Cleaner, greener East Cambridgeshire	Develop an Inclusive Open Spaces Strategy for East Cambridgeshire which will be informed by the Inclusive Play and Open Spaces Audit findings	New performance measure	Open Spaces and Facilities Manager	On-going Still awaiting final audit report for ECDC open spaces. Work due to commence on Strategy in spring 2026.



Open Spaces and Facilities Service Delivery Plan 2026 to 2027

Overview of the service

Open Spaces

To manage the Council's parks and open spaces to a high standard ensuring a welcoming, safe, clean and well-maintained environment.

Maintenance

To provide an efficient and cost-effective maintenance service for the Council's offices and other assets owned or leased.

Trees and woodlands

To manage the Council's tree stock to ensure it is safe, healthy, and continues to provide amenity and ecological value.

Open Spaces service

The Open Spaces strategy aims to ensure that the district's parks and open spaces reflect the shared vision of the council and its partners to improve the quality of life for everyone living and working in East Cambridgeshire.

Parks and open spaces are important elements of all the district's community plan themes: living safely; living well; creating and sharing prosperity; learning achievement, leisure and excellent public services.

The service has the responsibility for the management, maintenance and development of approximately 68 hectares of public open space. The service is also responsible for the inspection and maintenance of 19 play areas. In addition, the service is responsible for the management and maintenance of approximately 26 miles of awarded watercourses and 11 closed churchyards.

Key functions and responsibilities

Grounds maintenance of all public open space, closed churchyards and the Council's 12 public car parks.

Award ditch maintenance controlling vegetation and removing silt deposits and debris to ensure the free flow of water to protect local land and properties from flooding.

Weekly inspections of play areas carrying out maintenance work as required.

Working with both Strategic Planning and Development Management and Legal Services on the adoption of public open space.

Maintenance Service

The maintenance service assists with the maintenance and repair of assets owned or leased by the Council, including the management and maintenance of 6 public toilets.

Key functions and responsibilities

Assist with the maintenance and repair of Council owned buildings.

Assist with the maintenance and repair of Council owned public footpaths, fencing and boundary walls.

Assist with the maintenance and repair of 2 Traveller's sites.

Cleaning and maintenance of the Council's 6 public toilets.

Installation, maintenance and repair of street nameplates and street furniture including benches, litter and dog bins.

Both the open spaces and the maintenance service provide support to Democratic Services during election periods through the delivery and collection of polling booths, putting out signage and assisting with the setting up of the count station.

Trees and Woodlands Service

The Council aims to ensure that the district's trees and woodlands implement the industry best management practices. This is to ensure that the Council tree stock continues to be safe, healthy and provide amenity and ecological value to the district.

Trees and woodlands form an essential part of the district's parks and open spaces, and are important elements of all the district's community plan themes.

The service has the responsibility for the inspection, recording, management and maintenance of approximately 5,000 individual trees and tree groups, some of which are located within the 11 closed churchyards. The service is also responsible for replacement tree planting and ensuring the councils tree stock is diverse in terms of age and species.

Key functions and responsibilities

Carry out a risk based regular inspection of Council tree stock (ideally every 18 months, in some cases more regular inspection required).

Record inspections and map trees on tree data system.

Maintaining or enhancing the tree population.

Facilitating the removal of dangerous or potentially hazardous trees.

Promoting biodiversity and conservation of the tree and woodland eco-system.

Conserving veteran trees with significant ecological, historical and amenity value.

Establishing a tree population with a balanced diversity of age class.

Key Partners

The open spaces and maintenance services work closely with other internal services and also with local organisations, community groups and other partners including those listed below:

- other local authorities include Cambridgeshire County Council, Ely City Council and parish councils
- other public bodies include the Environment Agency and Internal Drainage Boards
- other organisations include the Ely Society, Friends of Jubilee Gardens, Ely in Bloom committee, Ely Horticultural Society, Keep Britain Tidy, ROSPA, Victoria Green Open Space Group, Helping hands volunteer group, EARTH charities

Service objectives

To maintain the Council offices and other assets owned or leased.

To improve and develop the management and maintenance of public open spaces.

To ensure grass-cutting maintenance programmes are followed to provide a consistent and high-quality service.

To retain the Green Flag Award status for Jubilee Gardens and Country Park.

To improve and develop the management and maintenance of Award ditches to ensure the free flow of water

To involve users in the development of the Council's open spaces.

To ensure the Council's play areas provide a safe and secure environment.

Facilities Services

To ensure the Councils assets are legally compliant and fit for purpose, well maintained and managed cost effectively.

Key functions and responsibilities

Carry out inspections and testing to be compliant (legionella / fire / electrical testing examples).

Cleaning and maintain the Councils buildings.

Organise room booking and meeting arrangements.

Enforcing the Councils car park orders.

Manage the leases' and licences of third parties.

To maintain the Council's public toilets to ensure cleanliness and accessibility.

Cost of service

£1,724,000.00

Staffing Information

Open Spaces and Facilities

Open Spaces and Facilities Manager, Team Leader Parks and Open Spaces, Trees Officer, Health and Safety Officer (part time), Open Spaces and Facilities Administrative Assistant, Grounds Maintenance Operatives x 24 and Arborist x2.

Maintenance and caretaking

Caretakers (x2 part time), Maintenance Assistant, Public facilities cleaner (x6 part time), Office facilities cleaner (x10 part time) and Car Park Wardens (1 full time and 1 part time).

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Asset update	Every meeting	Finance and Assets
Half year report 2026 to 2027	November 2026	Finance and Assets
Asset Management Plan	March 2027	Finance and Assets
End of year report 2026 to 2027	March 2027	Finance and Assets
Service Delivery Plan 2027 to 2028	March 2027	Finance and Assets

Open Spaces and Facilities Service Delivery Plan 2026 to 2027

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

Council's Strategic Outcome: Maintain sound finances. Improve systems and practices.

Open Spaces and Facilities' Strategic Objective: Maximise Council's income by offering services to partners/agencies as part of the Council's commercialism agenda.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Maximise the Council's income by offering services to partners / agencies as part of the Council's commercialism agenda	To maintain contact with all parishes and schools within Cambridgeshire, continuing to offer grounds maintenance/tree services.	Schools contract renewed, ongoing works for Parishes. The Trees Service is the largest growth area of the business with new school's annual tree inspections and works for National Trust sites.	Open Spaces and Facilities Manager Team Leader parks and Open Spaces Trees Officer

Council's Strategic Outcome: Customers are at the heart of everything we do.

Open Spaces and Facilities' Strategic Objective: Maintain ECDC assets to a safe, usable and legal standard for our customers' enjoyment.

Link to Corporate Plan: Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Develop an Inclusive Open Spaces Strategy for East Cambridgeshire	Develop an Inclusive Open Spaces Strategy for East Cambridgeshire which will be informed by the Inclusive Play and Open Spaces Audit findings	Still awaiting final audit report for ECDC open spaces. Work due to commence on Strategy in spring 2026.	Open Spaces and Facilities Manager
Maintain ECDC Assets to a safe, usable, and legal standard for our customers' enjoyment	Ensure that ECDC buildings portfolio and assets are maintained to the correct legal standards through the Council's assets maintenance programme	As and when the service is advised of changes in leasing agreements, the adoption or purchase of new land, land sold or licenses of ECDC assets, the required legal obligations are adhered to through the Council's assets maintenance programme.	Open Spaces and Facilities Manager
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact	To regularly review risks associated with Open Spaces and Facilities, including: <ul style="list-style-type: none"> Emergency Planning Business Continuity Health and safety 	Reviewed as necessary in Health & Safety Working Group and Officer Risk Management Group.	Open Spaces and Facilities Manager Health and Safety Officer

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

Open Spaces and Facilities’ Strategic Objective: Retain Green Flag accreditation for the Country Park and Jubilee Garden. Wherever possible protect our environment keeping biodiversity at the forefront of our operations.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 – 2026	Owner and co-owners
<p>Wherever possible protect our environment keeping Biodiversity at the forefront of our operations</p>	<p>Work with external partners, including The Wildlife Trust and Ely Wildlife Space, to support and protect the biodiversity of East Cambridgeshire. Activities will include ensuring rare plant species and animal habitats are protected</p>	<p>Habitat Management Plans for twenty of the Council’s public open spaces completed in conjunction with Wildlife trust. A workshop took place between grounds maintenance staff and Wildlife trust to understand the plans and their benefits.</p>	<p>Open Spaces and Facilities Manager Team Leader parks and Open Spaces Trees Officer</p>
<p>Use Green Flag grounds maintenance standards for all the districts parks and open spaces.</p>	<p>Ensure that Green flag standards are used across all parks and open spaces in the district</p> <p>Carry out monthly quality checks on public open spaces to ensure they meet the Green Flag standard.</p> <p>(Welcoming, clean, safe, free usable green space)</p>	<p>Monthly quality inspections completed.</p>	<p>Open Spaces and Facilities Manager Team Leader parks and Open Spaces Trees Officer Communities and Partnership Officer</p>
<p>Retain Green Flag accreditation for the Country Park and Jubilee Garden</p>	<p>Annually produce a desk top assessment for both the Country Park and Jubilee gardens, to be inspected annually by Green Flag judges.</p>	<p>Applications for 2026 completed and submitted on time.</p>	<p>Open Spaces and Facilities Manager Team Leader parks and Open Spaces Communities and Partnership Officer</p>

Reprographics End of the Year Report 2025 to 2026

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Graphic design, web design and photography: complete all requests to agreed deadlines.	Sound financial management Sustainable communities Cleaner, greener East Cambridgeshire	100%, annually	4,041 requests completed to agreed deadlines.	Reprographics Manager Reprographics Officer (3)	Target completed 4,933 requests (up to 31 December 2025) completed to agreed deadlines. 100%
Specialist printing and finishing service: complete all requests to agreed deadlines.	Sound financial management Sustainable communities Cleaner, greener East Cambridgeshire	100%, annually	3,404 requests completed to agreed deadlines.	Reprographics Manager Reprographics Officer (3)	Target completed 1,730 requests (up to 31 December 2025) completed to agreed deadlines. 100%
Meet revenue target of £43,358 through provision of graphic design, web design, photography, printing and finishing service to external customers.	Sound financial management	100%, annually	£52,546 commercial revenue.	Reprographics Manager Reprographics Officer (3)	Target exceeded £46,027 commercial revenue (up to 31 December 2025). 106%

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<p>Deliver Phase 2 of the corporate website and intranet project in line with the timescales and requirements established in the discovery stage. Manage the corporate intranet, inclusive of content creation and updates, ensuring system functionality and security, optimising user experience and fostering employee engagement and aligning the platform with council's goals to enhance communication, collaboration and productivity.</p>	<p>Sound financial management</p>	<p>100%, annually</p>	<p>New performance indicator. The discovery stage is currently ongoing with the imminent internal and external surveys, as well as engagement workshops, scheduled for February/March 2025. The Gap Analysis, requirements and road map session will take place at the end of March 2025.</p>	<p>Reprographics Manager Reprographics Officer (3)</p>	<p>Ongoing</p> <p>Phase 2 of the website part of project delivered the following (26 February 2026):</p> <ul style="list-style-type: none"> • new cookies banner and cookies management functionality • improved search result pages inclusive of new filter and sort options • new council and committees' meetings directory • improved home page design, layout and content informed by Google Analytics data and current business demands • information architecture improvements across the content and all LocalGov templates: streamlined main menu, new sections' headings, top page descriptions, redesign of all templates to visually aid the navigation, breadcrumbs fixes • introduction of industry standard code and configuration practices by the website partner to improve the stability and performance of the website • more autonomy and editing abilities provided to the inhouse team with regards to the home page layout and design configuration • accessibility compliance and mobile optimisation • creation of the website governance statement <p>The council's main internal website - the hub - is expected to be published no later than mid-March.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
Document Management System (DMS): index Planning and Building Control documents into EDRMS system within prescribed deadline of 3 working days or 24 hours for invalid planning applications and print all relevant documentation within 3 days from receipt.	Sound financial management	100%, annually	30,573 documents indexed within prescribed deadlines. 8,919 jobs; 75,471 pages printed within agreed deadlines.	Reprographics Manager Reprographics and DMS Officer (4)	Target completed 22,386 documents (up to 31 December 2025) indexed within prescribed deadlines. 100% 5,565 jobs; 27,123 pages (up to 31 December 2025) printed within agreed deadlines. 100%
Print and post agendas for Council and Committee meetings within prescribed 5 or 7 working days deadline.	Sound financial management	100%, annually	1,857 agenda papers printed and posted within prescribed deadlines.	Reprographics Manager Reprographics and DMS Officer (4) Reprographics Officer (3)	Target completed 806 agenda papers (up to 31 December 2025) printed and posted within prescribed deadlines. 100%
Mail service: sort all incoming post at the agreed times during the day ensuring the confidentiality of documents and compliance with finance and audit regulations. Operate a cost-effective outgoing mail service by ensuring every item meets strict criteria for Royal Mail automated sorting process and by completing MailMark franking by 3.30pm every day.	Sound financial management	100%, annually	30,805 incoming mail items sorted and distributed. 50,043 outgoing mail items inspected and posted. 92.79% of mail sent by 2nd class and Business Advance Mail (BMA).	Reprographics Manager Reprographics and DMS Officer (4)	Target completed 22,747 incoming mail items (up to 31 December 2025) sorted and distributed. 100% 79,699 outgoing mail items (up to 31 December 2025) inspected and posted. 95.12% of mail sent by 2nd class and Business Advance Mail (BMA). 100%
Procurement: procure all paper, envelopes, consumables and office stationery items to agreed stock levels for all staff. Fulfil all online stationery requests within 24 hours of receipt.	Sound financial management	100%, annually	339 stationery and consumables orders placed and completed. 184 online stationery requests. Walk-in requests are not monitored. All requests completed.	Reprographics Manager Reprographics and DMS Officer (4) Reprographics Officer (3)	Target completed 226 stationery and consumables orders placed and completed (up to 31 December 2025). 100% 213 online stationery requests (up to 31 December 2025). Walk-in requests for stationery are not monitored. All requests completed.

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<p>Regularly review corporate risks associated with Reprographics service, including but not limited to:</p> <ul style="list-style-type: none"> health and safety measures in common areas Security Threats Code of Practice – ensure all parcels received at the Grange are processed for suspect content to mitigate an associated risk of injury or loss of human life Service Delivery Plan business continuity and resilience to breakdown of supply chains (paper, stationery, inks, toners and other consumables) 	Sound financial management	Ongoing, annually	<p>Health and Safety and Reprographics risk assessments are formally reviewed at the team meeting (October 2024) and monitored throughout the year.</p> <p>Security Threats Code of Practice: actions mitigating the risks are reviewed constantly and improvements implemented immediately, raising awareness and educating all ECDC staff at the induction stage and via email campaigns, all parcels are X-rayed for suspicious content without exception.</p> <p>Service Delivery Plan is reviewed formally at the team meeting (March 2025) and monitored throughout the year.</p> <p>The business continuity plan and resilience to breakdown of supply chains was reviewed in December 2024 and submitted to the Health and Safety Officer. Actions mitigating the risk are taken daily.</p>	<p>Reprographics Manager</p> <p>Reprographics and DMS Officer (4)</p> <p>Reprographics Officer (3)</p>	<p>Ongoing</p> <p>Health and Safety and Reprographics risk assessments were formally reviewed at a team meeting in November 2025. Risks are monitored throughout the year.</p> <p>Security Threats Code of Practice: actions mitigating the risks are reviewed constantly and improvements implemented immediately, raising awareness via intranet’s blog, educating all ECDC staff at the induction stage and via email campaigns. All parcels are X-rayed for suspicious content without exception (995 items until 31 December 2025).</p> <p>The business continuity plan and resilience to breakdown of supply chains - actions mitigating the risk are taken daily.</p>

Performance measure	Link to Corporate Plan priority	Target and reporting timescale	Baseline/output from 2024 to 2025	Owner and co-owners	Outcome or output 2025 to 2026
<p>Produce ECDC paper usage reports to support and monitor the paper reduction culture; promote a culture of reuse-reduce-recycle of all ECDC resources.</p>	<p>Cleaner, greener East Cambridgeshire</p>	<p>Monthly reports, ongoing, bi-annually</p>	<p>Monthly paper usage reports produced as an executive summary, departmental breakdown and departmental environmental impact data sets.</p> <p>Members of the Green Team.</p> <p>New print cards made from a sustainable material.</p> <p>New visitor passes made from a sustainable material.</p> <p>Wide format printer with eco toner and reusable cartridges.</p> <p>Purchasing products with sustainability certifications through our procurement accounts for office stationery and consumables.</p> <p>Reuse-recycle-reduce exchange point within the Reprographics office for the office stationery and consumables promoted to all council officers.</p> <p>Recycling scheme for all toner and ink cartridges.</p> <p>Paperless internal and cross-departmental processes and procedures.</p>	<p>Reprographics Manager</p> <p>Reprographics and DMS Officer (4)</p> <p>Reprographics Officer (3)</p>	<p>Target completed</p> <p>Monthly paper usage reports produced as an executive summary, departmental breakdown and departmental environmental impact data sets. Annual paper reduction targets monitored and shared regularly with the service leads.</p> <p>Digitalisation of paper forms, such as Accident and Near Miss Reporting form, Gift and Hospitality, Parish Conference Feedback Form, Business, Landowners and Parish Councils Questionnaire, Community Engagement and Support Questionnaire and more.</p> <p>We recycle our toner and waste cartridges through The World on Loan – a recycling programme that’s part of our new print contract.</p> <p>PaperCut Grows – through our print contract trees are planted to offset our printing.</p> <p>Participation in the office food waste pilot.</p> <p>Making notepads from the paper off cuts.</p> <p>Annual review of the office stationery and consumables offer against the demand trends, reflected in stock levels.</p> <p>Digital communications to reduce waste and raise awareness (reusable stationery items, outgoing mail required practice).</p>



East Cambridgeshire
District Council

Reprographics Service Delivery Plan 2026 to 2027

Overview of the service

The Reprographics team works closely with officers across the council and its trading companies on producing all digital and printed campaigns, aids in the delivery of corporate objectives and commitments and assists in marketing projects and mailouts. There isn't a strategy, plan or idea that we are not involved in, making us a perfect hub for all ECDC services. Furthermore, we are also responsible for inputting and referencing paper and digital communications through corporate Document Management System; traditional incoming and outgoing mail service; safety of all staff in line with Security Threats Codes of Practice (suspect parcels); procurement of photocopiers to ECDC and provision of paper, stationery and other print consumables to all staff.

In addition to the above, Reprographics service is a revenue generating section through provision of graphic design, printing and finishing service, web design and photography service to East Cambs Trading Company, East Cambs Street Scene Ltd., and external customers, for example, Specsavers, Ely Museum, Stained Glass Museum, Tourist Information Centre. Our mission is 'commercial for community' and we take great pride in delivering a high-quality service to local organisations, businesses and sole traders.

Graphic design

This service is delivered within corporate and commercial business areas utilising creative and organisational skills on par with a complete Adobe Creative Cloud software and is supported by constant investment in professional training and on the job development. Typical graphic design tasks are: creating new print and digital marketing materials, for example posters, flyers, booklets, social media images and banners, campaign branding, business stationery, calls to action, digital fillable forms, licences, reports and newsletters.

In line with the Council's Equality, Diversity and Inclusion Action Plan for 2021 to 2024, we have been educating members of staff on the importance of including a diverse community in terms of content and images in all publications. Many new designs are now compliant with the plan in addition to meeting the accessibility legislation and marketing criteria for both print and digital designs.

Web design

Web design is a corporate and commercial service provided by the Reprographics team to selected external customers. This includes the website building, content updating and custom elements creating.

Photography

Photography service includes studio headshots, event photography and on location shoots. In 2025 to 2026, this area of the service was mostly utilised by the trading company and internally for staff photos, ID cards, social media and press releases.

Printing

Reprographic printing consists of three areas:

- specialist corporate and commercial printing
- agenda printing
- Document Management System printing (DMS printing)

Specialist corporate and commercial printing includes leaflets, brochures, booklets, business stationery, posters; wide format printing such as vinyl banners, roll up banners, display artwork and signage; plastic card printing for internal and external use and finishing service such as folding, creasing, cutting, laminating, binding and gluing.

Agenda printing is a corporate requirement in line with statutory publication of agenda documents.

DMS printing for Development Control and Building Control within the frame of council's Document Management System.

Document Management System

Our team plays a vital role in digitalising, storing, sharing and managing paper and digital communication related to the operations of Development Control (planning, appeals, enforcement) and Building Control.

All documents are subject to necessary preparation or digital manipulation (scanning, redacting, splitting, combining, extracting and rotating). Finished documents are registered into the EDRMS system according to their type, sensitivity, date received and case reference making them ready for searching, sharing and viewing by both ECDC officers and Public Access users. Input data is also subject to strict prescribed deadlines to ensure applications are registered and verified on time.

Mail service

Mail service includes the opening and sorting of incoming post, redistributing internal post and MailMark franking of outgoing mail. In 2022, we have introduced a Microsoft mail merge service for letters, emails, labels and envelopes to all internal customers.

Suspect parcels

Our team plays a key role in implementation of Security Threats Code of Practice and in dealing with suspect parcels. All incoming packages are treated as a security threat and are scrutinised and X-rayed for suspicious content without exception. The team continues to educate all members of staff of the importance of parcel notifying and promotes the use of the online intranet form as an easy and convenient way to do so.

Stationery and consumables

Reprographics team is responsible for provision and distribution of paper, photocopier toners and stationery to all ECDC staff in addition to monitoring supply chains and procurement of all mail room and print consumables to ensure business continuity. We are fully committed to Council's Climate and Environmental Action Plan. We create paper usage reports and are fully invested into an internal campaign on reducing paper waste. We also promote the reduce-reuse-recycle culture through the "Cabinet of Curios" for all reusable office stationery and consumables, like notepads made from scrap paper.

Cost of service

Graphic design, photography, printing and stationery - £138,122.

Document management and mail services - £230,890.

Staffing information

Reprographics team comprises of Reprographics Manager (1 full time), Reprographics Officers (2 full time and 1 part time: 22.5 hours) and Reprographics and Document Management System Officers (4 part time: 21, 22, 23 and 24 hours)

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2026 to 2027	November 2026	Finance and Assets
End of year report 2026 to 2027	March 2028	Finance and Assets
Service Delivery Plan 2027 to 2028	March 2028	Finance and Assets

Reprographics Service Delivery Plan 2026 to 2027

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

Council’s Strategic Outcome: Maintain sound finances. Improve systems and practices.

Reprographics’ Strategic Objective: Effectively contribute to the delivery of council’s corporate objectives and priorities.

Link to Corporate Plan: Sound financial management. Sustainable communities. Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Graphic design, web design and photography: complete all requests to agreed deadlines.	100%, annually	4,933 requests (up to 31 December 2025) completed to agreed deadlines. 100%	Reprographics Manager Reprographics Officer (3)
Specialist printing and finishing service: complete all requests to agreed deadlines.	100%, annually	1,730 requests (up to 31 December 2025) completed to agreed deadlines. 100%	Reprographics Manager Reprographics Officer (3)
	Print and post agendas for Council and Committee meetings within prescribed 5 or 7 working days deadline.	806 agenda papers (up to 31 December 2025) printed and posted within prescribed deadlines. 100%	Reprographics Manager Reprographics Officer (3)

Council’s Strategic Outcome: Maintain sound finances. Improve systems and practices.

Reprographics’ Strategic Objective: Identify and utilise commercial opportunities in order to contribute towards council’s budget.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Meet revenue target of £21,448 through provision of graphic design, web design, photography, printing and finishing service to external customers.	100%, annually	£46,027 commercial revenue (up to 31 December 2025). 106% The higher revenue baseline resulted from a major waste project generating additional revenue.	Reprographics Manager Reprographics Officer (3)

Council’s Strategic Outcome: Customers at the heart of everything we do. Maintain sound finances. Improve systems and practices. Be an excellent employer.

Reprographics’ Strategic Objective: Prioritise Reprographics change readiness to ensure the best fit and seamless support for the Local Government Reorganisation.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	<p>Conduct asset inventory and lifecycle plan for software and equipment, review current supplier arrangements, review policies and procedures, undertake data cleansing.</p> <p>Identify and enable a new change management and skills training.</p> <p>By March 2027, annually</p>	New performance measure	<p>Reprographics Manager</p> <p>Reprographics and DMS Officer (4)</p> <p>Reprographics Officer (3)</p>

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

Reprographics’ Strategic Objective: Ensure an efficient and proactive service is provided to all our customers.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Document Management System (DMS): index Planning and Building Control documents into EDRMS system within prescribed deadline of 3 working days or 24 hours for invalid planning applications and print all relevant documentation within 3 days from receipt.	100%, annually	<p>22,386 documents (up to 31 December 2025) indexed within prescribed deadlines. 100%</p> <p>5,565 jobs; 27,123 pages (up to 31 December 2025) printed within agreed deadlines. 100%</p>	<p>Reprographics Manager</p> <p>Reprographics and DMS Officer (4)</p>
Mail service: sort all incoming post at the agreed times during the day ensuring the confidentiality of documents and compliance with finance and audit regulations. Operate a cost-effective outgoing mail service by ensuring every item meets strict criteria for Royal Mail automated sorting process and by completing MailMark franking by 3.30pm every day.	100%, annually	<p>22,747 incoming mail items (up to 31 December 2025) sorted and distributed. 100%</p> <p>79,699 outgoing mail items (up to 31 December 2025) inspected and posted. 95.12% of mail sent by 2nd class and Business Advance Mail (BMA). 100%</p>	<p>Reprographics Manager</p> <p>Reprographics and DMS Officer (4)</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Procurement: procure all paper, envelopes, consumables and office stationery items to agreed stock levels for all staff. Fulfil all online stationery requests within 24 hours of receipt.	100%, annually	226 stationery and consumables orders placed and completed (up to 31 December 2025). 100% 213 online stationery requests (up to 31 December 2025). Walk-in requests for stationery are not monitored. All requests completed	Reprographics Manager Reprographics and DMS Officer (4) Reprographics Officer (3)
Build a new website to promote grounds maintenance services for ECTC.	1 April 2027, annually	New performance measure	Reprographics Manager Reprographics Officer (3)

Council’s Strategic Outcome: Be an excellent employer.

Reprographics’ Strategic Objective: Review corporate risks associated with Reprographics service.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Regularly review corporate risks associated with Reprographics service, including but not limited to:</p> <ul style="list-style-type: none"> health and safety measures in common areas Security Threats Code of Practice – ensure all parcels received at the Grange are processed for suspect content to mitigate an associated risk of injury or loss of human life Service Delivery Plan business continuity and resilience to breakdown of supply chains (paper, stationery, inks, toners and other consumables) 	Ongoing, annually	<p>Health and Safety and Reprographics risk assessments were formally reviewed at a team meeting in November 2025. Risks are monitored throughout the year.</p> <p>Security Threats Code of Practice: actions mitigating the risks are reviewed constantly and improvements implemented immediately, raising awareness via intranet’s blog, educating all ECDC staff at the induction stage and via email campaigns. All parcels are X-rayed for suspicious content without exception (995 items until 31 December 2025).</p> <p>The business continuity plan and resilience to breakdown of supply chains - actions mitigating the risk are taken daily.</p>	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)

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

Reprographics’ Strategic Objective: Undertake activities which help to mitigate/adapt to climate change. Contribute to the implementation of Council’s Climate and Environmental Action Plan.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Produce ECDC paper usage reports to support and monitor the paper reduction culture; promote a culture of reuse-reduce-recycle of all ECDC resources.</p>	<p>Monthly reports, ongoing, annually</p>	<p>Monthly paper usage reports produced as an executive summary, departmental breakdown and departmental environmental impact data sets. Annual paper reduction targets monitored and shared regularly with the service leads.</p> <p>Digitalisation of paper forms including Accident and Near Miss Reporting form, Parish Conference Feedback Form and Business, Landowners and Parish Councils Questionnaire.</p> <p>We recycle our toner and waste cartridges through The World on Loan – a recycling programme that’s part of our new print contract.</p> <p>PaperCut Grows – through our print contract trees are planted to offset our printing.</p> <p>Participation in the office food waste pilot. Making notepads from the paper off cuts. Annual review of the office stationery and consumables offer against the demand trends, reflected in stock levels.</p> <p>Digital communications to reduce waste and raise awareness (reusable stationery items, outgoing mail required practice).</p>	<p>Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)</p>

TITLE: Asset Update and Asset Management Plan 2026/27

Committee: Finance & Assets Committee

Date: 26 March 2026

Author: Open Spaces & Facilities Manager

Report number: AA169

Contact officer: Spencer Clark, Open Spaces & Facilities Manager
Spencer.clark@eastcambs.gov.uk, 01353 665555, The Grange, Ely

1.0 Issue

- 1.1 To consider the updated asset spend tracker for 2025/26 and approve the asset planned spend for 2026/27.

2.0 Recommendations

2.1 Members are requested to:

- i) Note the Corporate Asset Management Plan provided at Appendix 1;
- ii) Approve the Asset Management spend for 2026/27 as detailed in Appendix 2; and
- iii) Note the Asset Management 2025/26 spend to date as detailed in Appendix 3.

3.0 Background/Options

3.1 The spend tracker for 2025/26 is provided at Appendix 3. Members will note that there are number of carry forward items which are proposed to be included in the Asset Management Spend for 2026/27.

3.2 The Corporate Asset Management Plan is provided at Appendix 1. This plan provides a summary of:

- Roles & Responsibilities
- Statutory and Regulatory Framework
- Environmental Performance
- Land and Property Management Information
- Public Open Space Lease and Licence Arrangements
- List of Assets at Appendix 1a

3.3 In addition to the carry forward from 2025/26 there are new areas of proposed planned spend in 2026/27 which includes works identified in the conditions survey at The Grange and Ely Museum, repairs to the car park at eSpace North and resurfacing and remedial works at Broad Street Car Park, Ely. The proposed expenditure for 2026/27 is provided at Appendix 2.

3.4 In 2025/26 the Open Spaces & Facilities Manager instructed a conditions survey for all buildings retained by the Council with the exception of the public convenience (these will be done following completion of refurbishment works). The surveys inform the maintenance and management requirements going forward. Works at The Grange and Ely Museum are included in the 2026/27 planned spend at Appendix 2.

4.0 Arguments/Conclusions

4.1 Members are requested to:

- i) Note the Corporate Asset Management Plan provided at Appendix 1;
- ii) Approve the Asset Management spend for 2026/27 as detailed in Appendix 2; and
- iii) Note the Asset Management 2025/26 spend to date as detailed in Appendix 3.

5.0 Additional Implications Assessment

<p>Financial Implications</p> <p>The spend identified in this report and appendices will be met by the Asset Management budget and Depot Improvement reserve.</p>	<p>Legal Implications</p> <p>No</p>	<p>Human Resources (HR) Implications</p> <p>No</p>
<p>Equality Impact Assessment (EIA) Not required</p>	<p>Carbon Impact Assessment (CIA) Not required for this report. Individual project spend will consider this implication at the point of spend</p>	<p>Data Protection Impact Assessment (DPIA) Not required</p>

6.0 Appendices

- Appendix 1- Asset Management Plan 2026/27
- Appendix 1a- List of Assets
- Appendix 2- Asset Management Spend for 2026/27
- Appendix 3- Asset Management 2025/26 spend to date

7.0 Background Documents:

Finance & Assets Committee- 27 March 2025- Assets Update and Assets Management Plan

Corporate Asset Management Plan 2026/27

1.0 Introduction

1.1 The plan details the main types of land and property assets that the Council owns and includes:

- land and properties used to deliver a direct service to the community, including parks and openspaces and public car parks;
- properties that support service delivery, such as the main offices and depot; and
- 'non-operational' assets which are not used to support service delivery and are held for investment, including commercial properties

The plan does not include other Council assets such as vehicles, plant, equipment, IT, street furniture, fixtures and fittings.

The asset management aims and objectives listed below are identified through the service planning process and are linked to the Council's Corporate Objectives:

- ensure that the Council's land and property assets are managed and maintained efficiently and effectively, are fit for purpose, provide access for all and comply with statutory and regulatory requirements;
- deliver efficiency savings through reducing property running costs;
- undertake a rolling programme of condition surveys for all Council properties to provide information on required maintenance and associated costs;
- deliver the planned maintenance programme for the Council's properties to improve the overall condition of the asset base and maximise its value;
- carry out annual inspections of tenanted properties to ensure tenants' compliance with their leasehold obligations for managing maintenance and repairs;
- establish an ongoing collection of property data to assist with the Council's asset management arrangements and inform strategic decisions on the use of land and property assets;
- put in place a programme of land and property reviews and, where applicable, challenge the need to retain these assets;

- ensure that Council's properties are operated in a sustainable way, to reduce carbon emissions and to improve energy efficiency where appropriate, in accordance with the Council's ambitions to improve its carbon footprint, which is monitored annually; and
- consult with partners, service users, tenants and staff on the use of the Council's land and property assets.

2.0 Roles & Responsibilities

2.1 Finance & Assets Committee

The Council's Finance and Asset Committee is responsible for overseeing the Council's asset management function, which includes an annual review of the Corporate Asset Management Plan, monitoring performance of the Council's land and property assets, and making key strategic decisions regarding the purchase of new land and property, large scale refurbishment projects and the disposal of existing land and property.

2.2 Open Spaces & Facilities

The Council's Open Spaces and Facilities Manager is responsible for the management and development of the Council's asset management arrangements. This includes the day-to-day management of assets, planning and overseeing maintenance work and where appropriate, liaison with staff and tenants on day-to-day asset management issues, including health and safety requirements.

2.3 Legal and Financial Services

Legal Services draft lease and licence agreements, assist with the sale and purchase of land and property and provide advice on legal property matters and Section 106 agreements. Legal Services also ensure that contract obligations are met and will take action relating to any default in payment to recover rent, insurance and service charges from the Council's tenants to include civil litigation if required.

Financial Services collect rent, insurance and service charges from the Council's tenants. Financial Services also arrange for annual impairment valuations to be carried out on the Council's land and property assets as part of the end of year accounting arrangements.

3.0 Statutory and Regulatory Framework

The Council has a duty to ensure that land and property under its control complies with relevant statutory and regulatory standards, which includes a wide range of health and safety responsibilities that fall on property owners or occupiers. To meet these obligations the Council must ensure that regular checks are carried out and that control measures are in place and recorded to ensure compliance. The Council must also ensure that appropriate

periodic inspections and testing of systems and equipment is in place in accordance with relevant legislation, approved codes of practice and/or British Standards.

Other statutory and regulatory requirements relevant to asset management are set out below:

3.1 Air-Conditioning Systems

Under the Energy Performance of Buildings Directive, all air-conditioning systems with a combined rated output of more than 12 kW should be inspected by an energy assessor at regular intervals, which must not exceed 5 years. The inspection will highlight measures which, if undertaken, will help to save energy and operating costs.

The Council has arrangements in place for air conditioning inspections to be carried out where required and an annual maintenance schedule for all air-conditioning units within Council premises.

3.2 Asbestos

The 'Control of Asbestos Regulations 2012' places a statutory duty on the Council to manage asbestos in non-domestic premises owned or leased by the Council, in order to protect those who work in such premises, or use them in other ways, from the risks of ill-health that the exposure to asbestos causes.

The Council must also ensure that information is provided on the location and condition of the asbestos to anyone liable to work on or disturb any asbestos containing material.

To ensure compliance, the Council has had asbestos surveys completed for all Council properties. The surveys have located and recorded, as far as is reasonably practicable, the areas where asbestos is present, the extent and types of asbestos products present, and determined the risk of anyone being exposed to fibres from the asbestos products found.

Where asbestos has been found the Council has prepared a plan that sets out in detail how the risks from these materials will be managed and records the location and condition of the asbestos-containing material. All identified asbestos-containing materials have been labelled and arrangements are in place for the condition of the material to be monitored annually.

3.3 Car Parking and Pedestrian/Vehicle Segregation

The 'Workplace (Health, Safety and Welfare) Regulations 1992' covers the layout of traffic routes, traffic management systems and the provision of adequate signage.

To ensure the safety of people who use the Council's car parks, risk assessments are carried out and regularly reviewed to assess the traffic

movement within the car park, pedestrian/vehicle segregation and whether routes are adequately signed.

3.4 **Control of Substances Hazardous to Health (COSHH)**

The 'Control of Substances Hazardous to Health Regulations 2002' place a duty on employers to control the risks to employees and others, which arise from exposure to substances hazardous to their health that are associated with the employers' work activities.

The Council will ensure that it identifies, assesses and where possible prevents or adequately controls the risks to health from hazardous substances used in or created by workplace activities so as to prevent ill health.

3.5 **Construction, Design and Management Regulations (CDM)**

Construction, Design and Management Regulations applies to all commercial construction work that involves projects that last more than 30 days or involve 500-person days of construction work. The regulations place a legal duty on virtually all involved in the work, including the client, designer, principal contractor, other contractors and workers who are known as 'duty holders'. All of the duty holders have specific roles and responsibilities during the project.

3.6 **Equalities Act 2010**

Under the legislation, the Council is required to make reasonable adjustments to its premises to overcome physical barriers to access and ensure that, as far as possible, a disabled person is treated in the same way as a non-disabled person. The Council works closely with the Access Group to ensure that proposed changes meet the most up to date requirements.

The Council also supports the National Key Scheme run by RADAR the Disability Network that offers disabled people independent access to locked public conveniences by providing RADAR keys to use the Council's disabled public conveniences.

3.7 **Fixed Electrical Installations**

The 'Electricity at Work Regulations 1989' states that all electrical systems and equipment used in the working environment should be in a safe condition and maintained to prevent danger. The Health and Safety Executive recommends that to comply with the regulations, an appropriate system of periodic visual inspection and testing by a competent person should be implemented at all places of work and is likely to include all Council commercial and residential premises, unless responsibility has been accepted by the tenant through the terms of the signed lease or tenancy agreement.

The Council has a programme of formal inspections, testing and routine checks in place for the electrical installations for all relevant properties. The frequency of inspection and testing is determined taking into account:

- the type of installation;
- its use and operation;
- the frequency and quality of maintenance; and
- the external influences to which it is subjected.

The frequency is further guided by the Council's electrical contractor's judgment based on the findings of their inspection and also with reference to the inspection and testing guidance notes contained within the IEE Wiring Regulations 18th Edition.

Where tenants have responsibility for fixed installation inspection and testing the Council will record the date that the inspection and testing is due and the tenant will be required to provide a test certificate to show that the installation has passed as satisfactory.

3.8 Portable Appliance Testing

The 'Provision and Use of Work Equipment Regulation 1998' (PUWER) covers the safe provision and use of all work equipment including portable electrical appliances.

The Council keeps an inventory of all portable appliances and will carry out the inspection and testing of this equipment based on the code of practice issued by The Institution of Engineering and Technology.

3.9 Fall Arrest Systems

The 'Working at Height Regulations 2005' requires the Council to ensure that equipment for work at height is properly inspected and maintained.

The Council has a fall arrest system installed at its E-space North property to provide for safe roof access. A service contract is in place for the fall arrest system to be inspected and serviced annually.

3.10 Lighting Protection

Protection against lightning falls within the responsibilities of the 'Health and Safety at Work Act 1974'.

In accordance with the British Standard Code of Practice for 'BS EN 62305:2011 'Lighting Standard Protection' lightning protection is required where:

- large numbers of people congregate;
- essential public services are concerned;
- the area is one in which lightning is prevalent;
- there are very tall or isolated structures;
- there are structures of historic or cultural importance; and
- there are structures with explosive or flammable contents.

The following Council's properties have lighting protection systems in place and these are inspected and tested at fixed intervals;

- E-space Business Centres; and
- The Maltings.

3.11 Fire

The 'Regulatory Reform (Fire Safety) Order 2005' places general fire safety duties on the Council where the premises are under its control or the person who has control of the premises as occupier, to ensure that the workplace contains adequate fire precautions, as determined by completion of a fire safety risk assessment.

The Council has recorded its fire and evacuation plans and procedures and this information is detailed in a Fire Logbook held at each Council property. These plans and procedures are reviewed regularly as part of the Council's fire safety arrangements and include annual fire risk assessments, training for Fire Wardens, fire drills and the inspection, testing and maintenance of fire protection equipment.

The Council will expect its tenants to comply with the 'Regulatory Reform (Fire Safety) Order 2005' and ensure that the premises they occupy are equipped with appropriate fire-fighting equipment, fire detectors and alarms and that these are adequately maintained. All tenants are also required to provide the Council with a copy of their completed fire risk assessments.

The travellers site under the Council's control are included in these requirements.

The fire alarm systems at the following Council properties are linked to an alarm-receiving centre that will contact the Fire and Rescue Services if an alarm is triggered. This ensures that the Fire and Rescue Services will be able to respond immediately when the alarm is triggered:

- The Grange;
- Ely Museum;
- Portley Hill Depot; and
- E-space Business Centres

3.12 Emergency lighting

Emergency lighting should be installed in a building to provide a degree of illumination in the event that normal lighting fails. In terms of fire safety, the most important component of emergency lighting is the 'escape lighting', which is provided to illuminate escape routes to an extent sufficient to enable occupants to evacuate the building in safety.

The Council has arrangements in place for the inspection and testing of emergency lighting, this is carried out on a monthly, six monthly and annual basis in accordance with current guidelines.

3.13 Fuel Storage

The 'Control of Pollution (Oil Storage) Regulations 2001' covers the storage of oil at industrial and commercial premises where the amount stored is more than 200 litres and it is stored outside and aboveground level.

The Council has a diesel storage tank at its Portley Hill Depot site. These tanks, bunds and associated pipework are checked for signs of damage on a regular basis with a more detailed annual inspection and service carried out by qualified inspectors to ensure that any potential defects are found and rectified.

The Council has an HVO storage tank at its Portley Hill Depot site. These tanks, bunds and associated pipework are checked for signs of damage on a regular basis with a more detailed annual inspection and service carried out by qualified inspectors to ensure that any potential defects are found and rectified.

3.14 Gas Safety

The 'Gas Safety (Installation and Use) Regulations 1998' place a duty on the Council to ensure any gas appliance, associated pipe work and flues in the work places are maintained in a safe condition.

The Council has arrangements in place to ensure that periodic routine maintenance is carried out on gas appliances, pipe work and flues by a 'Gas Safe' registered engineer.

3.15 Lifts and Hoists

Under the 'Lifting Operations and Lifting Equipment Regulations 1998' (LOLER) the Council has a legal responsibility to ensure that any lifts and hoists on their premises are thoroughly examined and safe to use.

The following Council properties have lifts and/or hoists;

- E-space North Business Centre;
- The Maltings;
- Ely Museum and
- The Grange

The Council has arrangements in place to ensure that a qualified lift engineer examines all lifts every six months in Councils Operated buildings and in addition, the Council's insurers also carry out six monthly inspections of all Council owned lifts and hoists.

3.16 Play Equipment

Playground equipment carries a high risk and is covered by the following British Standards:

- playground equipment (BS 5696),
- play surfaces (BS 7188 and 7044); and
- outside play areas (BS5696).

The Council carries out weekly inspections of all its play areas and the Council's insurers also carry out six monthly inspections.

3.17 Structural Streetlight Column Testing- Technical Requirement 22 (TR22)

The TR22 is a technical requirement of all street lighting owners whereby they need to ensure that there are regular visual inspections by a competent person of their columns to ensure that any defects are noted and addressed.

3.18 Tree Safety

As well as responsibilities under the 'Health and Safety at Work Act 1974', the Council as an occupier of land where a tree stands has responsibilities under the 'Occupiers Liability Act 1957 and 1984'. An occupier of land on which a tree stands will normally be liable for any personal injury or other damages caused by a tree breaking or falling where a tree is hazardous, because of decay or structural weakness and shows external signs of being in such a condition.

The Council's Tree Officers will carry out an overall assessment of risks from trees on Council land, which helps to identify whether further checks or inspections are required.

3.19 Use of Contractors

Contractors who are required to undertake work on Council's land and/or property will be appointed in accordance with the Council's procurement procedures.

Where appropriate the Council will use 'Constructionline', the government national database of assessed contractors and consultants, when appointing construction suppliers. 'Constructionline' provides a comprehensive database of accredited suppliers along with pre-qualification information to ensure that suppliers comply with relevant national standards.

Where necessary the Council will check that contractors have the appropriate qualifications and registrations including 'Gas Safe' or the National Inspection Council for Electrical Installation Contractors (NICIEC) for work in connection with gas and electrical installations.

Health and safety requirements will be included in contracts and when awarding contracts consideration will also be given to the health and safety

performance of contractors along with risk assessments and accident records. The Council will ensure that contractors have a current health and safety policy where they have 5 or more employees and also that they have public and employer's liability insurance in place.

The Council will provide contractors with appropriate health and safety information so that work can be done safely. This will include information about the workplace, specific hazards, precautions and details of the Council's health and safety arrangements.

3.20 Waste Management

The 'Construction Products Regulations 1991' dictate that oil separators are fitted to surface water drainage systems where there is a risk of oil contamination to protect the environment from pollution.

The Council has oil separators installed in a number of its public car parks and Traveller's sites and has arrangements in place to ensure that these are emptied on an annual basis.

To comply with the 'Hazardous Waste Regulations 2005' the Council is registered as a producer of hazardous/special waste to dispose of waste from oil separators.

3.21 Water Hygiene and Safety

Under the 'Control of Substances Hazardous to Health Regulations 2002' (COSHH) pathogenic bacteria, including Legionella are deemed to be "substance hazardous to health". The Council has a duty to identify and assess the sources of risk, prepare a course of action for preventing or controlling the risk and implementing and managing the scheme.

The Council has carried out risk assessments to determine if the water systems including the equipment associated with the systems such as pumps and showers are likely to create a risk.

4.0 Environmental Performance

The Council is committed to managing its land and properties in an environmentally sustainable way and to improving the energy efficiency of all its properties.

The Council has implemented a number of energy saving measures, including the following:

- purchase of green electricity produced from sources that produce a minimal negative impact upon the environment;
- fitting low volume spray taps on hand basins and water saving devices to WC's;
- use of solar control film to reduce solar heat gain;
- where appropriated fitted photocells to switch off interior lights when

- daylight is adequate;
- installing time controllers to allow heating and water to be turned off or down during unoccupied periods;
- installation of thermostatic radiator valves;

Where possible, when air conditioning or heating systems are replaced the Council will use energy efficient systems to provide a more cost effective and environmentally friendly solution to save on energy costs and reduce its carbon footprint.

The Council also has an Environmental Policy aimed at adopting environmentally friendly working practices as part of the management and maintenance of its land.

4.1 Energy Performance Certificates

Energy Performance Certificates have been introduced to help improve the energy efficiency of buildings. They are required when a building is built, sold or rented out and the Council must provide a copy to prospective tenants before any tenancy agreement is signed.

The certificate is valid for ten years and provides 'A' to 'G' ratings for the building with 'A' being the most energy efficient and 'G' being the least, with average now being 'D'.

The certificate also includes recommended measures that could improve a building's energy performance and the Council intends to implement these where possible.

4.2 Display Energy Certificates

Display Energy Certificates are required to raise public awareness of energy use and to inform visitors to public buildings about the energy use of a building.

Display Energy Certificates are required for buildings with a gross floor area over 250m² and are valid for 10 years.

Display Energy Certificates for buildings with a gross floor area over 1000m² are valid for one year and need to be updated annually.

The Council's main offices had an energy rating of 'D' in 2021

5.0 Land and Property Management Information

5.1 Asset Register

To comply with financial reporting requirements the Council's Financial Services team maintain an asset register that includes details on vehicles, plant, equipment, IT, street furniture, fixtures and fittings, as well as land and property assets.

The Council's maintains a facilities database. The database assists Officers with day- to-day land and property management and details information on use, sufficiency, suitability, condition and compliance with statutory regulations. The information is also used to assist with the asset management programme, help identify potential efficiencies and inform decisions about investment and disposal of land and property.

The asset management information will also:

- identify costs associated with owning and maintaining each property;
- record land and property data including values, condition and maintenance requirements;
- record management information details including site and building layout plans, area photos and service contract details; and
- record lease agreement information to include length of term and termination notice period, any break clause rights, rent review arrangements, service charges and insurance payments.

It is a priority for 2026/27 to ensure this system is up-to-date and reflects the data required as part of the Local Government Reorganisation transition.

5.2 Property Terrier

The Council records all of its land and property ownership interests on a 'Geographical Information System' (GIS) known as the 'Property Terrier'. The database contains both spatial and factual information relating to each individual ownership or lease.

5.3 Registration of Land Holdings

The Council has registration of all land holdings in its ownership with the Land Registry and this up-to-date information will be recorded on the Council's GIS Property Terrier system.

6.0 Public Open Space

6.1 Section 106 Agreements

Section 106 of the Town and Country Planning Act 1990 allows the Council to enter into a legally- binding agreements or planning obligations with landowners in association with the granting of planning permission. As part of the Section 106 agreement the landowner is required to provide contributions towards the provision of infrastructure and community facilities required as a result of the development taking place.

The expectation is that planning obligations will be focused on delivering affordable housing, on-site infrastructure required by a development scheme (including open space), on-going maintenance charges, and specific mitigation measures to enable particular developments to come forward. Financial contributions can also be provided to the Council in lieu of on-site open space provision for residential developments.

6.2 Adoption of Public Open Space

As part of the Council's planning policy relating to new residential developments it will look to secure on-site provision of new informal open space and play areas. Where a site is too small for meaningful provision, the Council will seek a financial contribution in lieu of public open space.

Developers may make their own arrangements for the maintenance of open space or look to transfer ownership and future maintenance to the Council.

At the time of preparing this Asset Management Plan there is a live government consultation which may address private management company matters. The asset management plan may need to change to reflect any changes arising from this government consultation.

Where developers wish to transfer ownership and future management of public open space and/or play areas to the Council they will be required to pay a commuted sum based on a rate of charges, that is updated on an annual basis, to cover the cost of future maintenance costs.

These charges have recently been reviewed to ensure that they reflect the actual cost of maintaining public open space.

There is a need to include a requirement in a section 106 agreement that deals specifically with the cost of maintaining public open space in the context of Biodiversity Net Gain. This is not featured in the standard calculations of maintaining public open space and needs to be bespoke and evidence led, based on the needs of each site adopted by the Council.

Given the costs associated with maintaining public open space, the Council may look to the developer to agree adoption and maintenance with the local Parish or Town Council, if possible, to keep revenue costs to a minimum. The developer may also give consideration to appointing a management company or alternatively it could establish a Trust comprised of residents/householders to manage the public open space. The Council would need to be assured of the long-term viability of this option.

Where the developer has gone into liquidation, and no enforcement action can be taken against the developer or their successors in title, the Council will consider the following matters before deciding whether to take ownership of the land:

- operational and cost implications
- existing provision of local open space and/or children's play space; and
- land value/development opportunities

6.3 Access/Rights of Way

The Council may give an easement that grants permission to allow access and/or a right of way over itsland. An easement creates an interest that runs with the land and passes to successors in title.

A licence may also be used to grant permission to allow access and/or a right of way over Council land. Unlike an easement, a licence does not create an interest in the land and can be terminated on terms and/or the agreed notice under that licence.

7.0 Lease and Licence Agreements

Lease and license agreements will set out the length of term, rent, rent deposit (if any), appropriate service charges, insurance payments and any other outgoings that the tenant will be responsible for under the agreement.

Where applicable break clauses will also be included in lease and licence agreements to provide the Council with the opportunity to review existing terms such as rental levels.

Where rent review dates are in place, tenants will be contacted six months before the review date and advised accordingly.

Lease and license agreements will clearly state the tenants repairing obligations and these will be appropriate to the length of term and the condition of the premises.

The lease and license agreements will state that tenants are obliged to give the premises back at the end of the agreement in the same condition as it was on occupation. Tenants will be provided with a schedule of condition, to include photographic evidence to ensure that any liabilities for dilapidations can be determined at the end of the tenancy agreement. Six months before the termination date the Council will provide a schedule of dilapidations to enable tenants to carry out any works.

A list of the Council's assets is provided at Appendix 1a.

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ASSET	TENURE
Commercial Property	
e-Space North, 181 Wisbech Road, Littleport, Cambridgeshire, CB6 1RA	Lessor - Land & Building
e-Space South, 26 St Thomas' Place, Ely, Cambridgeshire, CB6 4EX	Freehold - Land & Building
Unit 6, Cambridgeshire Business Park, Ely, Cambridgeshire, CB7 4EX	Lessor - Land & Building
Unit 8, Cambridgeshire Business Park, Ely, Cambridgeshire, CB7 4EX	Lessor - Land & Building
The Dock, Angel Drove, Ely, Cambridgeshire, CB7 4DT	Lessor - Land Only
The Dock, Angel Drove, Ely, Cambridgeshire, CB7 4GA	Lessor- Land Only
70 Market Street, Ely, Cambridgeshire, CB7 4LS	Leased
74 Market Street, Ely, Cambridgeshire, CB7 4LS	Leased
72 Market Street, Ely, Cambridgeshire, CB7 4LS	Leased
Car Parking	
Barton Road Car Park, Ely, Cambridgeshire, CB7 4HZ	Freehold - Land only
Barton Road Car Park, Ely, Cambridgeshire, CB7 4HZ	Freehold - Land only
Clay Street, Soham, Ely, Cambridgeshire, CB7 5HJ	Freehold - Land only
Fisherman's Car park, Willow Walk, Ely, Cambridgeshire, CB7 4AT	Freehold - Land only
Broad Street, Ely, Cambridgeshire, CB7 4BD	Freehold - Land only
Fountain Lane, Soham, Cambridgeshire, CB7 5ED	Lessee - Land only
Main Street, Littleport, Ely, Cambridgeshire, CB6 1HE	Freehold - Land only
Ship Lane, Ely, Cambridgeshire, CB7 4BB	Freehold - Land only
The Causeway, Burwell, CB25 0DU	Lessee - Land Only
The Dock, Angel Drove, Ely, Cambridgeshire, CB7 4DT	Freehold - Land only
St Mary's Street, Ely, Cambridgeshire, CB7 4ES	Freehold - Land only
Cambridgeshire Business Park, Angel Drove, Ely, Cambridgeshire, CB7 4EX	Freehold - Land only
Newnham Street, Ely, Cambridgeshire, CB7 4PE	Freehold - Land only
Main Street, Littleport, Ely, Cambridgeshire, CB6 1PH	Lessor - Land & Building
Willow Walk, Ely, Cambridgeshire, CB7 4AT	Freehold - Land only
Orchard Estate, Little Downham, Ely, Cambridgeshire, CB6 2TU	Freehold - Land only
Littleport Station, Station Road, Littleport, Ely, Cambridgeshire, CB6 1JL	Freehold - Land only
Cambridgeshire Business Park, Angel Drove, Ely, Cambridgeshire, CB7 4EX	Freehold - Land only
Berristead Close, Wilburton, Ely, Cambridgeshire, CB6 3RS	Freehold - Land only
Service Assets	
Portley Hill Depot, Ely Road, Littleport, Ely, Cambridgeshire, CB6 1RT	Lessor - Land & Building

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	The Grange, Nutholt Lane, Ely, Cambridgeshire, CB7 4EE (including car park)	Freehold - Land & Building
	Substations	
	Cambridgeshire Business Park, Angel Drove, Ely, Cambridgeshire, CB7 4EX	Lessor - Land only
	Garages	
	St Johns Road, Ely, Cambridgeshire, CB6 3BG	Lessor - Land & Buildings
	Open Spaces and Play Areas	
Ashley	Silhalls Close, Ashley, Newmarket, Cambridgeshire, CB8 9DZ	Freehold - Land only
Ashley	Silverly Way, Ashley, Newmarket, CB8 9DY	Freehold - Land only
Bottisham	Ancient Meadows, Tunbridge Lane, Bottisham, Cambridge, CB25 9AX	Freehold - Land only
Brinkley	Beechcroft, Brinkley, Newmarket, CB8 0SH	Lessor - Land only
Brinkley	Beechcroft, Brinkley, Newmarket, CB8 0SH	Freehold - Land only
Brinkley	Old School Lane, Brinkley, Newmarket, Cambridgeshire, CB8	Freehold - Land only
Burrough Green	Hartfield Road, Burrough Green, Newmarket, Cambridgeshire, CB8 0RF	Freehold - Land only
Burwell	Bloomsfield (off Isaacson Rd), Burwell, Cambridge, CB25 0RA	Land only
Burwell	Chestnut Rise, Burwell, Cambridge, CB25 0BX	Freehold - Land only
Burwell	Garden Court, Burwell, Cambridge, CB25 0DH	Freehold - Land only
Burwell	Westhorpe, Burwell, Cambridge, CB25 0DQ	Freehold - Land only
Burwell	Westhorpe & Martin Road, Burwell, Cambridge, CB25 0DQ	Freehold - Land only
Burwell	Green Lane, Burwell, Cambridge, CB25 0RA	Freehold - Land only
Burwell	Grantchester Rise, Burwell, Cambridge, CB25 0BE	Freehold - Land only
Burwell	Bloomsfield (off Isaacson Rd), Burwell, Cambridge, CB25 0RA	Freehold - Land only
Burwell	Bloomsfield (off Isaacson Rd), Burwell, Cambridge, CB25 0RA	Freehold - Land only
Cheveley	Spurling Close, Cheveley, Newmarket, CB8 9RJ	Freehold - Land only
Coveney	School Lane, Coveney, Ely, Cambridgeshire, CB6 2DB	Freehold - Land only
Dullingham	The Crescent, Dullingham, Newmarket, CB8 9UY	Freehold - Land only
Dullingham	Bakehouse Hill, Dullingham, Newmarket, Cambridgeshire, CB8 9XJ	Freehold - Land only
Ely	Bentham Way, Ely, Cambridgeshire, CB6 1BS	Freehold
Ely	Open Space, Newnham Street, Ely	Freehold land only
Ely	Morely Drive, Ely Cambridgeshire, CB6 3FQ	Freehold - Land only
Ely	Morely Drive, Ely Cambridgeshire, CB6 3FQ	Freehold - Land only
Ely	Willow Walk, Ely, Cambridgeshire, CB7 4AT	Freehold - Land only
Ely	Williams Close, Ely CB7 4FQ	Freehold - Land only
Ely	Kingsley Walk, Ely, Cambridgeshire, CB6 3BZ	Freehold - Land only

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Ely	Tennyson Place (off Beresford Rd), Ely, Cambridgeshire, CB6 3WF	Freehold - Land only
Ely	John Amner Close, Ely, Cambridgeshire, CB6 1DU	Freehold
Ely	Sandys Crescent, Littleport, Ely, Cambridgeshire, CB6 1LP	Freehold - Land only
Ely	Archery Crescent, Ely, Cambridgeshire, CB7 4HQ	Freehold - Land only
Ely	Chequer Lane, Ely, Cambridgeshire, CB7 4LN	Freehold - Land only
Ely	Cromwell Road, Ely, Cambridgeshire, CB6 1AS	Freehold - Land only
Ely	Palace Green, Ely, Cambridgeshire, CB7 4EW	Lessee - Land only
Ely	Paradise Recreation Ground, Newnham Street, Ely, Cambridgeshire, CB7 4PQ	Lessor - Land Only
Ely	Saffron Close, Littleport, Ely, Cambridgeshire, CB6 1HR	Freehold - Land only
Ely	Springhead Lane, Ely, Cambridgeshire, CB7 4QY	Freehold - Land only
Ely	Stour Green, Ely, Cambridgeshire, CB6 2WX	Freehold - Land only
Ely	Wissey Way, Ely, Cambridgeshire, CB6 2WW	Freehold - Land only
Ely	Cardinals Way, Ely, Cambridgeshire, CB7 4GB	Freehold - Land only
Ely	High Barns, Ely, Cambridgeshire, CB7	Freehold - Land only
Ely	Jubilee Gardens, Broad Street, Ely, Cambridgeshire, CB7 4BJ	Freehold - Land only
Ely	Morley Drive, Ely, Cambridgeshire. CB6 3FQ	Freehold
Ely	Alexander Chase (off Beresford Rd), Ely, Cambridgeshire, CB6 3SN	Freehold - Land only
Ely	Abbotts Way, Ely, Cambridgeshire, CB6 3AJ (also backs on to Columbine Rd)	Freehold - Land only
Ely	Fitzgerald Close, Ely, Cambridgeshire, CB7 4QD	Freehold land only
Ely	Land at front of The Maltings, Ship Lane, Ely, Cambridgeshire, CB7 4BB	Freehold - Land only
Ely	New Barns Avenue, Ely, Cambridgeshire, CB7 4RD	Freehold - Land only
Ely	Morely Drive, Ely Cambridgeshire, CB6 3FQ	Freehold - Land Only
Ely	Dunstan Street, Ely, Cambridgeshire, CB6 3AQ	Freehold - Land only
Ely	Brooke Grove (of Beresford Rd) Ely, Cambridgeshire, CB6 3WT	Freehold - Land only
Ely	Tennyson Place (off Beresford Rd), Ely, Cambridgeshire, CB6 3WF	Freehold - Land only
Ely	Teasel Drive, Ely, Cambridgeshire, CB6 3WJ	Freehold - Land only
Ely	Land rear of Cambridge Road, Ely, Cambridgeshire, CB7	Freehold - Land only
Ely	The Park (Cherry Hill), Broad Street, Ely, Cambridgeshire, CB7 4JU	Lessee - Land Only
Ely	Bentham Way, Ely, Cambridgeshire, CB6 1BS	Freehold - Land only
Ely	Land west of The Maltings, Ship Lane, Ely, Cambridgeshire, CB7 4BB	Freehold - Land only
Ely	Three Cups Walk, Ely, Cambridgeshire, CB7 4AN	Freehold - Land only
Ely	Mill Field, Sutton, Ely, Cambridgeshire, CB6 2QB	Freehold - Land only
Ely	Compton Fields, Ely, Cambridgeshire, CB6 1ED	Freehold - Land only

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Ely	Beresford Road, Ely, Cambridgeshire, CB6 3WA	Freehold - Land only
Ely	Alexander Chase (off Beresford Rd), Ely, Cambridgeshire, CB6 3SN	Freehold - Land only
Ely	Alexander Chase (off Beresford Rd adj 45a&b), Ely, Cambridgeshire, CB6 3SN	Freehold - Land only
Ely	St Johns Road, Ely, (Murfitt Cl), Cambridgeshire, CB6 3FQ	Freehold - Land only
Ely	Gateway Gardens, Ely, Cambridgeshire, CB6 3DE	Freehold - Land only
Ely	Pegasus Walk, Ely, Cambridgeshire, CB7	Freehold - Land only
Ely	Land adjacent to The Maltings, Ship Lane, Ely, Cambridgeshire, CB7 4BB	Freehold - Land only
Ely	Land at the Maltings, Riverside, Ely, Cambridgeshire, CB7 4BB	Freehold - Land only
Ely	Alexander Chase (off Beresford Rd), Ely, Cambridgeshire, CB6 3SN	Freehold - Land only
Ely	Fitzgerald Close, Ely, Cambridgeshire, CB7 4QD	Freehold - Land only
Ely	Cam Drive/Wissey Way, Ely, Cambridgeshire, CB6 2WH	Freehold - Land only
Ely	Alexander Chase (off Beresford Rd adj 12), Ely, Cambridgeshire CB6 3SN	Freehold - Land only
Ely	Benedict Street, Ely, Cambridgeshire, CB6 3AU	Freehold - Land only
Ely	Kingsley Walk, Ely, Cambridgeshire, CB6 3BZ	Freehold - Land only
Ely	The Vineyards, Ely, Cambridgeshire, CB7 4QG	Freehold -Land only
Ely	Alexander Chase (off Beresford Rd adj 17), Ely, Cambridgeshire, CB6 3SN	Freehold - Land only
Ely	Quayside (Slipway), Ely, Cambridgeshire, Cb7 4BA	Freehold - Land only
Ely	Alexander Chase (off Beresford Rd), Ely, Cambridgeshire, CB6 3SN	Freehold - Land only
Ely	Willow Walk, Ely, Cambridgeshire, CB7 4AT	Freehold - Land only
Ely	Cam Drive, Ely, Cambridgeshire, CB6 2WH	Freehold - Land only
Ely	Queen Emma Walk, Ely, Cambridgeshire, CB6 1BY	Freehold - Land only
Ely	St Ovins Green, Ely, Cambridgeshire, CB6 3AN	Freehold - Land only
Ely	Debden Green, Ely, Cambridgeshire, CB6 3BS	Freehold - Land only
Ely	Fitzgerald Close, Ely, Cambridgeshire, CB7 4QD	Freehold-Land only
Ely	Collier Close (off Beresford Rd), Ely, Cambridgeshire, CB6 3WX	Freehold - Land only
Ely	Cresswells Pocket Park, Cresswells Lane, Ely, Cambridgeshire, CB7 4PF	Freehold - Land only
Ely	Alexander Chase (off Beresford Rd), Ely, Cambridgeshire, CB6 3SN	Freehold - Land only
Ely	St Johns Road, Ely (Morley Dr), Cambridgeshire, CB6 3FQ	Freehold - Land Only
Ely	St Johns Rd, Ely, Cambridgeshire, CB6 3BE	Freehold - Land only
Ely	Land between St Johns Road, Ely and Witchford Road, Ely, Cambridgeshire, CB6 3EN	Freehold - Land only
Ely	The Paddocks, Coppergate, Lynn Road, Ely, Cambridgeshire	Freehold - Land only
Ely	Abbotts Way, Ely, Cambridgeshire, CB6 3AJ	Freehold - Land only
Ely	Fitzgerald Close, Ely, Cambridgeshire, CB7 4QD	Freehold - Land only

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Ely	Fitzgerald Close, Ely, Cambridgeshire, CB7 4QD	Freehold - Land only
Ely	Meadow Way, (land NW side of St Johns Rd) Ely, Cambridgeshire, CB6 3EX	Freehold - Land only
Ely	Lisle Lane, Ely (former EA land)	Freehold- Land only
Ely	Highwood Grange	Freehold
Haddenham	Linden Way, Haddenham, Ely, Cambridgeshire, CB6 3UG	Freehold - Land only
Haddenham	Cherry Orchard, Haddenham, Ely, Cambridgeshire, CB6 3UF	Freehold - Land only
Haddenham	Northumbria Close, Haddenham, Cambridgeshire, CB6 3HT	Freehold Land only
Isleham	Limestone Close, Isleham, Ely, Cambridgeshire, CB7 5RP	Freehold - Land only
Isleham	Festival Road, Isleham, Ely, Cambridgeshire, CB7 5SY	Freehold - Land only
Kennett	The Close, Kennett, Newmarket, CB8 7RA	Freehold - Land only
Little Downham	Ely Road	Freehold
Little Thetford	The Wyches, Little Thetford, Ely, Cambridgeshire, CB6 3HG	Lessor - Land Only
Little Thetford	New Close Road, Little Thetford, Ely, Cambridgeshire, CB6 3HQ	Freehold - Land only
Littleport	Parsons Lane, Littleport, Ely, Cambridgeshire, CB6 1JU	Land only
Littleport	Queens Road, Littleport, Ely, Cambridgeshire, CB6 1LA	Freehold - Land only
Littleport	Kingsmead Court, Littleport, Ely, Cambridgeshire, CB6 1LR	Freehold - Land only
Littleport	Kirby Cross Avenue, Littleport, Ely, Cambridgeshire, CB6 1LH	Freehold - Land only
Littleport	Woodfen Road/Gilbert Road, Littleport, Ely, Cambridgeshire, CB6 1JP	Freehold - Land only
Littleport	Upton Place, Littleport, Ely, Cambridgeshire, CB6 1LE	Freehold - Land only
Littleport	Gilbert Road, Littleport, Ely, Cambridgeshire, CB6 1JZ	Freehold - Land only
Littleport	Ponts Hill, Littleport, Ely, Cambridgeshire, CB6 1PZ	Freehold - Land only
Littleport	Parsons Lane, Littleport, Ely, Cambridgeshire, CB6 1JU	Freehold - Land only
Littleport	Longfield Road, Littleport, Ely, Cambridgeshire, CB6 1LB	Freehold - Land only
Littleport	Wisbech Road, Littleport, Ely, Cambridgeshire, CB6 1JJ	Freehold - Land only
Littleport	Anchor Court, Littleport, Cambridgeshire, CB6 1NL	Freehold - Land only
Littleport	Longfield Road, Littleport, Ely, Cambridgeshire, CB6 1LB	Freehold - Land only
Littleport	Wisbech Road, Littleport, Ely, Cambridgeshire, CB6 1LB	Freehold - Land only
Littleport	Old Church Yard, Church Lane, Littleport, Ely, Cambridgeshire, CB6 1PS	Freehold - Land only
Littleport	Sandys Crescent, Littleport, Ely, Cambridgeshire, CB6 1LP	Freehold
Littleport	Saffron Close, Littleport, Ely, Cambridgeshire, CB6 1HR	Freehold
Littleport	Highfields Farm	Freehold
Littleport	Grange Lane	Freehold
Lode	Long Meadow Lane, Lode, Cambridge, CB25 9HA	Freehold - Land only

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Lode	Fairhaven Close, Lode, Cambridgeshire, CB25 9HG	Freehold - Land only
Mepal	River Close, Mepal, Ely, Cambridgeshire, CB6 2AN	Freehold - Land only
Mepal	River Close, Mepal, Ely, Cambridgeshire, CB6 2AN	Freehold - Land only
Mepal	Meadow Way, Mepal, Ely, Cambridgeshire, CB6 2GJ	Freehold - Land only
Newmarket	Peterhouse Drive, Newmarket, Suffolk, CB8 8AT	Freehold - Land only
Newmarket	Stretton Avenue, Newmarket, CB8	Freehold - Land only
Newmarket	New Cheveley Road, Newmarket, Cambridgeshire, CB8 8BS	Freehold - Land only
Soham	Orchard Row, Soham, CB7 5AY	Freehold - Land only
Soham	Cloverfield Drive	Freehold
Soham	Chestnut Drive, Soham, Cambridgeshire, CB7 5FW	Freehold
Soham	Cornwell Close, Soham, CB7 5GX	Freehold - Land only
Soham	The Crescent, Soham, Ely, Cambridgeshire, CB7 5AG	Freehold - Land only
Soham	Cornmills, Soham, Ely, Cambridgeshire, CB7 5AT	Lessor - Land only
Soham	Kingfisher Drive (off Townsend), Soham, Ely, Cambridgeshire, CB7 5GP	Freehold - Land only
Soham	Cyprian Rust Way, Soham, Ely, Cambridgeshire. CB7 5ZE	Freehold- Land only
Soham	Cornmills, Soham, Ely, Cambridgeshire, CB7 5AT	Freehold - Land only
Soham	Calfe Fen Close (off Bancroft Lane), Soham, Ely, Cambridgeshire, CB7 5GD	Freehold - Land only
Soham	Kingfisher Drive (off Mereside), Soham, Ely, Cambridgeshire, CB7 5GP	Freehold - Land only
Soham	Brewhouse Lane, Soham, Ely, Cambridgeshire, CB7 5JE	Freehold - Land only
Soham	Ennion Close, Soham, Cambridgeshire, CB7 5GU	Freehold - Land only
Soham	Kingfisher Drive (off Mereside), Soham, Ely, Cambridgeshire, CB7 5GP	Freehold - Land only
Soham	Station Road, Soham, Ely, Cambridgeshire, CB7 5DZ	Freehold - Land only
Soham	Kingfisher Drive (off Townsend), Soham, Ely, Cambridgeshire, CB7 5DE	Freehold - Land only
Soham	Brewhouse Lane, Soham, Ely, Cambridgeshire, CB7 5JE	Freehold - Land only
Soham	Heron Croft, Soham, Ely, Cambridgeshire, CB7 5UT	Freehold - Land only
Soham	Brewhouse Lane, Soham, Ely, Cambridgeshire, CB7 5JE	Freehold - Land only
Soham	Aspen Way, Soham, Cambridgeshire, CB7 5ZQ	Freehold - Land only
Soham	Teal Avenue, Soham, Ely, Cambridgeshire, CB7 5UX	Freehold - Land only
Soham	Heron Croft, Soham, Ely, Cambridgeshire, CB7 5WA	Freehold - Land only
Soham	Between Heron Croft & Thorn St, Soham, Ely, Cambridgeshire, CB7 5WA	Freehold - Land only
Soham	Bittern Grove, Soham, Ely, Cambridgeshire, CB7 5FR	Freehold - Land only
Soham	Kingfisher Drive (nr Redshank), Soham, Ely, Cambridgeshire, CB7 5GP	Freehold - Land only
Soham	Teal Avenue, Soham, Ely, Cambridgeshire, CB7 5UX	Freehold - Land only

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Soham	North Drive, Soham, Ely, Cambridgeshire, CB7 5UD	Freehold - Land only
Soham	West Drive Crescent, Soham, Ely, Cambridgeshire, CB7 5EB	Freehold - Land only
Soham	West Drive, Soham, Ely, Cambridgeshire, CB7 5EA	Freehold - Land only
Soham	Herbert Human Close, Soham, Ely, Cambridgeshire, CB7 5ZT	Freehold - Land only
Soham	Julius Martins Lane, Soham, Ely, Cambridgeshire, CB& 5EH	Freehold - Land only
Soham	Thorn Street, Soham, Ely, Cambridgeshire, CB7 5FS	Freehold - Land only
Soham	Brewhouse Lane, Soham, Ely, Cambridgeshire, CB7 5JE	Freehold - Land only
Soham	Eastern Avenue, Soham, Cambridgeshire, CB7 5JF	Freehold - Land only
Soham	Brewhouse Lane, Soham, Ely, Cambridgeshire, CB7 5JE	Freehold - Land only
Soham	Brewhouse Lane, Soham, Ely, Cambridgeshire, CB7 5JE	Freehold - Land only
Soham	Lapwing Way, Soham, Ely, Cambridgeshire, CB7 5GE	Freehold - Land only
Soham	Kingfisher Drive, Soham, Ely, Cambridgeshire, CB7 5GP	Freehold - Land only
Soham	Chestnut Drive, Soham, Cambridgeshire, CB7 5FW	Freehold
Soham	Weatherhall Close, Soham	Freehold
Soham	Celandine View, Soham	Freehold
Soham	Fordham Road, Soham	Freehold
Soham	Morello Chase, Soham	Freehold
Stetchworth	Strollers Way, Stetchworth, Newmarket, Cambridgeshire, CB8 9TZ	Freehold - Land only
Stetchworth	Adj 61 Strollers Way, Stetchworth, Newmarket, Cambridgeshire, CB8 9TZ	Licence - Land only
Stretham	The Crofters, Stretham, Ely, Cambridgeshire, CB6 3NF	Freehold - Land only
Sutton	Brookside, Sutton, Ely, Cambridgeshire, CB6 2PT	Freehold - Land only
Sutton	Brookside, Sutton, Ely, Cambridgeshire, CB6 2PT	Freehold - Land only
Sutton	Brookside, Sutton, Ely, Cambridgeshire, CB6 2PT	Freehold - Land only
Sutton	The Brook/Vermuyden Gardens, Sutton, Ely, Cambs, CB6 2QR	Freehold - Land only
Sutton	Mill Field, Sutton, Ely, Cambridgeshire, CB6 2QB	Freehold - Land only
Sutton	Churchill Close, Sutton, Ely, Cambridgeshire, CB6 2QF	Freehold - Land only
Sutton	Churchill Close, Sutton, Ely, Cambridgeshire, CB6 2QF	Freehold - Land only
Sutton	The Orchards, Sutton, Ely, Cambridgeshire, CB6 2PX	Freehold - Land only
Sutton	Churchill Close, Sutton, Ely, Cambridgeshire, CB6 2QF	Freehold - Land only
Sutton	Mill Field, Sutton, Ely, Cambridgeshire, CB6 2QB	Freehold - Land only
Sutton	The Brook/Vermuyden Gardens, Sutton, Ely, Cambs, CB6 2QR	Freehold - Land only
Sutton	The Brook/Vermuyden Gardens, Sutton, Ely, Cambs, CB6 2QR	Freehold - Land only
Swaffham Bulbeck	Maryland Avenue, Swaffham Bulbeck, Cambridge, CB25 0LT	Freehold - Land only

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Swaffham Prior	Green Head Road, Swaffham Prior, Cambridge, CB25 0JT	Freehold - Land only
Wentworth	Main Street, Wentworth, Ely, Cambridgeshire, CB6 3QG	Freehold - Land only
Wicken	The Crescent, Wicken, Ely, Cambridgeshire, CB7 5XN	Freehold - Land only
Wilburton	Berristead Close, Wilburton, Ely, Cambridgeshire, CB6 3RS	Freehold - Land only
Witcham	Westway Place, Witcham, Ely, Cambridgeshire, CB6 2LG	Freehold - Land only
Witchford	East side of Orton Drive, Witchford, Cambridgeshire, CB6 2XE	Freehold - Land only
Witchford	Ward Way, Witchford, Ely, Cambridgeshire, CB6 2JR	Freehold - Land only
Witchford	Ward Way, Witchford, Ely, Cambridgeshire, CB6 2JR	Freehold - Land only
Witchford	Victoria Green, Witchford. Ely, Cambridgeshire, CB6 2XB	Freehold - Land only
	Land and Buildings	
	Downham Road (Football Club), Ely, Cambridgeshire, CB6 2SH	Lessor
	Former Mepal Outdoor Centre, Chatteris Rd, Mepal, CB6 2AZ	Freehold Land
	The Maltings, Ship Lane, Ely, Cambridgeshire CB7 4BB	Lessor - Land & Buildings
	The Hive, 15 Ely Leisure Village, Downham Road, Ely, Cambridgeshire, CB6 2FE	Lessor - Land & Building
	Ely Leisure Village, Downham Road, Ely, Cambridgeshire, CB6 2FE	Freehold - Land only
	Paradise Sports Centre , Newnham Street, Ely, Cambridgeshire, CB7 4PQ	Lessor - Land & Building
	Maltings Cottage, Ship Lane, Ely, Cambridgeshire, CB7 4BA	Lessor - Land & Building
	Oliver Cromwell House, 29 St Mary's Street, Ely, Cambridgeshire, CB7 4HF	Freehold Land & Building
	Newnham Street, Ely, Cambridgeshire, CB7 4PQ	Freehold - Land & Buildings
	Downham Road, Ely, Cambridgeshire, CB6 2SH	Freehold - Land only
	Ely Museum, The Old Gaol House, 4 Lynne Road, Ely, Cambridgeshire, CB7 4EG	Lessor -Land & Building
	Moorings- Commercial	Lessor
	Public Conveniences	
	Fountain Lane, Soham, Cambridgeshire, CB7 5ED	Lessee - Building only
	Main Street, Littleport, Ely, Cambridgeshire, CB6 1HE	Freehold - Land & Building
	Palace Green, Ely, Cambridgeshire, CB7 4EW	Freehold - Land & Building
	The Cloisters,Market Place, Ely, Cambridgeshire, CB7 4ZH	Leasee - Land & Buildings
	Ship Lane, Ely, Cambridgeshire, CB7 4BB	Freehold - Land & Building
	Barton Road Car Park, Ely, Cambridgeshire, CB7 4HZ	Freehold - Land only
	Residential Rental	
	Cemetery Lodge, Ely CB7 4PW	Freehold
	Wentworth Traveller's Site, Staples Field, Church Road, Wentworth, CB6 3QE	Lessor - Land & Building
	Earith Bridge Traveller's Site	Leased from CCC

Burwell Traveller's Site	Leased from CCC
Road/Footpath/Verges/Visibility Splays	
Footpath- Parsonage Close, Burwell, Cambridge, CB25 0ER	Freehold - Land only
Footpath- Cutter Corner (Land off Annesdale/Victoria Street), Ely, Cambridgeshire, CB7 4BN	Freehold - Land only
Road- Cambridgeshire Business Park, Angel Drove, Ely, Cambridgeshire, CB7 4EX	Freehold - Land only
Shelter- High Street, Brinkley, Suffolk, CB8 0SF	
Market Place, Ely, Cambridgeshire, CB7 4NT	Lessor
Elmside Road, Littleport, Cambridgeshire, CB6 1LJ	Land only
Footpath- Longfields, Ely, Cambridgeshire, CB6 3DN	Freehold - Land only
Footpath- Manor Court Road, Witchford, Ely, Cambridgeshire, CB6 2JW	Land only
St Catherines, Ely, Cambridgeshire, CB6 1AP	Freehold - Land only
Steward Close, Stuntney, Cambridgeshire, CB7 5TW	Road
Road- Foxwood site, Soham, Cambridgeshire, CB7 5TQ	Freehold - Land only
Road- Manor Close, Witchford, Ely, Cambridgeshire, CB6 2JB	Freehold - Land only
Verge- The Medway, Ely, Cambridgeshire, CB6 2WU	Freehold - Land only
Visibility Splay- West Drive Gardens, Soham, Ely, Cambridgeshire, CB7 5EF	Freehold - Land only
Visibility Splay- Beechwood Avenue, Bottisham, Cambridge, CB25 9BD	Freehold - land only
Visibility Splay-Orchard Estate, Little Downham, Ely, Cambridgeshire, CB6 2TU	Freehold - Land only
Visibility Splay- Orchard Estate, Little Downham, Ely, Cambridgeshire, CB6 2TU	Freehold - Land only

Asset	Budgeted Expenditure	Nature of Work	Actual Expenditure	Notes
Public Car Parks				
	50,000.00	Broad Street- resurfacing and remedial works		
Total Public Car Parks	50,000.00		0.00	
Closed Churchyards				
	17,000.00	St Marys Church- Gully/brickwork		Part completed in 2025/26
Total Closed Churchyards	17,000.00		0.00	
Littleport Depot				
	201,020.06	Phase 2 Depot Improvement Plan		Works due to commence in March 2026
Total Littleport Depot	201,020.06		0.00	
Play Areas/Open Space				
Total Play Areas	0.00		0.00	
Public Conveniences				
	5,000.00	Annual Deep Cleaning of all Public Toilets		
	34,000.00	Refurbishment of Cloisters		Works expected to commence in Q1
Total Public Conveniences	39,000.00		0.00	
Public Footpaths/Open Spaces				
	10,000.00	Williams Close Street Lighting		Commenced
Total Public Footpaths/Open Space	10,000.00		0.00	
The Grange				
	30,000.00	Works identified in conditions surveys		
Total The Grange	30,000.00		0.00	
70 Market Street, Ely				
Total 70 Market Street, Ely	0.00		0.00	
72 and 74 Market Street, Ely				
	20,000.00	Installation of secondary double glazing		Work instructed
Total 72 Market Street, Ely	20,000.00		0.00	
Cemetery Lodge				

Total Cemetery Lodge	0.00		0.00	
Ely Museum				
	1,000	Annual Gutter Cleaning		
	10,000	Works identified in conditions survey		
Total Ely Museum	1,000.00		0.00	
St Johns Road Garages				
Total St Johns Road Garages	0.00		0.00	
The Old Barn, Littleport				
Total The Old Barn, Littleport	0.00		0.00	
Mepal Outdoor Centre				
	11,471.40	Site security cameras		Review once Lakeview BC is open
Total Mepal Outdoor Centre	11,471.40		0.00	
Other				
	10,000.00	Repairs to car park at eSpace North		
Total Other	10,000.00		0.00	

Total Budgeted Expenditure	389,491.46	Spend to Date	0.00
Asset Management Budget	170,194.00		
Depot Reserve	201,020.06		
Contribution from S106/Other	23,000.00		

Asset	Budgeted Expenditure	Nature of Work	Actual Expenditure	Notes
Public Car Parks				
	50,000.00	Replacement Drainage Gullies Newnham Street	86,140.18	Work commenced and will complete in 2025/26
	12,000.00	The Dock, ticket machine replacement	9,200.00	Complete
	25,000.00	Resurfacing of Roadway at Newnham Street	Included above	Work commenced and will complete in 2025/26
		Repairs to boundary wall Barton Road	3,270.00	Complete
Total Public Car Parks	87,000.00		98,610.18	
Closed Churchyards				
	£4,000.00	Burwell Church Lower section Limewash	2,300.00	Completed
	20,000.00	St Marys Church- Gully/brickwork	3,850.00	Part complete- £3,850 spent to date on wall repair- carry to 2026/27
	3,900.00	Littleport Church- Wall	1,560.00	Complete
	1,500.00	Cheveley Church- Wall	7,750.00	Complete
	2,500.00	Isleham Church- Gate	4,200.00	Complete- Once commenced the works required were more than anticipated original budget
Total Closed Churchyards	31,900.00		19,660.00	
Littleport Depot				
	215,000.00	Phase 2 Depot Improvement Plan	13979.94	Internal refurbishment complete- car park extension work due to commence late March
	543,500.00	Depot Improvement Plan	536,463.77	Complete
Total Littleport Depot	758,500.00		536,463.77	
Play Areas/Open Space				
Total Play Areas	0.00		0.00	
Public Conveniences				
	5,000.00	Annual Deep Cleaning of all Public Toilets	1,780.00	Complete
		Additional Deep Clean Ship Lane & Cloisters	495.00	Complete
	15,000.00	Refurbishment of Cloisters		Tender closed, bids being assessed carry forward to 2026/27
	10,000.00	Light refurbishment of Palace Green	23,261.00	Complete
Total Public Conveniences	30,000.00		25,536.00	
Public Footpaths/Open Spaces				
	10,000.00	Williams Close Street Lighting		Works commenced- carryforward to 2026/27
Total Public Footpaths/Open Space	10,000.00		0.00	
The Grange				
	30,000.00	The annexe lift	33,289.73	Complete
		Grange Lift	49,000.00	Completion expected March 2026

Total The Grange	30,000.00		82,289.73	
70 Market Street, Ely				
	3,600.00	Installation of secondary double glazing	3,607.58	Complete
Total 70 Market Street, Ely	3,600.00		3,607.58	
72 and 74 Market Street, Ely				
	20,000.00	Installation of secondary double glazing/window replacement	5,000.00	Part complete (window replacement done)- works instructed for finishing now that other remediation works are complete- carry forward to 2026/27
Total 72 Market Street, Ely	20,000.00		5,000.00	
Cemetery Lodge				
Total Cemetery Lodge	0.00		0.00	
Ely Museum				
	1,000	Annual Gutter Cleaning	1,685.00	Complete- Overspend relates to repair works
Total Ely Museum	1,000.00		1,685.00	
St Johns Road Garages				
Total St Johns Road Garages	0.00		0.00	
The Old Barn, Littleport				
Total The Old Barn, Littleport	0.00		0.00	
Mepal Outdoor Centre				
	11,471.40	Site security cameras	10,505.00	
Total Mepal Outdoor Centre	11,471.40		10,505.00	
Other				
		Repairs to quayside river infrastructure, Ely	4,742.00	Complete
Total Other	0.00		4,742.00	

Total Budgeted Expenditure	983,471.40	Spend to Date	788,099.26
Asset Management Budget	170,194.00		
Depot Reserve	758,500.00		
Contribution from S106/Other	55,000.00		

TITLE: Local Infrastructure Fund and Inclusive Play and Open Spaces Grant Fund Criteria

Committee: Finance and Assets Committee

Date: 26 March 2026

Author: Community Infrastructure Manager

Report number: AA170

Contact officer: Lucy Flintham

Community Infrastructure Manager

Lucy.flintham@eastcambs.gov.uk, 01353 616303, Room 11, The Grange, Ely

1.0 Issue

- 1.1. To consider the eligibility and scoring criteria for two new CIL grant funding schemes.

2.0 Recommendations

- 2.1. Members are requested to:

- i) Approve the scheme eligibility criteria for the Local Infrastructure Fund in Appendix 1.
- ii) Approve the scheme eligibility criteria for the Inclusive Plan and Open Spaces Fund in Appendix 2.
- iii) Agree that the funding schemes will open on 13 April 2026 with no close date set at this time, however projects will need to be completed by March 2028.

3.0 Background/Options

- 3.1. The funds have been set up following Council approval at its meeting on 24 February 2026. The funds are targeting local infrastructure and inclusive play and open space projects that could be finding the current eligibility criteria to restrictive.
- 3.2. Approved schemes will be funded from the District Wide Community Facilities fund (which could be topped up using the 'other' fund if oversubscribed) and the Inclusive Play & Open Spaces fund.
- 3.3. A targeted promotional and engagement plan will be implemented to maximise uptake and enable applicants to deliver projects that benefit local communities at pace and in budget.

4.0 Arguments/Conclusions

Eligibility criteria

- 4.1. In both Funds the criteria for proposed projects will be considered with regard to the following criteria:
 - Evidence that the project is necessary to support local growth

- Evidence of local resident and stakeholder involvement in, and support for, the project
- The level of match funding has been secured at a minimum of 10%
- Commitment to Net Zero Carbon and a green approach, demonstrating the highest possible quality standards in terms of design, materials, workmanship and environment in its delivery in order to achieve sustainability

4.2. There are also some scheme unique criteria being as follows:

Inclusive Play and Open Spaces

2.1. Evidence that an inclusive play audit or needs assessment has been undertaken to ensure the project will meet the required outcome

Local Infrastructure Fund

- Projects should be of a strategic nature and have a minimum cost of £50,000

4.3. The ability of the applicant to deliver the expected benefits on time and within budget will also be considered.

Application Process

4.4. The fund will open for applications from 13 April 2026. Applicants will be required to complete an applications form and submit supporting evidence. A minimum of 10% match funding is required.

4.5. Applications will be assessed by the Director Community and Community Infrastructure Manager, and a recommendation presented to Finance & Assets for approval.

5.0 Additional Implications Assessment

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

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 – Local Infrastructure Fund eligibility criteria

Appendix 2 – Inclusive Play & Open Spaces eligibility criteria

7.0 Background documents

Council – 24 February 2026 (Agenda Item 14)

Local Infrastructure Fund

East Cambridgeshire District Council recognises the importance of community facilities to support residents and foster sustainable communities.

The Local Infrastructure Fund has been set up to provide local organisations access to Community Infrastructure Levy (CIL) funding to deliver infrastructure for their community required as a direct result from local growth.

What types of project are eligible?

CIL regulations state that funds must be spent on 'infrastructure necessary to support growth'.

Projects should either provide new facilities or create additional capacity to meet the needs necessary to support growth of the community.

Examples of eligible projects include:

- community centres or village halls
- multi-purpose community sports and leisure centres
- play facilities and open spaces, not including upgrades to aid accessibility, please see Inclusive Play and Open Spaces Fund

What isn't eligible?

Projects related to District Wide Health Care Improvement/Provision and District Wide Water Management and Flood Prevention and projects specifically named in the Council's CIL Infrastructure List are not eligible for this scheme. CIL funding applications for these projects should be made via the CIL Expression of Interest form

Proposed projects will be assessed on the following criteria:

- Evidence that the project is necessary to support local growth
- The benefits provided by the project
- Evidence of local resident and stakeholder involvement in and support for the project
- The level of match funding that the project has been secured
- Commitment to Net Zero Carbon and a green approach, demonstrating the highest possible quality standards in terms of design, materials, workmanship and environment in its delivery in order to achieve sustainability
- The ability of the applicant to deliver the expected benefits on time and within budget.
- Project must be completed by March 2028.
- Projects should be of a strategic nature and have a minimum cost of £50,000

Applications can be made at any time. Applicants will be required to complete an application form and submit supporting evidence. A minimum of 10% match funding is required.

Applicant organisations must have a constitution, or set of rules, which define its aims, objectives and operational and governance procedures

Support will not be given to or for:

- Projects not related to growth
- Minor repairs, maintenance, redecoration, fencing and movable equipment items
- Routine operating costs or other revenue expenditure

AGENDA ITEM 9 - APPENDIX 1

- Projects on which work has already commenced
- Infrastructure located outside East Cambridgeshire, even if used by East Cambridgeshire residents

Questions for application form/to be scored

Pass/Fail – all answers must be yes

- Project is necessary to support growth and complies with CIL regulations
- The funding requested is for capital expenditure
- The applicant organisation meets the published eligibility criteria
- The project is located in East Cambridgeshire
- The application complies with Subsidy Allowance Legislation
- A minimum of 10% match funding has been secured
- Minimum project cost of £50,000

Questions to be scored out of 5:

None = 0 points

Negligible = 1 point

Limited = 2 points

Some = 3 points

Substantial = 4 points

Exceptional = 5 points

- Evidence that the project is necessary to support growth
- Details of community benefits provided by the project
- Evidence of local resident and stakeholder involvement in, and support for, the project
- Commitment to Net Zero Carbon and a green approach
- Deliverability - ability of the applicant to deliver the expected benefits on time and within budget
- The level of match funding that the project has secured

Scoring out of 5 for the level of match funding that the project has secured:

11-19% = 1 point

20-29% = 2 points

30-39% = 3 points

40-49% = 4 points

50%+ = 5 points

If the project meets the stated criteria and scores 50% or over of the total available points, a recommendation to fund that project will be presented to the Council's Finance and Assets Committee.

Inclusive Play and Open Spaces CIL Fund – Grant Criteria

East Cambridgeshire District Council (ECDC) recognises the essential role of play in child development and the importance of creating opportunities for outdoor play that can be accessed

The East Cambridgeshire Inclusive Play and Open Spaces CIL Grant Scheme has been set up to provide capital funding towards projects that ensure playgrounds are accessible to children of all abilities.

Proposed projects will be assessed on the following criteria:

- Evidence that the project is necessary to support local growth
- Evidence of an inclusive play audit or needs assessment
- The benefits provided by the project
- Evidence of local resident and stakeholder involvement in and support for the project
- The level of match funding that the project has been secured
- Commitment to Net Zero Carbon and a green approach, demonstrating the highest possible quality standards in terms of design, materials, workmanship and environment in its delivery in order to achieve sustainability
- The ability of the applicant to deliver the expected benefits on time and within budget.
- Project must be completed by March 2028.

Applications can be made at any time. Applicants will be required to complete an application form and submit supporting evidence. A minimum of 10% match funding is required. The amount of grant awarded will be relative to the level of growth in the parish/town/city.

Applicant organisations must have a constitution, or set of rules, which define its aims, objectives and operational and governance procedures

Support will not be given to or for:

- Minor repairs, maintenance, redecoration, fencing and movable equipment items
- Routine operating costs or other revenue expenditure
- Projects on which work has already commenced
- Infrastructure located outside East Cambridgeshire, even if used by East Cambridgeshire residents

Questions for application form/to be scored

Pass/Fail – all answers must be yes

- The funding requested is for capital expenditure
- The applicant organisation meets the published eligibility criteria
- The project is located in East Cambridgeshire
- The play area/open space been subject to an inclusive play audit or needs assessment
- The application complies with Subsidy Allowance Legislation
- A minimum of 10% match funding has been secured
- Does application include or have at least 3 quotes been sought, from different suppliers.

Questions to be scored out of 5:

None = 0 points

Negligible = 1 point

Limited = 2 points

Some = 3 points

Substantial = 4 points

Exceptional = 5 points

- Evidence that the project is necessary to support growth
- Details of community benefits provided by the project
- Evidence of local resident and stakeholder involvement in, and support for, the project
- Evidence of need from inclusive play audit
- Commitment to Net Zero Carbon and a green approach
- Deliverability - ability of the applicant to deliver the expected benefits on time and within budget
- The level of match funding that the project has secured

Scoring out of 5 for the level of match funding that the project has secured:

11-19% = 1 point

20-29% = 2 points

30-39% = 3 points

40-49% = 4 points

50%+ = 5 points

If the project meets the stated criteria and scores 50% or over of the total marks available, a recommendation to fund that project will be presented to the Council's Finance and Assets Committee.

TITLE: Bereavement Centre Project progress update

Committee: Finance & Assets Committee

Date: 26 March 2026

Author: Director Operations / Bereavement Centre Project Officer

Report number: AA171

Contact officer:

Isabel Edgar, Director Operations

Isabel.edgar@eastcambs.gov.uk, The Grange, Ely

1. Issue

1.1. To update on the Bereavement Centre Project progress.

2. Recommendations

2.1 Members are requested to:

- Note the progress towards completion of the Bereavement Centre.

3. Background

3.1. As requested by Members, a report providing an update on the current capital build project of Lake View Bereavement Centre and Crematorium.

3.2. This report details activity from January to 10 March 2026 and programmed works until the next Finance & Assets Committee in June 2026. The overall programme remains on track.

4. Arguments/Conclusions

Project Progress

4.1 The following milestones have been achieved since January:

- a) Main Structure: The main chapel, offices and crematory structures are weatherproof, with curtain walling and external doors now installed. Externally, the cladding mounting brackets, backing boards are progressing. The 'Pretty Plastics' and timber fins are due to begin end of March with a 3 week installation period, the building will begin to reflect the finished appearance. Internally, the internal walls are up and the first fix of services nearing completion. The building will be watertight by end of March.
- b) Tribute Terrace/Flower Court: The foundation bases have been cast in preparation for the timber structure to be installed beginning of April 2026.
- c) Landscaping and Habitats: The view from the chapel window has been reprofiled under the supervision of the Ecology Clerk of Works. Planting of the mixed species hedge along the front elevation will take place w/c 16 March 2026.
- d) Groundworks: Completion to tarmac level of the staff car parking area and service area. Works to the main car park are progressing, with curbs laid to Zone 1, with

Zone 2 underway. The final zone 3 curbing is programmed and then the completion of tarmac level will be completed for all 3 zones. Paving is beginning to be installed on the roadway to the wake facility.

- e) Utilities: Installation of the substation to allow the site to be electrified the first week of April 2026.
- f) Modular Function Room: The modular function room is in the process of being installed. The timber decking to be installed in parallel with the Tribute Terrace decking.
- g) Procurement: The cremator and ancillary are due for delivery May/June 2026 following manufacturing and shipment from the Netherlands. Completion of the client provided refrigeration has been completed and Kier are in discussions to programme installation. No further client side procurement updates available currently, however audio-visual systems, furniture, and line of business programme is underway and on schedule.
- h) Highways: Section 278 works application is in the final stages of design and costing before the formal application is submitted for approval. Kier are in dialogue with Cambridgeshire Highways throughout the design process. An update on the physical works progress will be provided at the next update report.
- i) Topsoil Management: Topsoil sourced from the Littleport depot has successfully been transported to site. The further donor site has programmed the transportation to site before the end of March following resurveying of site deficit requirements.

Risk Management

4.2 All risks are being managed through the project team and recorded in line with project governance requirements.

4.3 Two new emerging risks to the programme have been identified.

- a) The first relates to the delivery and installation of the cremator from the Netherlands. It had originally been expected on site end of May 2026, however, due to production line clashes we are now expecting delivery at the end of June. The project team are currently working to mitigate the impact of the delay and reprogramming some of the landscaping requirements to ensure there are no abortive works. At this stage this does not have an impact on the opening of the facility to the public but is a risk that needs close management. We are awaiting confirmation whether there will be any cost impacts, as this is a direct client purchase.
- b) The second relates to the S278 works, which have an impact on cost due to the works in the highway now having to be completed out of hours. We are awaiting finalisation of costs, but it is likely these will need to be met from the additional risk contingency agreed at Council in February 2026.

5. Implications and Impacts

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 Background documents

Finance and Assets Committee - Asset update reports 25 September 2025, 7 November 2025

Finance and Assets Committee – 29 January 2026

TITLE: Lake View Bereavement Centre, Crematorium and Burials Fees and Charges 2026

Committee: Finance and Assets

Date: 26 March 2026

Author: Crematorium and Bereavement Centre Manager

Report number: AA172

Contact officer: Contact officer: Marisa Rogers-Jones, Crematorium and Bereavement Centre Manager. Marisa.rogers-jones@eastcambs.gov 01353 616310, room number 12, The Grange, Ely

1.0 Issue

- 1.1 To consider and approve the Lake View Bereavement Centre, Crematorium and Natural Burials Fees and Charges Schedule, which will establish the pricing structure for cremation services, burials, memorialisation and associated services delivered at Lake View Bereavement Centre.

2.0 Recommendations

Members are requested to

- 2.1. Approve the Lake View Bereavement Centre Fees and Charges Schedule (Appendix 1) for the period up to 31 March 2027.
- 2.2. Delegate authority to the Crematorium and Bereavement Service Manager, in consultation with the Director Operations, to make minor operational adjustments to the pricing schedule where required, including adjustments arising from supplier pricing changes relating to memorial products, provided these remain consistent with the Council's approved fees and charges framework.

3.0 Background/Options

- 3.1. Lake View Bereavement Centre is a new crematorium, natural burial ground and bereavement facility operated by East Cambridgeshire District Council. The facility is expected to be operational in Summer 2026 and open to the public following a period of mobilisation and testing of equipment. The service will provide cremation services, natural burials, ash interments, ash scattering and memorialisation services.
- 3.2. In advance of opening, the Council must approve a schedule of fees and charges for the services provided at the site. The pricing structure has been developed to:
 - a) Ensure the service is financially sustainable, cost-recovery focused and supporting the MTFS

- b) Provide clear and transparent pricing for funeral directors, families and service users
 - c) Align with industry cost benchmarks for cremation and burial services
 - d) Reflect the quality of the facility and services provided
 - e) Support the Council's wider objectives around environmental stewardship and natural burial principles
- 3.3. The proposed fee structure covers the core operational services provided at Lake View Bereavement Centre, including:
- a) Cremation services
 - b) Burial and interment services
 - c) Ash scattering and ash interments
 - d) Memorialisation options
 - e) Chapel and hall hire
 - f) Administrative services
 - g) Media and streaming services provided via the Obitus system
- 3.4. Fees apply to services taking place Monday to Friday between 10:00am and 15:00pm, unless otherwise specified.
- 3.5. The Council is asked to approve the proposed schedule to ensure the service can operate with clear pricing from the point of opening. The alternative option would be to delay approval of the fees, which would create uncertainty for funeral directors and families planning services.

4.0 Arguments/Conclusions

- 4.1. The proposed pricing structure has been developed following consideration of:
- a) Typical crematorium fees across neighbouring authorities and private providers
 - b) The operating costs associated with running an electrically powered cremator and bereavement facility
 - c) The Council's commitment to maintaining high service standards and compassionate care for bereaved families

The pricing schedule detail in Appendix 1 includes:

4.2. Cremation Services

- Standard adult cremation services with a 60-minute service slot, including chapel use, administration, statutory cremation processes and the Obitus media system.
- A direct cremation option is also provided outside standard service times for families who do not wish to hold a ceremony.

4.3. Burial Services

- Natural burial plots are available within the meadow burial area, with lease arrangements and renewal options clearly defined.

4.4. Ash Interments and Ash Scattering

A range of ash scattering and ash interment options are proposed to give families flexibility in how they choose to remember their loved ones, including:

- Unwitnessed ash scattering
- Witnessed ash scattering options
- Rose garden scattering
- Tree dedication options
- Ash interments within designated areas

4.5. Memorialisation

- Memorial options will be provided within designated remembrance areas in line with the natural setting of the site
- Further work is currently being undertaken to finalise the range of memorial products available, including the selection of suppliers and the associated fees and charges for memorial items such as plaques, benches, trees and other forms of remembrance
- A detailed proposal setting out the memorialisation offer, together with the proposed pricing structure, will therefore be brought back to a future meeting of the Finance and Assets Committee once supplier arrangements have been finalised
- As memorial products are supplied by external providers and are subject to periodic changes in supplier pricing, the Council will require a degree of operational flexibility to adjust memorial fees where necessary to reflect supplier cost changes. Any such adjustments would be managed in line with the Council's fees and charges framework

4.6. Chapel and Hall Hire

- Additional hall hire options are available for memorial services, wakes or extended services where additional time is required.

4.7. Children and Infant Services

- In line with national guidance and local authority practice, no charge will apply for the cremation or burial of babies under 24 weeks or children up to 18 years of age.

4.8. Media and Streaming Services

- Families will have access to Obitus media services, including livestreaming, visual tributes and keepsake recordings, which are provided through a specialist supplier.

- 4.9. Approval of the proposed fee schedule will enable the Council to operate the new bereavement centre with clear, transparent and consistent pricing from the date of opening.
- 4.10. The schedule ensures that cremation, burial and memorial services are supported by a consistent and understandable framework for funeral directors, families and service users and contributes to the Council’s wider strategic priorities by supporting the delivery of high-quality local services, responsible financial management and environmentally sustainable infrastructure, including the operation of an electrically powered cremator and the management of a natural burial ground designed to protect and enhance the surrounding landscape.

5.0 Additional Implications Assessment

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

Financial implications

- 5.2. The proposed fees and charges will generate income to support the MTFs, as set out in the Bereavement Centre business case, with the intent to provide full cost recovery of the operational costs of running Lake View Bereavement Centre, including staffing, cremation operations, maintenance of the grounds and facility management.
- 5.3. The pricing structure has been developed to ensure the service operates on a financially sustainable basis, whilst remaining broadly comparable with other crematoria in the region.
- 5.4. Fees will be reviewed annually as part of the Council’s standard fees and charges review process.

Equality implications

- 5.5. The pricing structure has been designed to ensure fair and equal access to bereavement services.
- 5.6. The inclusion of no charges for children under the age of 18 reflects national guidance and ensures families are not financially burdened during particularly distressing circumstances.

- 5.7. The range of service options, including direct cremation and varying memorialisation choices, allows families to select services appropriate to their needs and financial circumstances.

6.0 Appendices

Appendix 1:

Lake View Bereavement Centre – Fees and Charges Schedule (up to 31 March 2027)

7.0 Background documents

Bereavement Centre Business Case

PRICE LIST EFFECTIVE UP TO 31 MARCH 2027

- *All fees are for Monday to Friday. 10:00am to 15:00pm*
- *All fees include: All administration, registration, and cremation in line with statutory requirement.*
- *The use of our Chapel and a Customer Service Advisor on the day of the service.*
- *Full use of Obitus media system for music before, during and after the service and visual tributes.*

SERVICE FEES

Adult Cremation Services (60 Minutes) includes use of the chapel	£1,000
Direct Adult Cremation (08:30am & 16:00pm) by arrangement with the Office	£550
Witnessed charge (must be booked in advance with the Office)	£160
The witness charge fee is in addition to the Adult Cremation Service fee for a completed full-service slot (60 minutes) to be viewed in the chapel	£200

WAKE FEES

Snowdrop Lodge - Hall hire for wakes (2 hrs)	£400
Chapel Hall - Hall hire for wakes (2hrs)	£525

BURIAL FEES

Meadow burial plot (single depth only) Non ECDC Residents	£1,950
Meadow burial plot (single depth only) ECDC Residents only	£1,300
Lease extensions (10 years)	£110

MEMORIAL ASH SCATTERING AND TREE OPTIONS

Unwitnessed Ash scattering	£150
Ash scattering (Silver Option)	£200
Ash scattering (Gold Option)	£250
Ash scattering (Platinum Option)	£300
Standard Tree Option	£800
Feature Tree Option	£1,300
Avenue Tree Option (existing memorial tree)	£2,000

INTERMENT FEES

Burial Interment	£1,404
Ash Interment	£750

CHILDREN UNDER 18 YEARS OF AGE

Babies under 24 weeks	No Charge
Children under 18 years of age	No Charge

OTHER FEES

Administration fee for amending or copying documents or issuing an Overseas Certificate	No charge
Transfer of Ownership	£50
Cancellation (less than 48 hours' notice)	25% of cremation fee

ASH CONTAINERS

Ash containers – Additional cremated remains container	TBC
Adult Scatter Tube	TBC
Child's Scatter Tube	TBC
Splitting of ashes	No charge

Obitus Media Services

All tributes must be provided directly to the media supplier by the Funeral Director or Officiant.

VIDEO STREAMING SERVICE

Live and On Demand Webcast (available for 28 days)	£56
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VISUAL TRIBUTE AND MUSIC SERVICES

Single photo: A complimentary photo shown throughout the service	Complimentary
Extra single photo – additional holding image	£10
Personalisation – additional personalised edits to your Music Tribute, Themed Tribute, Family Supplied video or Livestream	£22
Simple slideshow of up to 25 photos with simple transitions played on a loop or at a specific time in the service. This does not include music.	£52
Visual tribute: basic slideshow (up to 25 photographs) timed to music	£77
Themed visual tribute: music tribute slideshow, themed professionally (up to 25 photographs, synchronised to music)	£95
Visual tributes: additional 25 photographs	£22
Visual tribute: customer supplied video tribute	£34
Keepsake: DVD / USB of service recording	£55
Keepsake: DVD / USB of tribute	£30
Keepsake: Additional DVD / USB of service recording or tribute	£32
Keepsake: Video book	£100
Keepsake: Memory box	£130
Keepsake: A digital download link when ordered alongside the service recording Music Tribute or Themed Tribute	£10
Keepsake: Download link of recorded service – when ordered as a stand-alone product (non-webcast)	£50
Obitus extra work	£22

TITLE: ANNUAL REVIEW OF REGULATION OF INVESTIGATORY POWERS ACT 2000 (“RIPA”) POLICIES

Committee: Finance and Assets Committee

Date: 26 March 2026

Author: Director Legal & Monitoring Officer (Senior Responsible Officer)

Report number: AA173

Contact officer: Maggie Camp, Director Legal & Monitoring Officer,
maggie.camp@eastcamb.gov.uk 01353 616277 Room 112 The Grange Ely

1.0 Issue

To update Members on the annual review of the RIPA Policies and provide Members with a report on the use of RIPA powers by the Council.

2.0 Recommendations

2.1. Members are requested to note the report.

3.0 Background/Options

3.1. Members may recall that a report was brought to Finance & Assets Committee on 30th March 2023 with a new Regulation of Investigatory Powers Act 2000 (“RIPA”) Policy & Guidance and a new Covert Human Intelligence Sources (“CHIS”) Policy & Guidance on 30th March 2023. It was agreed that both policies should be reviewed annually in line with guidance received from the Investigatory Powers Commissioner’s Office (“IPCO”).

3.2. Members approved amendments to both Policies on 28th March 2024, which included recommendations in relation to staff training. The Director Legal & Monitoring Officer and Digital Services & Information Manager have reviewed both policies and report that no amendments are necessary.

3.3. The IPCO guidance also sets out that Members should review the Council’s use of the legislation at least once a year. The Legal Department retains a confidential Central Register for applications and the RIPA Coordinating Officer is responsible for the administration of the Central Register. The Central Register records that there has been no applications for Directed Surveillance since the RIPA Policies since a report was brought to committee in March 2025.

3.4. Staff training It has been noted that it has been nearly 3 years since key staff received training and therefore the Director Legal & Monitoring Officer will arrange for this to take place during 2026.

4.0 Arguments/Conclusions

4.1. No new guidance or legislation has been issued to require any amendments to the Policies and therefore the Policies do not need any amendments at this stage.

5.0 Additional Implications Assessment

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

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

None.

7.0 Background documents

Report to Finance & Assets Committee – 28th March 2024 – Regulation of Investigatory Powers Act 200 (“RIPA”) Policy & Guidance and Covert Human Intelligence Sources (“CHIS”) Policy & Guidance

TITLE: The Hive Leisure Centre Contract

Committee: Finance and Assets Committee

Date: 26 March 2026

Author: Director Community

Report number:AA174

Contact officer: Sally Bonnett, Director Community, sally.bonnett@eastcambs.gov.uk, 01353 616451, room 105, The Grange, Ely

1.0 Issue

- 1.1. To consider exercising the contract extension clause in the Leisure Management Agreement for The Hive Leisure Centre.

2.0 Recommendations

- 2.1. Members are requested to:

- i) Approve the extension of the Leisure Management Agreement for The Hive Leisure Centre.

- ii) Instruct the Director Community and Director Legal to amend the contract end date to 1 May 2035.

3.0 Background/Options

- 3.1. In June 2016 Council appointed GLL as the operator to manage the Hive District Leisure Centre, following a competitive tender process.

- 3.2. The length of the contract awarded, which commenced in May 2018, was 12 years with an optional extension of up to 5 years.

- 3.3. GLL have requested that the contract be extended by 5 years and that the end date be amended to 1 May 2035.

4.0 Arguments/Conclusions

- 4.1. There are both advantages and disadvantages to extending the current leisure management contract at this stage, rather than waiting until closer to the contract expiry. However, on balance, an early extension is considered to offer the most strategic and operational benefits.

- 4.2. While extending the contract now means forgoing the opportunity to test the market for potentially improved management fees or alternative service offers, doing so will ensure continuity and stability for the Council and the operator and guarantee uninterrupted service delivery users of The Hive Leisure Centre.

- 4.3. The proposed extension secures a guaranteed income for the Council for a further five years. When the existing contract was awarded, market conditions were

favourable, resulting in a higher than average management fee. Since then, the leisure market has become more challenging due to a rise in low-cost, 24 hour gyms, bootcamps and other alternative leisure provision, and the ongoing cost of living crisis. Additionally, the Hive will be a 12 year old facility and is therefore less likely to command the same level of management fee when the Council to re-tender the contract. Details of the management fee can be found in EXEMPT appendix 1.

- 4.4. Officers have sought an independent assessment of the future management fee and this can be found in EXEMPT appendix 2.
- 4.5. GLL has demonstrated a strong track record of performance, with consistently high levels of customer satisfaction and a positive working relationship with the Council. This is evidenced in their recent Quest Report overall score of Very Good.
- 4.6. Quest is an accreditation and continuous improvement tool for leisure facilities, developed by Sport England and delivered by Right Directions. The Quest assessment provides a framework that evaluates the management, operations and programming of Leisure centres are assessed on their operational excellence across various areas like health and safety, customer service, and facility maintenance, with the aim of achieving nationally recognized quality standards. Achieving Quest accreditation demonstrates a commitment to quality and provides a detailed report on the facility's performance. The Hive Quest report summary can be found at EXEMPT Appendix 3.
- 4.7. GLL are also proactive in developing programming and supporting local clubs, physical activity providers and health development programmes. Performance standards and measures are clearly set out in the existing contract, along with appropriate mechanisms to address any issues of underperformance should they arise.
- 4.8. Extending the contract at this stage also avoids the legal and administrative costs associated with a full procurement process and eliminates the risk of being unable to appoint a suitable alternative operator or securing a less favourable financial outcome.
- 4.9. Early extension of the contract provides financial certainty, reduces risk, and supports ongoing service quality for residents and approval is therefore recommended.

5.0 Additional Implications Assessment

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

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

- 5.2. Legal implications: If the extension is approved, the contract with GLL will need amending.
- 5.3. Carbon Impact Assessment: The building is managed and operated by GLL, therefore any emissions arising from the building are accounted for by GLL, not the council.

6.0 Appendices

Appendix 1: EXEMPT The Hive Management Fee Profile

Appendix 2: EXEMPT Independent Assessment of Management Fee

Appendix 3: EXEMPT The Hive Quest Report Summary September 2025

7.0 Background documents

Minutes of Full Council meeting held 28 June 2016

TITLE: Land at River Close, Mepal

Committee: Finance & Assets Committee

Date: 26 March 2026

Author: Director Legal & Monitoring Officer

Report number: AA175

Contact officer: Maggie Camp, Director Legal & Monitoring Officer

maggie.camp@eastcambs.gov.uk, 01353 665555, Room 112A, The Grange, Ely

1.0 Issue

- 1.1. Members are requested to consider and approve the licence of the allotment land adjacent to 10 River Close, Mepal, Cambridgeshire to Mepal Pantry.

2.0 Recommendations

- 2.1. Members are requested to:

- (i) Agree the licence to Mepal Pantry of the allotment land adjacent to 10 River Close Mepal on the terms set out in paragraph 4.2 of this report; and
- (ii) Authorise the Director Legal & Monitoring Officer to proceed accordingly.

3.0 Background/Options

- 3.1. The land was historically let to the resident at Number 9 River Close for many years as allotment land at a peppercorn rent. The Council received notification that the resident was unable to use the land. At that time, the Council were not aware that the land was owned by the District Council.
- 3.2. The Council received notification that the new residents at Number 11 River Close had enclosed the land within their garden and were using it as an extension of their garden. When contacted by the Council, they said that they had undertaken enquiries with both the District Council and Sanctuary Housing as the land was unregistered and neither party had claimed ownership of the land.
- 3.3. The District Council made enquiries, and it appeared that the land had been missed from a first registration exercise with the Land Registry undertaken by the Council in 2010. The title deeds indicated that the District Council did own the land and an application for first registration of the land was subsequently made, which was successful.
- 3.4. A resident contacted the Director Legal in December 2024 to outline that the residents of Number 11 River Close had moved out of the property. In January 2025, the Director Legal and Open Spaces & Facilities Manager attended on site and ascertained that the property at Number 11 River Close was empty and for sale on the open market.
- 3.5. On the site visit, it was clear that a small fence had been erected to delineate the land owned by the Council from the land owned by Number 11. Following the site visit, the Open Spaces & Facilities Manager erected a fence around the land with

a gate inserted in the fence for maintenance. This would make clear to any prospective purchasers that the land was not included in the sale of Number 11 River Close.

- 3.6. In the meantime, the Director Legal contacted the resident who had made contact in December 2024 to confirm the actions taken and to ask if there would be anyone in the village who would be interested in using the land as an allotment. An initial enquiry was received from Mepal Makers, a local group formed specifically to tackle loneliness amongst the older rural male population, but this did not reach fruition.
- 3.7. Subsequent enquiries brought forward an expression of interest from Ruth Marley on behalf of Mepal Pantry, who confirmed that they would be interested in having the land on licence for use as an allotment.
- 3.8. By way of background, Mepal Pantry has been based in Mepal for the past 7 years and supports local families through the provision of bread, fresh fruit and vegetables via FareShare supermarket collections, alongside produce purchased directly from local farmers. The expression outlined that over the festive period 2025, they supported more than 150 visitors, responding to a significant increase in food waste and need.
- 3.9. Further, having access to land locally would allow Mepal Pantry to meaningfully develop their work by growing produce to directly support the community that they currently serve and their existing work would make it particularly suited to this purpose.

4.0 Arguments/Conclusions

- 4.1. The land is currently unused and is being maintained by the District Council. The land has previously been used as allotment land for a long time by a resident in Mepal. A licence to Mepal Pantry for use as allotment land would bring the land back into use and provide a significant benefit to the local community.
- 4.2. It is recommended that the licence should be on the basis that Mepal Pantry are responsible for the full maintenance of the land and the surrounding fence, the land would only be used as an allotment for the purposes of Mepal Pantry and on payment of a yearly peppercorn rent (£1). It is proposed that the licence would be for a period of one year in the first instance, but this could be extended on an annual basis, subject to the agreement of the Director Legal in consultation with the Chair of Finance & Assets Committee.
- 4.3. The District Council currently owns and maintains this area and if Members agree the licence of the land as requested, Mepal Pantry will be liable for future upkeep and maintenance. If the land were retained, the District Council would continue to be responsible for the maintenance of the land and the fence.

5.0 Additional Implications Assessment

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

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

6.0 Appendices

Appendix 1: Location plan – showing the land edged in red.

7.0 Background documents

Email correspondence with Mepal Pantry and Legal file reference 005781.



East Cambridgeshire
District Council

Area marked in red = 134.82m2

Date: 12/01/2026

Scale: 1:1,250



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FINANCE & ASSETS COMMITTEE
ANNUAL AGENDA PLAN

AGENDA ITEM NO 15

LEAD OFFICER: Sally Bonnett, Director Community

Democratic Services and Elections Manager & Deputy Monitoring Officer: Jane Webb

Thurs 25 June 2026	4:30pm
Chair's Announcements	Chair
Actions taken by the Chief Executive on the grounds of urgency (if any)	DSO
Forward Agenda Plan	DSO
Write-off of unrecoverable debt (if any)	Director Finance and S151 Officer
Climate and Nature Strategy	Climate Change and Natural Environment Manager
Assets Update	Open Spaces & Facilities Manager
Bereavement Centre Fees and Charges	Crematorium and Bereavement Service Manager
Appointments, Transfers, Resignations [EXEMPT]	HR Manager
ECTC Management Accounts (Jan-March 2026) [EXEMPT]	ECTC Finance Manager
Annual Reports of Representatives on Outside Bodies	DSO
Financial Outturn Report 2025/26	Director Finance and S151 Officer
Treasury Operations Annual Performance Review	Director Finance and S151 Officer
Thurs 24 September 2026	4:30pm
Chair's Announcements	Chair
Write-Off of Unrecoverable Debt (if any)	Director Finance and S151 Officer
Draft Inclusive Play Strategy	Open Spaces & Facilities Manager
Assets Update	Open Spaces & Facilities Manager
Local Council Reduction Scheme Policy Review	Director Finance and S151 Officer
MTFS Update	Director Finance and S151 Officer
Budget Monitoring Q1	Director Finance and S151 Officer
Gender Pay Report	HR Manager
Health and Safety Annual Report	Health & Safety Manager
Actions Taken by the Chief Executive on the grounds of Urgency (if any)	DSO
Forward Agenda Plan	DSO
EXEMPT – ECTC Management Accounts	ECTC Finance Manager
Thurs 26 November 2026	4:30pm
Chair's Announcements	Chair
Service Delivery Plans – 6-Month Performance Update	Service Leads
Write-Off of Unrecoverable Debt (if any)	Director Finance and S151 Officer
Finance Report	Director Finance and S151 Officer
Q2 Budget Monitoring	Director Finance and S151 Officer
Treasury Management Update	Director Finance and S151 Officer
Assets Update	Open Spaces & Facilities Manager

Notes:

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

FINANCE & ASSETS COMMITTEE
ANNUAL AGENDA PLAN

AGENDA ITEM NO 15

**LEAD OFFICER: Sally Bonnett, Director Community
Democratic Services and Elections Manager & Deputy Monitoring Officer: Jane Webb**

Annual Infrastructure Funding Statement	Director Community
ECTC Half Yearly Report	Director Commercial
Actions Taken by the Chief Executive on the grounds of Urgency (if any)	DSO
Forward Agenda Plan	DSO
EXEMPT – ECTC Management Accounts	ECTC Finance Manager
Thurs 28 January 2027	4:30pm
Chair's Announcements	Chair
Write-Off of Unrecoverable Debt (if any)	Director Finance and S151 Officer
Assets Update	Open Spaces & Facilities Manager
2027/28 Annual Treasury Management Strategy MRP & AIS	Director Finance and S151 Officer
Q3 Budget Monitoring	Director Finance and S151 Officer
Revenue Budget 2027/28	Director Finance and S151 Officer
Actions Taken by the Chief Executive on the grounds of Urgency (if any)	DSO
Forward Agenda Plan	DSO
EXEMPT – Appointments, Transfers, Resignations	HR Manager
Thurs 22 March 2027	4:30pm
Chair's Announcements	Chair
Service Delivery Plans 2027/28	Service Leads
Write-Off of Unrecoverable Debt (if any)	Director Finance and S151 Officer
Assets Update	Open Spaces & Facilities Manager
Assets Management Plan 2027/28	Open Spaces & Facilities Manager
Annual Review RIPA Policies	Director Legal
ECTC Annual Business Plan 2027/28	ECTC Finance Manager
ECTC Management Accounts	ECTC Finance Manager
Actions Taken by the Chief Executive on the grounds of Urgency (if any)	DSO
Forward Agenda Plan	DSO

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.**