



EAST CAMBRIDGESHIRE DISTRICT COUNCIL

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

MEETING: FINANCE & ASSETS COMMITTEE

TIME: 4:30pm

DATE: Thursday 24th March 2022

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

ENQUIRIES REGARDING THIS AGENDA: Tracy Couper

TELEPHONE: (01353) 665555 EMAIL: tracy.couper@eastcambs.gov.uk

MEMBERSHIP:

Conservative Members

Cllr David Brown (Chairman)
Cllr Anna Bailey
Cllr Ian Bovingdon (Vice-Chairman)
Cllr Mark Goldsack
Cllr Julia Huffer
Cllr Bill Hunt

Substitutes:

Cllr David Ambrose Smith
Cllr Joshua Schumann
Cllr Jo Webber

Liberal Democrat Members

Cllr Alison Whelan (Lead Member)
Cllr Lorna Dupré
Cllr Simon Harries
Cllr John Trapp

Substitutes:

Cllr Matthew Downey
Cllr Gareth Wilson

Independent Member

Cllr Sue Austen (Lead Member)

Substitute:

Cllr Paola Trimarco

Lead Officer

Emma Grima, Director Commercial

Quorum: 5 Members

AGENDA

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

- 3. Declarations of Interest** **[oral]**
To receive declarations of interest from Members for any Items on the Agenda in accordance with the Members Code of Conduct.
- 4. Minutes**
To confirm as a correct record the Minutes of the meeting of the Finance & Assets Committee held on 24th January 2022.
- 5. Chairman's Announcements** **[oral]**

ITEMS FOR DECISION

- 6. Service Delivery Plans 2022/23**
- 7. Asset Update and Asset Management Plan 2022/23**
- 8. Portley Hill Depot Improvements**
- 9. CLT Pre-Development Grant Scheme**

ITEMS FOR NOTING

- 10. Forward Agenda Plan**

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, 2 & 3 of Part I Schedule 12A to the Local Government Act 1972 (as amended).

- 11. ECTC Management Accounts – 9 months to December 2021**
- 12. ECTC Board Minutes**
To receive the Minutes of the ECTC Board meeting held on 13th October 2021.
- 13. Asset Management Matter 1 in the Parish of Ely**
- 14. Asset Management Matter 2 in the Parish of Ely**

NOTES:

1. Members of the public are welcome to attend this meeting, but due to Covid-related room capacity restrictions they are asked, where possible, to notify the Democratic Services Manager (tracy.couper@eastcambs.gov.uk) in advance.
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 (e.g. 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 are available at: <https://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 would ask members of the public to bring their own drink to the meeting if required.
4. Fire instructions for meetings:
 - If the fire alarm sounds please make your way out of the building by the nearest available exit i.e. the back staircase or the fire escape in the Chamber. 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 (e.g. large type, Braille or audio tape, or translated into other languages), on request, by calling Main Reception on (01353) 665555 or e-mail: translate@eastcambs.gov.uk
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

AGENDA ITEM NO 4

Minutes of a meeting of the Finance & Assets Committee held at 4:30pm on Thursday 24th January 2022 in the Council Chamber at The Grange, Nutholt Lane, Ely, CB7 4EE

PRESENT

Councillor David Brown (Chairman)
Councillor Sue Austen
Councillor Anna Bailey
Councillor Ian Bovingdon (Vice-Chairman)
Councillor Lorna Dupré
Councillor Mark Goldsack
Councillor Simon Harries
Councillor Julia Huffer
Councillor Bill Hunt
Councillor John Trapp
Councillor Alison Whelan

OFFICERS

Emma Grima – Director Commercial
Ian Smith – Finance Manager
Sally Bonnett – Infrastructure & Strategy Manager
Maggie Camp – Legal Services Manager
Nicole Pema – HR Manager
Tracy Couper – Democratic Services Manager
Angela Tyrrell – Senior Legal Assistant
Russell Wignall – Legal Assistant

IN ATTENDANCE

Lorraine King – Anglia Revenues Partnership (ARP)

78. PUBLIC QUESTION TIME

No questions were submitted by members of the public.

79. APOLOGIES AND SUBSTITUTIONS

No apologies were received.

80. DECLARATIONS OF INTEREST

Cllr Alison Whelan declared a Prejudicial Interest in relation to Agenda Item 9 on CIL funding requests, due to having written a letter of support in relation to one of the applications and stated that she would leave the room for the duration of this item.

81. MINUTES

The Committee received the Minutes of the meeting held on 25th November 2021. The following typographical errors were highlighted:

Minute 66 Draft Cycling & Walking Strategy page 4 first line – amendment to read ‘and’

Minute 70. Assets Update page 6 paragraph 9 amendment of figure to read around ‘£1,000’ per month

Minute 71. – Amendment of title to read Annual Infrastructure ‘Funding’ Statement

A Member queried the inclusion of the Exempt items in the public version of the Minutes and the Democratic Services Manager explained the process for the production of both public versions and Exempt versions of Minutes.

It was resolved:

That the Minutes of the Finance and Assets Committee meeting held on 25th November 2021 be confirmed as a correct record and be signed by the Chairman, subject to the above typographical corrections.

82. CHAIRMAN’S ANNOUNCEMENTS

The Chairman had no announcements to make.

83. LOCAL COUNCIL TAX REDUCTION SCHEME (LCTRS) 2022/23

The Committee considered a report (W134, previously circulated) reviewing the 2021/22 scheme and considering options for the Local Council Tax Reduction Scheme (LCTRS) for 2022/23.

A Member question relating to this item had been submitted in advance of the meeting and the response provided circulated and included in the Appendix to these minutes.

It was resolved to RECOMMEND TO COUNCIL:

That the changes detailed in the submitted report be approved and thus the East Cambridgeshire District Council’s Local Council Tax Reduction Scheme 2022/23 be amended by:

- **Reducing the capital threshold from £16,000 to £10,000 and abolishing tariff income;**
- **Introducing a fixed rate reduction of £7.40 per week for non-dependants;**
- **Further streamlining the claim process;**
- **Increasing the tolerance for Universal Credit data re-assessments from £65 per month to £100 per month.**

84. 2022/23 ANNUAL TREASURY MANAGEMENT STRATEGY, MINIMUM REVENUE PROVISION POLICY STATEMENT & ANNUAL INVESTMENT STRATEGY

The Committee considered a report (W135, previously circulated) containing the 2022/23 Treasury Management Strategy, the Annual Investment Strategy and the Minimum Revenue Provision Policy Statement.

The Finance Manager reported that the Council was holding significant cash balances at this time and, as such, it was forecast that no external borrowing would be required during the MTFs period. The Council would continue with its current strategy of funding Capital Expenditure via internal borrowing and then investing surplus cash taking into account in this order, security, liquidity and yield.

It was resolved to RECOMMEND TO COUNCIL:

That Council approve:

- **The 2022/23 Treasury Management Strategy**
- **The Annual Investment Strategy**
- **The Minimum Revenue Provision Policy Statement**
- **The Prudential and Treasury Indicators**

85. REVENUE BUDGET, CAPITAL STRATEGY & COUNCIL TAX 2022/23

The Committee considered a report (W136, previously circulated) setting out the Council's proposed budget, capital strategy, and the required level of Council Tax in 2022/23.

Ian Smith, Finance Manager, introduced the report by summarising that the Budget had been prepared using the latest information available. The position of the Council had improved since the MTFs report to this Committee in October, mostly in relation to significant additional grant funding from the Government announced in the provisional Local Government Settlement. This settlement remained provisional and final figures for Business Rates for 2022/23 still were awaited. These would be updated in the report submitted to full Council.

The Chairman then moved the recommendations in the report as follows, which was seconded by the Vice-Chairman:

2.1 To recommend to Full Council to approve:

- The draft revenue budget for 2022/23 and MTFs for 2023/24 to 2025/26 as set out in Appendix 1
- The Statement of Reserves as set out in Appendix 2.
- The 2022/23 Fees and Charges as set out in Appendix 3.
- The Capital Strategy and financing as set out in Appendix 4.
- To approve the Business Rate relief for businesses in the retail, hospitality and leisure sectors as detailed in Section 6.5 of this report.

2.2 To approve, that as we are still awaiting final Settlement figures and the completion of the NNDR1, should the numbers change between Finance and Assets Committee and Full Council, that the Finance Manager, in conjunction with the Chairman of Committee, adjust the

use of the Surplus Savings Reserve in 2022/23 (as necessary) so that the net budget and Council Tax for that year remain unchanged.

A number of questions relating to this Agenda item had been submitted by Members prior to the meeting and these, along with answers provided by officers, were set out in Appendix 1 to these minutes. A Member highlighted the large number of errors and corrections in the report, which made understanding the Budget very difficult.

Another Member referred to an apparent anomaly in the figures for the CLT Affordable Housing Reserve Account Balance in paragraph 8.5 of the report and in the Budget itself, which the Finance Manager explained.

A Member queried the reasons for the inverted commas around the word “fair” in the phrase Local Government Fair Funding Review throughout the report and the Finance Manager explained that it was due to different terminology being used for the review, but that he would remove the inverted commas for the report to full Council.

A Member asked for further explanation of the answer to Member question 20 relating to Travellers’ sites, which was given by the Finance Manager.

The following amendment then was moved by Councillor Bailey and seconded by Councillor Hunt:

Revised Recommendation:

Delete 2.1, delete 2.2 and replace with:

2.1 To refer Agenda item 8 (Revenue Budget, Capital Strategy and Council Tax 2022/23) to Full Council on 22nd February 2022 for decision.

A Member challenged the Constitutional procedural basis for the amendment, which was explained by the Democratic Services Manager.

Speaking in support of the amendment, Councillor Bailey stated that the Central Government Grant Settlement figures were still provisional, making it appropriate to refer the Budget to full Council for decision when the final figures would be available. The current administration hoped to be able to freeze the Council Tax and would only utilise the facility for a £5 increase in Council Tax as a last resort, but the final settlement figures were required before a decision could be reached. Councillor Bailey placed on record her thanks to the Finance Manager and Council Officers for their work in keeping the Council in a strong financial position, despite the challenges faced during the course of the year.

A Member commented that she did not believe that ‘delete everything’ was a proper amendment and expressed disappointment that this Committee would be making no recommendation to full Council on the Budget. The Member highlighted the two apparently contradictory positions in the Motion proposed by the Chairman proposing the officer recommendations containing a £5 increase and the above speech by the Leader of the Council indicating that she was minded to propose a further Council Tax freeze. Councillor Bailey

confirmed her statement above that, if nothing changed significantly, she would be minded to propose a Council Tax freeze. The Member then stated that with no recommendation to Council, there was no indication of where the funding would come from to make up any shortfall from say the funding settlement or anything else that may change between this Committee and full Council. She queried why the report had been presented in its current format and commented that this raised wider governance issues. The Member also commented on the inappropriate nature of the statement in 3.2 of the report regarding 'the financial benefit that Covid-19 had brought to the Council in additional Government grants', which did not recognise the hardships faced by people both locally and nationally.

Other Members concurred with the view that it was bad practice that this Committee was not getting the opportunity to scrutinise and review the Budget in detail before it was submitted to full Council. They considered this an error in process for a Budget that was full of errors itself. They queried whether this was due to officers within the Council being under pressure due to staffing shortages or HR policies to generate savings.

The Chairman highlighted the fact that this meeting afforded Members of the Committee the opportunity to scrutinise and raise questions on the Budget prior to full Council. However, the Member responded by stating that it would be ineffective to scrutinise the Budget at this stage, if Members did not know all of the assumptions underpinning it.

Another Member referred to the 20+ questions submitted in relation to this Budget item and already responded to by the Finance Manager. Therefore, Members had received ample opportunity to raise points and questions.

In response to comments from some Members regarding 'playing politics', other Members commented that the Budget and Council Tax were political issues and it was the role of this Committee to scrutinise the financial plans of this Council. However, it would be a different Budget that would be submitted to full Council, so it would not be worth asking questions at this stage if it was subject to change.

The seconder of the amendment, speaking in support, acknowledged that there were two Groups on the Council with different political priorities. He expressed pride in the fact that, despite the pandemic, the Council continued to provide good quality and value services to the residents of the District, there had been a policy of no Council Tax rise in the past, and he hoped that this could be continued in the light of the hardships faced by people due to the pandemic, inflation and impending heating costs escalation. This was why he believed it was correct for the wider debate on the Budget to take place at full Council.

A vote on the amendment and substantive motion was taken and was carried.

It was resolved:

That the Revenue Budget, Capital Strategy and Council Tax 2022/23 BE REFERRED TO FULL COUNCIL on 22 February 2022 for decision.

86. COMMUNITY INFRASTRUCTURE LEVY (CIL) FUNDING REQUESTS

Councillor Alison Whelan left the meeting for the duration of this item.

The Committee received a report (W137, previously circulated) that provided information relating to requests for a Community Infrastructure Levy (CIL) allocation to the Littleport Youth and Community Centre and the St Mary's, Ely Building Transformation projects. The Infrastructure and Strategy Manager referred to the Carbon Impact Assessment summary which now had been circulated to Members in relation to the St Mary's, Ely, Building Transformation Project.

Members commended the significant work of both the Littleport and Ely Ward Councillors to bring these projects to implementation. A Soham Ward Member stated that he looked with envy at the community projects taking place in Littleport and hoped this would spur on other areas, including his own, to produce such excellent business cases for projects in their areas.

It was resolved (unanimously):

That approval be given to:

- i) the allocation of up to £121,733.32 to the Littleport Youth and Community Centre project;
- ii) the allocation of up to £192,000 to the St Mary's, Ely, Building Transformation Project.

87. ASSETS UPDATE

The Committee received a report (W138, previously circulated) that provided an update on Council owned assets.

A Member question relating to this item had been submitted in advance of the meeting. A response had been provided and circulated at the meeting and included in the Appendix to these minutes.

It was resolved:

That the update on Council-owned assets and Expenditure Tracking Sheet at Appendix 1 to the report, be noted.

88. BUS, CYCLE, WALK WORKING PARTY NOTES

It was resolved:

That the Minutes of the East Cambridgeshire Bus, Cycle, Walk Working Party meeting held on 10th November 2021 be noted.

89. FINANCE REPORT

The Committee received a report (W139, previously circulated) that provided budget monitoring information for services under the remit of this Committee and as part of its corporate remit for the Council as a whole.

The Finance Manager advised the Committee that there was a projected year end underspend on both its and the Council's revenue and capital budgets. The revenue underspend would be moved to the Surplus Saving Reserve at year end and was included in the figures in the Budget report discussed in Minute 85 above. The capital underspend was due to the slippage of schemes.

It was resolved:

That the following be noted:

- That Finance and Assets Committee has a projected year end underspend of £304,600 when compared to its approved revenue budget of £5,517,792.
- That overall the Council has a projected year end underspend of £533,833 when compared to its approved revenue budget of £14,310,015.
- That the overall position for the Council on Capital is a projected outturn of £1,279,944, which is an underspend of £3,480,500 when compared to its revised budget.

90. FORWARD AGENDA PLAN

The Committee received the revised Forward Agenda Plan.

It was resolved:

That the Forward Agenda Plan be noted.

91. EXCLUSION OF THE PUBLIC INCLUDING REPRESENTATIVES OF THE PRESS

It was resolved:

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

92. APPOINTMENTS, TRANSFERS, RESIGNATIONS

The Committee considered an exempt report detailing staff appointments, transfers and resignations for the period 1st June to 31st December 2021, together with a summary of Exit Questionnaire responses.

Members commented on the low level of Exit Questionnaire responses completed and the importance of these to an organisation to understand the reasons for people leaving. It was suggested that these should be carried out by an independent person, rather than a direct manager/supervisor, to encourage more honest and open responses. The HR Manager explained that HR staff previously had undertaken Exit Interviews, but there had been a similar low level of response as to the completion of the Exit Questionnaire. She stated that the HR Team would review the process to consider how to encourage a higher level of response rate.

A Member also asked if comparative figures could be provided, to show trends between periods and years.

It was resolved:

That the contents of the report be noted.

93. EXEMPT MINUTES

The Committee received the Exempt Minutes from the meeting of the Finance & Assets Committee held on 25th November 2021. The Democratic Services Manager highlighted an anomaly in the numbering of the Exempt Minutes which had been corrected.

It was resolved:

That the Minutes be confirmed as a correct record.

The meeting concluded at 5:39pm.

Chairman:.....

Date:

**FINANCE & ASSETS COMMITTEE
24 JANUARY 2022
QUESTIONS FROM MEMBERS OF COMMITTEE**

Item 6 – Local Council Tax Reduction Scheme (LCTRS) for 2022/23

Questions from Councillor A Whelan

1	2.1 ‘fixed rate reduction of £7.40’—per what? per week? per month? per annum? It’s not made clear anywhere. No wonder the consultees were confused.	This is per week.
----------	--	-------------------

Item 8– Revenue Budget, Capital Strategy and Council Tax 2022/23

Questions from Councillor A Whelan

2	2.2 – Please clarify wording Conjunction: <i>the situation in which events or conditions combine or happen together</i> 3.2 and 3.4 – please clarify why there are different figures for underspend/underspent both for 2021/22?	This is a typo and will be corrected for the version to Full Council. The figure in 3.2 relates to 2020/21.
3	3.2 – what is the value of the “financial benefit that Covid-19 had brought to the Council”	In 2020-21 there was underspend, on the non-ringfenced grant provided to us by Government, of £846,526, this was reported to F&A Committee in the yearend Finance Report on the 22 nd July.
4	5.2 – what is the impact of the extension of the previous year’s funding	In the 2021/22 budget, the expectation for Government Grant in 2022/23 was £179,636, we are now forecasting £1,562,839.
5	7.3 bp4 – What is the justification for a 2 per cent inflationary increase to be awarded to the Council’s own companies if it is not being added to other budgets?	All contracts are inflated.
6	7.3 bp2 – why model inflation of 20% for electricity? Wholesale electricity prices rose by 124% between March 21 and November 21?	Noted, however it is impossible to know what inflation will be in the coming months, and whether prices will drop back to previous levels. The 20% acknowledges that we expect it to be far higher than in previous years, and we will need to

		monitor any variation from this during the year.
7	7.3 bp5 – What is meant by ‘Other budgets’	Grants to outside bodies, office costs etc.
8	Why have other budgets not been increased by inflation? What will be cut to achieve this?	Regarding office costs, the expectation is that efficiencies will be made to absorb and additional inflationary costs.
9	7.3 bp9 – why are there no increases for additional services for additional residents? What will be cut to achieve this?	Many of the services provided by the Council do not have a direct correlation with the number of residents, but where this is the case, it is expected that efficiencies will ensure that service levels are maintained.
10	8.4 – What are the “alternative options” that have been explored? What is the extent of this exploration and please can we see the business cases that support these assertions?	The alternative options are identified in the report as either CIL (planning gain) contributions or management fee negotiations. Fuller consideration as to which option to pursue will be carried out closer to the end of the current contract.
11	8.4 – Should ‘replace’ be ‘renovate’ or ‘refurbish’?	It could include renovate/refurbish.
12	8.5 – what is the rationale for not working with Homes England as is being done by the Combined Authority?	Historically Registered Providers have engaged with Homes England directly. The Council can work with Homes England in the same way that the Combined Authority are proposing.
13	8.5 – figures here do not agree with the line ‘Affordable Housing’ in the Reserve Accounts.	The figures have been reviewed and they are accurate.
14	8.5 – penultimate paragraph: which two CLTs in East Cambs were successful. It would be useful to have a table showing for each CLT how much funding has been given, whether they are or seeking registered provider status, whether they have sought independent advice on rent policies, etc.	Kennett CLT and Swaffham Bulbeck CLT. The Council does not hold this information. If approved, a CLT will be able to make an application to the Council and will need to set out the purpose of their funding request.
15	Appendix 1(b) Change in: <ul style="list-style-type: none"> • Public Relations • Planning – 	The Public Relations Service has been brought back in house.

	<ul style="list-style-type: none"> • Tree Preservation / Landscaping – 	For Planning, Tree Preservation/Landscaping there are changes from a team restructure.
16	Appendix 2 Surplus Savings Reserve – is this correct in 2024/25?	This is a typo, and will be corrected for Full Council. There is no impact on any of the other figures in the report.
17	Appendix 4 Vehicle Replacements from CIL to independent legal entity? What is basis for this?	It should not say CIL, it should read Section 106 contributions (secured for maintaining public open spaces).

Questions on other items

Questions from Councillor A Whelan

18	It would be helpful to have a column for the Reserve Accounts to identify which are ring-fenced.	Apart from the general fund, all accounts are earmarked, with their use detailed.
19	Won't there be DC elections in 2023, so should not there be a deduction of funds in 2023/24?	Noted, this will be changed for the version going to Full Council.
20	OS accounts show income from Travellers' sites to be approx. £20,000 pa. Reserve accounts show Transfers to reserves of £40,000 pa or more; is this from central government funding? On what will this be spent? Need for more travellers' sites in EC, given the damage to Burwell and Swaffham Bulbeck in the past few years caused by travellers.	Any underspend on travellers', once corporate overheads are allocated, are moved into a reserve account for any future major maintenance at the sites.
21	Many reserve accounts seem to have no spending. Just seem to be increasing or staying level.	Yes, some reserves are created, but then not used for a number of years. Finance do continue to monitor reserves and challenge budget holders, where expenditure is not occurring.

Item 10- Assets Update

Questions from Councillor A Whelan

22	3.4.2 Does the Combined Authority's emerging accommodation strategy include continued use of 72 and 74 Market Street?	The Combined Authority has not made a decision of whether to use 72 and 74 Market Street, Ely beyond 31 December 2022.
----	--	--

		<p>The current update on the Accommodation Strategy does not indicate whether it will or will not be used.</p> <p>Officers will continue to engage on this matter as we progress through the year.</p>
--	--	--

Exempt Items

Item 14- Appointments, Transfers and Resignations

Questions from Councillor A Whelan

1	<p>Number of Exit Questionnaires completed is very small compared to number of leavers. Are you using exit interviews? Can this data not be obtained through a sensitive exit interview?</p>	<p>In the past the Council used exit interviews. However, the response rate was low.</p> <p>The Council introduced a new process which is a short survey that can be completed online. Again, the response rate is low.</p>
2	<p>When will an appointment be made to the vacant Waste post?</p>	<p>The post has been successfully recruited to and the new starter commences in the coming weeks.</p>

Democratic Services Service Delivery Plan 2022 - 2023

Overview of the Service

The objectives of the Service are to deliver effective and high quality Electoral Registration, Elections, Committee Administration and Member Support Services and to promote Community engagement with an understanding of the democratic processes of the Council.

Democratic Services covers the following functions:

Committee Administration, procedural advice and guidance
Member Support (e.g. Members allowances; outside bodies; registers of Members interests; publishing of agendas, minutes and Member information on the Council's website; Member surgeries)
Member Induction, Training and Development
Electoral Registration
Elections

The majority of the Service's activities are defined by legislation and statutory/non-statutory guidance and involve working with a wide range of partners both internally and externally (e.g. Councillors; Lead Officers, Service Leads and report authors for Committees; DLUHC; Cabinet Office; Electoral Commission; County Council; neighbouring Councils; Parish Councils; ARP; LGA; ADSO; AEA).

On the Committee and Member Support side, the Service ensures the smooth running of full Council and Committees by providing efficient and professional servicing of meetings; administrative, support, guidance, advice; and training to Councillors and officers on all aspects of the Democratic process. This position was reinforced by the appointment of the Democratic Services Manager (DSM) as Deputy Monitoring Officer (DMO) in October 2015 with specific responsibility for the provision of procedural information and advice and maintenance and updating of the Constitution.

Following the establishment of the Council's Trading Companies, the Team clerks both the ECTC and ECSS Boards and associated bodies, operating under Company Law and/or outside of the governance processes of the Council, on a rechargeable basis. Careful consideration is given to the separation of roles between the Boards and the Council and the Shareholder functions.

The Team clerks the Kennett Garden Village Delivery Board; an external partner body, the RECAP Board; and the DSM is providing some guidance and support to the Combined Authority IRP, all on a chargeable basis.

The Elections Team will conduct any Neighbourhood Plan Referenda and By-Elections that may be required during the year and from the Winter/Spring onwards will be preparing for the District and Parish Elections to take place in May 2023.

Canvass reform was introduced in 2020 and changed the way the annual Canvass was conducted. Every LA must take part in national data matching process before they start the Canvass, and this results in properties being divided into three categories: route 1, route 2 and route 3. ECDC does not have any route 3 properties. Route 1 are primarily fully matched 'no changes' letters, and are not required to respond; and route 2 are not fully matched 'changes' letters which require a response, and these are followed up with personal 'door knocking' visits for non-responders. A review will be undertaken of our current processes in preparation for the 2022 Canvass to ensure that they are still 'fit for purpose'.

An Elections Bill also is making its way through the Parliamentary process at present, which will result in a range of changes to registration and Elections processes, which are likely to include: the introduction of voter identification; changes to Overseas Elector registration arrangements; easier postal voting procedures; and the repeal of the Fixed Term Parliaments Act.

Cost of Service

The cost to run the service in 2021/22 totals £584,661 per annum, including staffing costs. This is broken down as follows:

Members' & Committee Support £531,290
 Electoral Services £53,371

Key areas of expenditure in these Budgets are:

Members Allowances £232,744
 Member Training £3,500
 Members ICT £6,000
 Electoral Registration £53,371
 Elections £22,500

The costs of external elections are recharged to the relevant body. A sum of £22,500 is put into an Election Reserve each year towards the cost of District Council Elections which take place every 4 years. Any District Council By-Election is an additional cost to this Council.

Staffing information

The Service currently comprises 6 staff as follows:

Democratic Services Manager & Deputy Monitoring Officer (DSM & DMO)
 2 Democratic Services Officers (DSOs)
 Electoral Services Team Leader
 Electoral Services Officer
 Electoral Services Trainee (22 hours per week & FTE during Elections period)

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee
May 2022 onwards	Ongoing delivery of Member Training, Development and Member Seminar Programme	Democratic Services	
July to 1 December 2022	Publish Register of Electors based on IER Canvass	Democratic Services	
Winter 2022/ Spring 2023	Preparations for District and Parish Council Elections in May 2023 and new Member Induction, Training & Development Programme	Democratic Services	

Strategy map – 2022/23



Performance Measure	Link to Corporate Plan Priority	Target	Baseline from previous year/output from previous year	Owner and co-owners
Provide effective, high quality and legally compliant Committee and Member Support Services	Sound Financial Management	Publish Agenda for Regulatory Committees, etc, within 5 clear days of a meeting (statutory)	100%	Tracy Couper Democratic Services Manager
	Social & Community Infrastructure	Publish Agenda for Council, Policy Committees & Audit Committee within 7 clear days of a meeting (new target) 100% published		
		Publish decision lists for Council/Committees, etc, within 3 working days of a meeting 95% published	100%	Tracy Couper Democratic Services Manager
		Publish draft Minutes for Council/Committees, etc, within 14 working days of a meeting 85% published	92.0%	Tracy Couper Democratic Services Manager
Provide legal, efficient and cost-effective Elections for the Electors of the District and our external partners		Review customer feedback forms/information from Election and resolve, as far as practicable, issues by commencement of next Election period 90% of all customer feedback actioned (where possible) by commencement of next Election period	100%	Tracy Couper Democratic Services Manager/Joan Cox Electoral Services Team Leader

Publish and maintain an accurate and legally compliant Electoral register each year and maximise registration for target groups within the District	Sound Financial Management	To publish and maintain an accurate and legally compliant Electoral register each year and maximise registration for target groups within the District in order to achieve at least a	95.20% registration	Tracy Couper Democratic Services Manager/Joan Cox Electoral Services Team Leader
	Social & Community Infrastructure	90% registration rate Electors registering electronically via Government portal, etc At least 12,000 to be registered	13,224 registered	Tracy Couper Democratic Services Manager/Joan Cox Electoral Services Team Leader
Promote community engagement and involvement in the Democratic processes of the Council	Social & Community Infrastructure	Publication of Agendas on website on day of despatch 100% to be published	100%	Tracy Couper Democratic Services Manager
To ensure trained staff and continual professional development of Councillors	Social & Community Infrastructure	To ensure that all staff appraisals are completed annually and within the time frame set by HR 100% appraisals completed on time	100%	Tracy Couper Democratic Services Manager/Joan Cox Electoral Services Team Leader
		To 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 10 sessions to be arranged as part of the Member Training & Development and Seminar Programme	7	Tracy Couper Democratic Services Manager

<p>Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.</p>	<p>Sound Financial Management</p> <p>Social & Community Infrastructure</p>	<p>To regularly review higher level corporate risks, including:</p> <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 electoral administration/elections and democratic decision-making; • Impact of corporate initiatives such as shared services, commercialisation, on the working practices of the Team. 	<p>Reviews of Constitution & Committee structure</p> <p>IRP review of Members' Allowances</p> <p>Conduct local Elections/Referenda</p> <p>Offering services of Team on a commercial basis:</p> <ul style="list-style-type: none"> • Clerking of ECTC & ECSS Boards • Clerking of RECAP Board • Clerking of Kennett Garden Village Delivery Board • Dem Services Manager providing management support & advice to other authorities <p>Conduct PDR/CGR</p>	<p>Tracy Couper Democratic Services Manager/Joan Cox Electoral Services Team Leader/Maggie Camp Legal Services Manager & Monitoring Officer</p>
<p>Undertake activities which help to mitigate / adapt to climate change</p>	<p>Cleaner, Greener East Cambridgeshire</p>	<p>To contribute to the implementation of the Council's Climate and Environment Action Plan</p>		<p>Cross-council activity</p>

Financial Services Service Delivery Plan 2022-23

Overview of the Service

Financial Services comprises; 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:

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 & 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. The accountants 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 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 monthly basis with budget managers / service leads throughout the year, with in addition quarterly reports being presented to the Operational Services and Finance & Assets Committees, showing current expenditure against the budget and a forecast in relation to the anticipated outturn position.
- 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.
- Banking – This includes the correct allocation of all income and expenditure detailed on the Council's bank accounts and producing monthly bank reconciliations.

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, allocation of receipts and Council mortgages.
- Management of taxation issues which are mainly VAT and CIS.

Payroll

- Payment of salaries and expenses to staff, Member's allowances and election payments.
- Management of returns and payments to Government 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 2022-23 is £525,281, this includes staffing costs, contract / service level agreements costs with North Northamptonshire Council for Internal Audit, Cambridgeshire County Council for Procurement, Link Asset Services for treasury advice and Midlands HR for Payroll, supplies and services (but not internal recharges).

Staffing information

These services are provided by 8.1 full time equivalents (FTE) staff as follows; Finance Manager 1.0, Accountancy - 3.0 FTE, Exchequer – 3.3 FTE, Payroll – 0.8 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.

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee
June 2022	2021-22 Outturn Report to Committee	Budget Monitoring	Finance & Assets
July 2022	Internal Audit Annual Report & Opinion 2021-22	Internal Audit	Audit
July 2022	Quarter 1 Budget Monitoring Reports for 2022-23 to Committee	Budget Monitoring	Operational Services
September 2022	Quarter 1 Budget Monitoring Reports for 2022-23 to Committee	Budget Monitoring	Finance & Assets
September 2022	Interim Report for 2023/24 Medium Term Financial Strategy (MTFS)	Annual Budget	Finance & Assets
November 2022	Quarter 2 Budget Monitoring Reports for 2022-23 to Committees	Budget Monitoring	Operational Services and Finance & Assets
November 2022	Approval of the 2021-22 Statement of Accounts	Annual Financial Report	Audit
November 2022	Approval of the 2021-22 Annual Governance Statement	Governance	Audit

January 2023	Quarter 3 Budget Monitoring Reports for 2022-23 to Committees	Budget Monitoring	Operational Services and Finance & Assets
January 2023	Review of draft Revenue Budget, MTFS and Capital Strategy for 2023/24	Annual Budget	Finance & Assets
February 2023	Approve the Treasury Management Strategy for 2023/24	Annual Budget	Full Council
February 2023	Set the Council Tax level for 2023/24	Annual Budget	Full Council
February 2023	Approval of the 2023/24 Revenue Budget, Capital Strategy, MTFS, Reserves and Fees and Charges schedules	Annual Budget	Full Council
March 2023	Approve Internal Audit Charter and Annual Internal Audit Plan for 2023/24	Internal Audit	Audit



Commitments towards our Vision



East Cambridgeshire
District Council

Financial Services - Service Delivery Plan 2022-2023

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year / output from previous year	Owner and co-owners
To ensure the objective assurance of the Council's activities are paramount.	Sound Financial Management	Ensure that the Annual Internal Audit Plan adds value to the organisation	100%	Internal Audit
		Consult with Corporate Management Team to assist in the preparation of the annual Internal Audit Plan before gaining approval from Audit Committee		
To ensure the long term financial sustainability of the Council	Sound Financial Management	To deliver the agreed Internal Audit Plan by 31 st March 2023	Completed and presented to Council in February 2022	Ian Smith - Finance Manager
		Produce a Medium Term Financial Strategy (MTFS) with balanced budgets for two years, i.e. 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 2022/23 and 2023/24 including: <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 effectively monitor and report identified fraud	Sound Financial Management	Produce the detailed budget for 2023-24 to a time frame that allows the Council to set a legal budget	Completed and presented to Council in February 2022	Ian Smith - Finance Manager
		To be presented to the Full Council meeting in February 2023		
To effectively monitor and report identified fraud	Sound Financial Management	Produce quarterly budget monitoring reports to Committees, (both revenue and capital) and an Outturn report at yearend	Quarterly	Anne Wareham – Senior Accountant John Steel - Management Accountant
		Quarterly reports to hit Committee deadlines		
To effectively monitor and report identified fraud	Sound Financial Management	Work with partners to provide a co-ordinated approach to tackling fraud (in accordance with the Cambridgeshire Anti-Fraud Network priorities)	Work with the Cambridgeshire Anti-Fraud Network, within their agreed business plan, to facilitate a co-ordinated approach to tackling fraud	Internal Audit ARP Fraud Team
		As required - On-going		

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year / output from previous year	Owner and co-owners
<p style="background-color: red; color: white; text-align: center; padding: 10px;">To ensure the continued efficiency of Financial Services</p>		<p>Raise awareness of fraud and corruption across the organisation</p> <p>Review of Counter Fraud procedures, hot line and poster campaign</p>	<p>Raised the awareness of fraud and corruption of new employees, as part of the staff induction training days run bi-annually by the Council</p> <p>Dedicated fraud reporting mailbox for members of the public to report any concerns set up and managed / reviewed by Internal Audit</p> <p>Participation in International Fraud Awareness Week</p>	Internal Audit
		Pay 99% of undisputed invoices within 30 days	97.27% achieved for the first ten months of 2021/22	Eleanor Fretwell - Senior Accountancy Assistant
		Average time taken to collect income in relation to external invoices (this indicator does not include Council Tax and Business Rates). Target to be below 25 days	Average collection time in the first ten months of 2021/22 was 19.51 days	Eleanor Fretwell - Senior Accountancy Assistant
		Review the operation of the Payroll Service, to ensure that this is working efficiently and best advantage is being achieved from the use of self-service and workflow functionality within the system		Lorraine Kratz – Payroll Officer
		Pay 99.8% of staff the correct amount and on time	99.9% achieved in the first 10 months of 2021/22	Lorraine Kratz – Payroll Officer
		<p>Improve the process for the production of the Statement of Accounts</p> <p>Prepare the draft Statement of Accounts for 2021/22 by the end of July 2022 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</p>	<p>The 2020/21 draft Statement of Accounts was published in line with the end of July requirement and the audited version was approved by Committee in November and published on the Council's website in December 2021</p>	Anne Wareham – Senior Accountant
		To deal with 98% of insurance claims within a fortnight of being notified.	100% of claims were passed onto Zurich for resolution within a fortnight in the first 10 months of 2021/22	John Steel – Management Accountant

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year / output from previous year	Owner and co-owners
To maintain an effective and well-maintained service		<p>Support the continued development of members of the Financial Services Team to ensure that they are given personal and professional career development opportunities</p> <p>To 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)</p>		Ian Smith - Finance Manager
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.	Sound Financial Management	<p>To regularly review higher level corporate risks, including:</p> <p>Public Sector Funding Loss of major income streams</p>	These risks are picked up when preparing the MTFS and budget. See section on ensuring the long term financial stability of the Council	Ian Smith - Finance Manager
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the implementation of the Council's Climate and Environment Action Plan		Cross-council activity

Human Resources (HR) - Service Delivery Plan 2022-23

Overview of HR Service

The role of the HR Service is to support the Council in achieving its Corporate Objectives, Priorities and service priorities through effective HR policies, programmes, interventions and guidance to managers and employees to maximise their commitment, skills, capabilities and morale.

The corporate HR Section 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 and diversity
- Employee welfare and wellbeing

Cost of Service

The cost to run the service totals £222,112 per annum; this includes salary costs (£132,011) and the corporate budgets for training and development (£60,891), childcare scheme (£7,000) and occupational health (£5,000).

Staffing information

The HR team comprises 1 HR Manager, 1 HR Officer and 1 HR Administrator. The HR Manager is currently part time, for 30 hours per week. This equates to a full time equivalent staffing level of 2.8 fte.

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee



Commitments towards our Vision

Service Delivery Plan - Human Resources



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Promote equal opportunities and manage diversity and inclusion in the workplace.	Social and Community Infrastructure	Provide support to managers and staff to deliver the actions set out in the Council's Equality, Diversity and Inclusion Policy.	New target	Corporate Management Team (CMT) Council Members Service Leads Nicole Pema, HR Manager Oana Rebegea, HR Officer Alice Webb, HR Administrator
		Publish the annual equality monitoring report for the period 1 April to 31 March every year.	Annually (by end of June)	Nicole Pema, HR Manager
		Calculate the Council's gender pay gap for the period 1 April to 31 March each year and report to Committee.	Annually (by end of September)	Nicole Pema, HR Manager
Raise awareness of mental health and wellbeing and provide effective procedures for managing attendance and stress in the workplace	Social and Community Infrastructure	Promote initiatives to raise awareness of health and wellbeing, and support employees who are experiencing mental ill-health to access sources of help.	New target	Service Leads Nicole Pema, HR Manager Oana Rebegea, HR Officer Alice Webb, HR Administrator
		Maintain the low level of short-term sickness absence, e.g. number of days lost per full-time equivalent employee (fte)	3.4 days	Nicole Pema, HR Manager Oana Rebegea, HR Officer Alice Webb, HR Administrator
Ensure that reward systems are fair and cost-effective.	Sound Financial Management	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, backdated to 1 st April 2021, re-modelling the pay spine if required.	1 st April 2020	Nicole Pema, HR Manager Lorraine Kratz, Payroll Officer
		Following the appraisal deadline, establish the Performance Related Increment (PRI) Panel to consider the provisional ratings of 'outstanding' awarded, and determine final ratings where the provisional ratings differ, in consultation with the managers concerned.	Achieved by May 2020 – appraisals were cancelled for 2020/21	Nicole Pema, HR Manager PRI Panel
		Review the existing Leading Lights Award Scheme and improve the processes for recognising and rewarding staff who have demonstrated exceptional attitude and performance.	New target	Nicole Pema, HR Manager
		Coordinate Job Evaluation Panels to ensure that all new and significantly changed jobs have been evaluated fairly and systematically.	As required	Nicole Pema, HR Manager Oana Rebegea, HR Officer Unison Representatives Management Representatives

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		Update the Council's Pay Policy Statement for 2022/23 and present to Full Council in February 2022.	Achieved by February Annually	Nicole Pema, HR Manager
Ensure that HR Policies and Procedures are legally compliant and support the Council to deliver its corporate priorities.	Sound Financial Management	Continue to create new, and update existing, HR policies and procedures following changes in legislation or best practice.	As required	Nicole Pema, HR Manager Oana Rebegea, HR Officer Alice Webb, HR Administrator
		Review and improve the existing exit interview procedures to increase participation rates and to improve the quality of the information being collected.	New target	Nicole Pema, HR Manager Oana Rebegea, HR Officer Alice Webb, HR Administrator
Support the Council in developing the knowledge and skills of its workforce, to ensure that staff have the capability to achieve corporate objectives.	Sound Financial Management	Continue to look for opportunities to promote the recruitment of apprentices to meet the target as set by the Apprenticeship Levy of 2.3% of the workforce, this equates to 4 apprentices.	3 apprentices	Corporate Management Team (CMT) Service Leads Nicole Pema, HR Manager Oana Rebegea, HR Officer Alice Webb, HR Administrator
Be an excellent employer	Sound Financial Management	100% of Appraisals undertaken by 31 st March 2022	100% achieved	Nicole Pema, HR Manager
		To regularly review risks associated with Human Resources as detailed within the Corporate Risk Register: <ul style="list-style-type: none"> ▪ Non-compliance with employment legislation, resulting in costly litigation and/or employment tribunal claims and reputational damage. ▪ Increased sickness levels impacting on team capacity and moral. 	New target	Nicole Pema, HR Manager Oana Rebegea, HR Officer Alice Webb, HR Administrator
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the implementation of the Council's Climate and Environment Action Plan		Cross-council activity

Infrastructure and Strategic Housing Service Delivery Plan

2022 - 2023

Overview of the service

The Infrastructure and Strategic Housing team is responsible for three key areas; developer contributions (CIL & S106), facilitating delivery of infrastructure to support growth, including facilitating the delivery of the North Ely Development and enabling the delivery of genuinely affordable housing, in particular helping local communities to develop Community Land Trusts.

Developer Contributions

S106 - The team is responsible for monitoring development for the timely collection of S106 contributions; advising on the compliance of expenditure of S106 contributions; assisting in negotiations of Section 106 Agreements on major developments; and ensuring Section 106 contributions comply with the statutory tests.

CIL - The team is responsible for the administration of CIL once planning permission first permits the development, i.e. 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.

The Infrastructure and Strategic Housing team are also responsible for co-ordinating the aspirations for the North Ely Development through effective stakeholder liaison and engagement to ensure, wherever possible, the development accords with the vision set out in the Draft Supplementary Planning Document for North Ely.

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 Councils CLT Grant Scheme.

Cost of service

£274,130

Staffing information

The Infrastructure and Strategic Housing team comprises 1 full time Infrastructure and Strategy Manager, 1 part time Strategic Housing Enabler, 1 part time CIL Officer (25 hours) 1 full time Community Led Development Advisor.

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee
As required	CIL Infrastructure List Amendments	Infrastructure and Strategic Housing	Full Council
As required	CIL Funding Allocations	Infrastructure and Strategic Housing	Finance and Assets Committee
24 November 2022	Infrastructure Funding Statement	Infrastructure & Strategic Housing	Finance and Assets Committee



Commitments towards our Vision

Infrastructure and Strategic Housing Service - Service Delivery Plan 2022-2023

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
CIL and S106 – monitor development to ensure timely collection of developer contributions, both available and projected to assist the Council to meet its Corporate Priorities	Sound Financial Management	100% compliant	9% CIL payments outstanding	CIL Officer-Zara Holland
	Improving Transport	Monitor development for compliance with requirement of either CIL or S106 and ensure collection of financial contribution and monitoring of public open space transfers.	1% S106 payments outstanding	
	Social and Community Infrastructure	New Target Produce the Infrastructure and Funding Statement annually which will be published by 31 December 2022	New target	Infrastructure & Strategy Manager-Sally Bonnett
		100% of requests for assistance to be met. Assist Development Management in the negotiation of Section 106 Agreements to ensure new communities and businesses are delivered with the infrastructure that is required to serve those new developments.	100% of requests for assistance met.	Infrastructure & Strategy Manager-Sally Bonnett
Support the delivery of Community Land Trusts	Housing Social and Community Infrastructure	New Target 100% of requests for assistance to be met. Provide Technical Advice and support to new and existing Community Led Development projects across East Cambridgeshire.	New target	Community Led Development Advisor – Emily Howard
Facilitate delivery of a wide range of infrastructure and housing	Housing	Maintain the Council's Register of Interest in Self Build and Custom House Building and forward details of planning applications including self-build plots to those on the register.	Details of all planning applications received by the Council that including self-build plots have been sent to those on the Register.	Infrastructure and Strategy Manager-Sally Bonnett

		<p>100% of requests for assistance to be met.</p> <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>	100% of requests for assistance met.	Strategic Housing Enabler – Kim Langley
Growth & Infrastructure Fund	<p>Improving Transport</p> <p>Social and Community Infrastructure</p>	<p>Manage the Growth and Infrastructure fund</p> <p>Develop scheme criteria and launch the Growth and Infrastructure Fund</p> <p>Assess applications against the approved criteria as received.</p> <p>Target – 100% of applications received to be assessed.</p>	New target	Infrastructure and Strategy Manager-Sally Bonnett
North Ely – facilitate the delivery of a sustainable community in line with the vision set out in the draft Supplementary Planning Document	<p>Improving Transport</p> <p>Social and Community Infrastructure</p>	<p>Work with partners to develop appropriate schemes for infrastructure and services to North Ely.</p> <p>Explore community facility requirements for the North Ely Development.</p> <p>Work with the applicants to ensure that infrastructure delivery is co-ordinated and in accordance with the planning applications.</p>	The Planning Service has been working with the applicant on the discharge of planning conditions and this will be ongoing and feed into the other North Ely work areas. Assistance has been given as required.	Infrastructure and Strategy Manager-Sally Bonnett
Communicate with stakeholders through consultation events, forums & update sessions	Sound Financial Management	<p>Visits as requested by Parish Councils</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</p>	<p>6 Parish Councils visited.</p> <p>Plus guidance has been given to others via telephone/e.mail.</p>	Infrastructure & Strategy Manager-Sally Bonnett
	Social and Community Infrastructure	<p>During 2022/23</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>Information about applying for CIL funding and the CIL Infrastructure List (previously known as the R123 List) emailed to all Parish Councils in January 2020.</p> <p>Attended Parish Conference in March and gave details of the process for applying for CIL funding to parish councils and other interested attendees.</p>	<p>Infrastructure and Strategy Manager-Sally Bonnett</p> <p>CIL Officer-Zara Holland</p>

		1 workshop Hold an annual CIL Infrastructure List workshop held to give details of the process for applying for CIL funding to parish councils and other interested parties	Attended Parish Conference in March and gave details of the process for applying for CIL funding to parish councils and other interested attendees.	Infrastructure and Strategy Manager-Sally Bonnett CIL Officer-Zara Holland
		Monthly Review all existing service web pages to ensure that only up to date accurate and relevant information is live on the Councils website	Reviews undertaken and web pages updated where necessary.	CIL Officer-Zara Holland
Continue to develop highly trained staff to support service delivery and drive forward our corporate priorities	Sound Financial Management	2 events Attend CIL/S106 and community led development training when available to ensure staff are well informed and up to date with the procedures and required legislation	No training attended due to lack of suitable courses.	Infrastructure and Strategy Manager-Sally Bonnett
		100% Ensure that all staff appraisals are completed annually and within the time frame set by HR	100%.	Infrastructure and Strategy Manager-Sally Bonnett
Ensure that the Council's Corporate risks are managed effectively and mitigations are put in place to reduce impact	Sound Financial Management	To regularly review risks associated with Infrastructure and Strategic Housing, including: Monitoring CIL and S106 income	Reviews undertaken quarterly. Income figures provided and reported to Resources and Finance Committee every 6 months.	Infrastructure and Strategy Manager-Sally Bonnett
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the preparation of, and subsequent implementation of, the Council's Climate and Environment Action Plan.	New target.	Cross-council activity

Legal Services- Service Delivery Plan 2022-2023

Overview of Service

Overview

The Legal Services team currently comprises: 1 Legal Services Manager, 1 Senior Legal Assistant, 1 Legal Assistant, 1 Local Land Charges Officer & Paralegal (pt), 1 Local Land Charges & Legal Support Officer and 1 Information Officer.

Costs of running the Service

The estimated net cost of running the Legal Services department is £218,371. This includes assumptions made from income received for Local Land Charge searches carried out and income from legal services for fees charged externally, for example, s106 Agreements.

Many of the services provided within the service are statutory (e.g. 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. Legal advice and assistance is also provided to the Council's two local authority trading companies, as and when required. 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 & economy, policy reviews/ audit.

Corporate Plan 2019 – 2023

- Proactively assist and enable other client departments to deliver the Corporate Plan 2019 - 2023 by the provision of timely, cost effective, good quality legal advice and assistance.

Planning & Development

- Planning, committees, Community Infrastructure Levy (CIL) development & Appeals.
- Negotiation, drafting and completion of planning obligations under s106 Town & 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 s106 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 & Civil Litigation

- Bringing or defending proceedings for the Council covering the range of Council functions, for e.g. 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 Council's Contract Procedure Rules.
- Provision of procurement advice in liaison with Finance and LGSS (under Service Level Agreement).

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 & Committee for Licensing, Planning, Operational Services, Finance & Assets Committee and Audit Committee.

Local Land Charges Searches:

The Infrastructure Act 2015 became law in February 2015 and confirmed that H M Land Registry ("HMLR") will take over responsibility as the sole registering authority for Local Land Charges ("LLC").

The Act will enable it to hold and maintain a composite register for England and Wales and be the sole provider of LLC1 official search results. **The Land Registry is only taking the register, which leaves Local Authorities with the much more complicated CON29 Questions.** The project is nearing completion and we envisage that HMLR will take over responsibility for our Local Land Charges Register within the next 3 months (by the end of June 2022). We will still be responsible for the registration of all those items raised by East Cambridgeshire District Council departments and it will remain the District Council's statutory function to make sure it is correct; HMLR will just use the information.

ECDC departments will continue to send items to be entered onto the Register to the Local Land Charges department and HMLR will come into our system and upload the information on a daily basis. One major difference is that all other organisations who wish to register items on the LLC register will send them directly to HMLR. To date 33 local authorities have migrated their LLC register to HMLR.

Monitoring Officer: The Legal Services Manager 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 Legal Services Manager 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 and any subsequent determinations and attends committee meetings.

How does the Service link in with the Corporate Plan?

Legal Services provide ongoing legal support, advice and assistance to all services across the Authority. The team have been involved with key projects in the Corporate Plan and this will continue into 2022/2023 with more projects coming up.

By providing support to all services within the Council, 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 meeting its legal requirements.



Commitments towards our Vision

Legal Services - Service Delivery Plan 2022-2023



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Ensure that the Council offers best value for money	Sound Financial Management	Maximise the recovery of legal costs and fees; Court costs and fees, contribution to legal costs and disbursements.	Costs recovered £20,646 to 7.3.2022	Maggie Camp- Legal Services Manager Angela Tyrrell – Senior Legal Assistant Russell Wignall – Legal Assistant
		Ensure the recovery of court costs and fees attributable to parking. 95%- Summons issued/ costs recovered in £ NB: 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.	53.3% costs awarded - £900 requested - £480 awarded by the court to 7/03/2022 N.B. Due to Covid restrictions, parking tickets were not issued for an extended period. Due to this all cases taken to court are very recent and therefore the court have not had to collect & forward the full sums awarded.	Maggie Camp- Legal Services Manager Paula Holmes- Local Land Charges Officer & Paralegal
		To ensure the recovery of outstanding debts owed to the Council 100% Instructions for recovery: costs recovered in £	76 invoices received to chase - 70 invoices paid - 92.1% recovered to 4/3/2022	Maggie Camp- Legal Services Manager Paula Holmes- Local Land Charges Officer & Paralegal Naomi Matthews - Local Land Charges & Legal Support Officer
Assist and facilitate the Council's Corporate Priorities to ensure that East Cambridgeshire continues to be a fantastic place to live, work and visit.	Sound Financial Management	Proactively assist all services across the Authority with issues related to legal requirements. 90% within 10 working days 100% within 20 working days	95% within working 20 days 80% within 10 working days	Maggie Camp- Legal Services Manager Angela Tyrrell – Senior Legal Assistant Russell Wignall – Legal Assistant
		Ensure continuous service delivery for the Local Land Charge Service <ul style="list-style-type: none"> 100% of Local Land Charge searches within 10 working days; 95% within 5 working days 	97.7% of searches within 10 working days. 56.9% of searches responded to within 5 working days. Average days to respond – 6 working days* *result of 2 extended periods of email outage & support post vacant since February 2020	Maggie Camp- Legal Services Manager Paula Holmes- Local Land Charges Officer & Paralegal Naomi Matthews - Local Land Charges & Legal Support Officer
Support the local property market.				

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To provide a comprehensive and qualitative legal service		Provide legal support for committees when necessary. 100% attendance at committees where necessary	100% supported	Maggie Camp- Legal Services Manager Angela Tyrrell – Senior Legal Assistant Russell Wignall – Legal Assistant
To provide a comprehensive and qualitative legal service		Ensure car parking appeals and enforcement comply with the following timescales; 80% of appeals responded to within 10 working days 100% within 20 working days	89.8% of appeals responded to within 10 working days. 100% within 20 working days. As at 8/03/2022	Maggie Camp- Legal Services Manager Paula Holmes – Local Land Charges Officer & Paralegal Naomi Matthews - Local Land Charges & Legal Support Officer
To provide a comprehensive and qualitative legal service	Sound Financial Management	Ensure that the timescales set out in the Transparency Code are complied with and manage information data on the Council's website: Open data, Disclosure log and Officer Decisions 100% annually or quarterly for datasets and as soon as completed disclosure log and officer decisions.	100% annually or quarterly for datasets. As soon as completed for FOI/EIR disclosure log and Officer Decisions.	Maggie Camp- Legal Services Manager Victoria Higham – Information Officer
To provide a comprehensive and qualitative legal service		Deliver an effective, accurate and transparent FOI/EIR service. 100% of responses within 10 working days (unless the FOI request involves further in-depth research but the service will ensure that the customer is kept informed)	94% responses in 20 working days 69% responses in 10 working days Requests: 395 to 7/03/2022 Days to respond: 0-5 = 57% 6-10 = 9% 11-15 = 9% 16-20 = 17% 20+ = 6% Clarification = 2%	Maggie Camp- Legal Services Manager Victoria Higham - Information Officer Paula Holmes – Local Land Charges Officer & Paralegal
To provide a comprehensive and qualitative legal service		Deliver a comprehensive Data Protection request service ensuring full legal compliance and accurate responses. 100% within one calendar month	76 requests to 7/3/2022 99% responded to within one calendar month.	
Ensure that staff have all the necessary skills to maximise their input service delivery		To support the continued professional development of the team to ensure that they are meeting with personal and professional career development opportunities 100 compliance and with an average of 16 hours professional development per member of the team	The service continues to meet with the professional and statutory requirements for CPD.	Maggie Camp- Legal Services Manager Angela Tyrrell – Senior Legal Assistant Russell Wignall – Legal Assistant Victoria Higham - Information Officer
		100% of appraisals completed by June 2021	100% of appraisals completed.	Maggie Camp- Legal Services Manager

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.	Sound Financial Management	To regularly review corporate risks associated with the Council's legal requirements. The current risks to the Authority are as follows: Compliance with General Data Protection Regulations and Data Protection Act 2018	In full compliance with GDPR (UK) and Data Protection Act 2018. Internal Audit 2021 rating: Control - Substantial Compliance - Satisfactory Organisational Impact - Minor	Maggie Camp- Legal Services Manager Paula Holmes – Local Land Charges Officer & Paralegal Victoria Higham – Information Officer
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the preparation of, and subsequent implementation of, the Council's Climate and Environment Action Plan.	Nil – new activity	Cross-council activity

Open Spaces / Maintenance Service Delivery Plan 2022-2023

Overview of the service

Open Spaces:

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

Maintenance service:

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

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 21 play areas. In addition, the service is responsible for the management and maintenance of approximately 26 miles of awarded watercourses and 11 closed churchyards.

The key functions and responsibilities are as follows:

- 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 Development and Legal Services on the adoption of public open space.

Maintenance Service

The Maintenance service assist with the maintenance and repair of assets owned or leased by the Council including the management and maintenance of 7 Public Toilets.

The key functions and responsibilities are as follows: -

- 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;
- Cleaning and maintenance of the Council's 7 Public Toilets; and
- 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.

Key Partners

The Open Spaces and Maintenance services works 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,

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

Staffing information

Post	Full/Part time	Area of Department
Open Spaces & Facilities Manager Spencer Clark	Full time	Open Spaces & Facilities
Asset Manager Carol Dunn	Full time	Open Spaces & Facilities
Team Leader Parks & Open Spaces Shaun Bradshaw	Full time	Open Spaces & Facilities
Facilities Officer Mark Pinder	Part Time	Open Spaces & Facilities
Health & Safety Officer David Vincent	Part Time	Open Spaces & Facilities
Open Spaces & Facilities Administrative Assistant Shelley Peacock	Full Time	Open Spaces & Facilities
Caretakers x 2	Part Time	Maintenance & Caretaking
Maintenance Assistance x 1	Full Time	Maintenance & Caretaking
Grounds maintenance operatives including apprentice x 18	Full Time	Open Spaces & Facilities
Public facilities cleaners x 6	Part Time	Maintenance & Caretaking
Office facilities cleaners x 12	Part Time	Maintenance & Caretaking

The net cost of the service is £1,110,012

Forward planning for Councillors

Proposed date of decision	Item	Committee
Each Meeting	Asset Update	Finance & Assets Committee



Commitments towards our Vision

Open Spaces & Facilities- Service Delivery Plan 2022-2023

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Maximise income by offering services to other partners/agencies	Sound Financial Management	To maintain contact with all parishes' and schools within Cambridgeshire, continuing to offer grounds maintenance services.	Met target	Open Spaces Manager- Spencer Clark Asset Manager Carol Dunn Team Leader parks and Open Spaces- Shaun Bradshaw
Retain Green Flag accreditation for the Country Park and Jubilee Garden	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)	Green Flags have been awarded again this year and the work continues to maintain the high standards not only in these parks but across the district.	Open Spaces & Facilities Manager – Spencer Clark Team Leader parks and Open Spaces – Shaun Bradshaw Communities & Partnership Officer - Lewis Bage
		Annually produce a desk top assessment for both the Country Park and Jubilee gardens, to be inspected annually by Green Flag judges.	Met target	Open Spaces & Facilities Manager – Spencer Clark Communities & Partnership Officer - Lewis Bage & Stephanie Jones support officer Team Leader parks and Open Spaces- Shaun Bradshaw
		Carry out monthly quality checks on the parks and maintenance service.	The service continues to carry out the monthly quality checks as part of the ongoing commitment that East Cambs offers (welcoming, clean, safe and usable open spaces).	Open Spaces & Facilities Manager – Spencer Clark Team Leader parks and Open Spaces- Shaun Bradshaw
Maintain ECDC Assets to a safe, useable and legal standard for our customers' enjoyment	Cleaner, Greener East Cambridgeshire	Ensure that ECDC buildings portfolio and assets are maintained to the correct legal standards through the Council's assets maintenance programme.	Ongoing- As and when the service is advised of changes in leasing agreements, the 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 & Facilities Manager- Spencer Clark Asset Manager Carol Dunn
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	Open Spaces & Facilities Manager- Spencer Clark Asset Manager Carol Dunn

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
			ensure this continues. We have also engaged in the Future Parks programme year	Open Spaces & Facilities Manager – Spencer Clark Team Leader parks and Open Spaces- Shaun Bradshaw
Trained staff have a comprehensive understanding of the service	Sound Financial Management	Using the annual appraisal process, identify individual for specialist training and ensure the broadest range of skills across the team. This will allow the service to run effectively and efficiently Complete 100% of Appraisals by 31 March	Ongoing – Appraisals completed in accordance with ECDC requirements	Open Spaces & Facilities Manager – Spencer Clark Team Leader parks and Open Spaces- Shaun Bradshaw
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.	Sound Financial Management	To regularly review risks associated with Open Spaces, including: <ul style="list-style-type: none"> • Emergency Planning- • Business Continuity • Health and safety 	The Rest Centre plan has been completed and distributed. The following COPs have been updated and are available on the website: Updated Driving at Work, New Electrical Safety, Updated First Aid at work, Updated Corporate Health & Safety Policy, New PPE COP, Updated Manual Handling COP, Updated Security Threat COP. Service leads have received Business Continuity Training and Health & Safety Induction E-learning with HR. Training has also been provided for Bomb Threats, and Fire Wardens.	Open Spaces & Facilities Manager – Spencer Clark Health & Safety Officer – David Vincent
Undertake activities which help to mitigate/adapt to climate change	Cleaner, Greener East Cambridgeshire	To contribute to the implementation of the Council's Climate and Environment Action Plan		Cross-Council activity

Reprographic Services - 2022/2023

OVERVIEW OF THE SERVICE

Reprographics Service belongs to the Commercial area within Council's structure and is overseen by Director Commercial.

Predominantly an internal service focused on helpful, efficient and successful cooperation with all ECDC departments, Reprographics is first and foremost a facilitator of all public facing services and a promoter of internal policies and procedures.

Our Team works closely with officers 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 (up to 50,000 documents a year) through corporate Document Management System; traditional incoming and outgoing mail service; safety of all staff in line with Security Treats 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, web design and photography service to East Cambs Trading Company, East Cambs Street Scene Ltd. and external customers, i.e. Specsavers, Ely Museum, Stained Glass Museum, Harry Specters Chocolates, Borough Council of Kings Lynn and West Norfolk. Our mission is 'commercial for community' and we take a great pride in delivering a high-quality service to local organisations, businesses and sole traders.

A complete array of Reprographic services:

Graphic design

This service is delivered within corporate and commercial business area 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 i.e. posters, flyers, booklets, social media images and banners; branding; business stationery; calls to action; digital fillable forms; licences and newsletters.

Few of the design works completed for the corporate area in 2021 were: Cycling and Walking Strategy, £100k Homes marketing material and application, Green Flag applications for Jubilee Gardens and Ely Country Park, Christmas COVID campaign, Business Growth Fund campaign, Housing and Community Advice Bus flyers, Community Advice Service leaflets, Home Improvement Agency leaflets, Heathy You campaign, Community Safety Partnership newsletter and posters, Careers Fair promoting materials and banners, Young Persons Services Consultation.

In line with the Council's Equality, Diversity and Inclusion Action Plan for 2021-2024, 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 criteria and marketing requirements for both print and digital designs.

Web design

Web design is a niche corporate and commercial service provided by Reprographics Team to selected 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 2021/22, this area of the service has been mostly utilised internally for staff photos, ID cards, social media and press releases.

Printing

Reprographic printing consists of three areas:

- Corporate and Commercial Printing,
- Agenda printing,
- Document Management System Printing (DMS Printing).

Corporate and commercial printing includes: specialist printing such as 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 (DMS)

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.

Suspect Parcels

Our Team plays a key role in implementation of Security Treats 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. In 2021/22, we have made changes to the stationery stock to maximise the value for money and introduced "Cabinet of Curios" to promote the reduce-reuse-recycle culture.

COST OF SERVICE

Graphic Design, Photography, Printing & Stationery - £139,032
Document Management & Mail Services - £96,167

STAFFING INFORMATION

Reprographics Team comprises of:

Reprographics Manager -1 (FT)

Reprographics Officers - 2 (FT & 22.5 hours)

Reprographics and Document Management System Officers - 4 (PT – 21, 22, 23 & 24 hours)

This is equivalent to staffing level of 5.04 FTE.

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee

STRATEGY MAP 2022/2023



Commitments towards our Vision

Reprographic Services - Service Delivery Plan 2022-2023

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year (2019/20)	Owner and co-owners
To effectively contribute to the delivery of key corporate plans and strategies, including Council's Corporate Objectives and Priorities.	Sound Financial Management Improving Transport Housing Cleaner, Greener East Cambridgeshire	Graphic design, web design and photography – to create high quality digital material and to complete all corporate requests to agreed deadlines. (100%, annually)	New target	Marta Lotysz-Veiga – Reprographic Manager Simon Garner – Reprographic Officer Sharron Pearson – Reprographics Officer
	Social and Community Infrastructure	Printing – to produce high quality and cost-effective specialist, wide format and plastic card printing and finishing service to agreed deadlines. (100%, annually)	New target	Marta Lotysz-Veiga – Reprographic Manager Simon Garner – Reprographic Officer Sharron Pearson – Reprographics Officer
To identify and utilise commercial opportunities in order to contribute towards Council's budget	Be more commercial but within reason: "commercial for community"	To meet revenue target of £17,679 through provision of graphic design, web design, photography and printing service to external customers. (100%, annually)	New target	Marta Lotysz-Veiga – Reprographic Manager Simon Garner – Reprographic Officer Sharron Pearson – Reprographics Officer
To ensure an efficient and proactive service is provided to all our customers	Sound Financial Management Minimise bureaucracy, duplication and ensure efficiency and transparency across Council services	Document Management System (DMS) - to maintain high standard and to maximise the efficiency of Council's Document Management System ensuring all service procedures are followed and targets are met. (100% documents indexed into EDRMS system within prescribed deadline of 3 working days or 24hrs for invalid planning applications, annually)	2019/20 target - 99% 44,063 documents in total were added to EDRMS system in 2019/20 - target met.	Marta Lotysz-Veiga – Reprographic Manager Helen Clark – Reprographics and DMS Officer Claire Parker – Reprographics and DMS Officer Miranda Rogers – Reprographics and DMS Officer Vacant – Reprographics and DMS Officer
		DMS Printing – to maintain high standard and cost-effective printing for operations of Planning and Building Control completed within 3 working days from receipt. (100%, annually)	New target	
		Focused meetings with Development Control and Building Control to ensure maximum effectiveness and best adaptation to evolving demands of the DMS service. (bi-annual meetings)	New target	

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year (2019/20)	Owner and co-owners
To ensure an efficient and proactive service is provided to all our internal customers (continued)		<p>To print Agendas for Council and Committee Meetings within prescribed 5 or 7 working days deadline. (100%, annually)</p> <p>To operate an efficient and 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> <p>To fulfil all online stationery requests within 24hrs of receipt and to attend to all consumables and photocopiers' repair enquiries upon request. (100%, annually)</p>	<p>100%</p> <p>2019/20 target 99%</p> <p>69,919 outgoing mail items (100%) franked and collected by Royal Mail</p> <p>New target</p>	<p>Marta Lotysz-Veiga – Reprographic Manager Simon Garner – Reprographic Officer Sharron Pearson – Reprographics Officer Helen Clark – Reprographics and DMS Officer Claire Parker – Reprographics and DMS Officer Miranda Rogers – Reprographics and DMS Officer Vacant – Reprographics and DMS Officer</p>
To support a continued professional development within Reprographics Service by identifying training needs and following effective performance management processes	Sound Financial Management	<p>Completion of mandatory ECDC corporate trainings by all members of the Reprographics Team within prescribed deadlines.</p> <p>Ongoing professional graphic design training completed online by the graphic design team to keep the provision of the service on trend and to the highest standard.</p> <p>One to one staff meetings. (minimum monthly)</p> <p>Team Meetings. (minimum quarterly)</p> <p>Staff appraisals completed annually and within a timeframe set by HR Team.</p>	<p>New target</p> <p>Data Protection Nov 2019 100%</p> <p>Health and Safety Sep 2019 100%</p> <p>New target</p> <p>New target</p> <p>New target</p> <p>100%</p>	<p>Marta Lotysz-Veiga – Reprographic Manager Simon Garner – Reprographic Officer Sharron Pearson – Reprographics Officer Helen Clark – Reprographics and DMS Officer Claire Parker – Reprographics and DMS Officer Miranda Rogers – Reprographics and DMS Officer Vacant – Reprographics and DMS Officer</p>

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year (2019/20)	Owner and co-owners
<p>To ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.</p>	<p>Sound Financial Management</p>	<p>To quarterly review corporate risks associated with Reprographic Services, including but not limited to:</p> <ul style="list-style-type: none"> • Security Treats 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 • Business Continuity and Service Delivery • Health and Safety measures in common areas • Resilience to breakdown of supply chains (paper, stationery, inks, toners and other consumables) 	<p>100% Achieved</p>	<p>Marta Lotysz-Veiga – Reprographic Manager Simon Garner – Reprographic Officer Sharron Pearson – Reprographics Officer Helen Clark – Reprographics and DMS Officer Claire Parker – Reprographics and DMS Officer Miranda Rogers – Reprographics and DMS Officer Vacant – Reprographics and DMS Officer</p>
<p>Undertake activities which help to mitigate/adapt to climate change.</p>	<p>Cleaner, Greener East Cambridgeshire</p>	<p>To contribute to the implementation of the Council's Climate and Environment Action Plan</p>	<p>New target</p>	<p>Marta Lotysz-Veiga – Reprographic Manager Simon Garner – Reprographic Officer Sharron Pearson – Reprographics Officer Helen Clark – Reprographics and DMS Officer Claire Parker – Reprographics and DMS Officer Miranda Rogers – Reprographics and DMS Officer Vacant – Reprographics and DMS Officer</p>

Strategic Planning Service Delivery Plan 2022-2023

Overview of the service

The Service is responsible for two key elements: first, setting a strategy for the sustainable development of East Cambridgeshire – including bringing forward key development sites and infrastructure projects; second, for coordinating the Council's approach to tackling climate change issues and boosting the local natural environment.

The work includes assisting with the delivery of a number of the Council's Corporate Objectives, including improving transport, housing, and a 'cleaner, greener' East Cambridgeshire.

The key responsibilities of the team are set out below (strategic planning items first, followed by environment related items thereafter):

1. Responsible for the Local Plan and advising on its content. For 2022/23, this specifically means progressing the small partial update of the 2015 Local Plan, which focusses on updating the overall housing requirement we should be planning for in the district.
2. Facilitating, as part of a 'one-team' Council service, the delivery of key growth projects identified by the Council. This involves working across other teams and in partnership with landowners, developers, infrastructure providers and the local community in the first stages of scheme development (prior to commencement of formal pre-application discussions and submission of planning applications).
3. Producing Supplementary Planning Documents (SPDs) for specific topics where necessary – in conjunction with landowners, developers, local communities and other public bodies. These SPDs support, and add more details to, policies in the Local Plan.
4. Monitoring the delivery of growth and key development sites, through the collection and analysis of demographic, housing, economic and environmental data. Monitoring work also involves regular assessment of key development trends, viability assessments, market trends, future requirements and potential changes to the Council's growth strategy. This is a statutory requirement.
5. To provide policy advice and direction to the Development Management team on preliminary enquiries, planning applications and appeals and to provide general policy advice and guidance to landowners/developers and the public.
6. To assist Parish Councils in the production and adoption of Neighbourhood Plans. This is a statutory requirement.
7. Under the Section 20 (5) (c) of the Planning and Compulsory Purchase Act 2004, the Council is required to engage constructively with neighbouring Councils and other bodies to maximise the effectiveness of plan preparation. This may at times require joint working on plans or projects.
8. To respond to consultations at national and sub-regional level on proposed changes to national policy and guidance, and emerging strategy documents issued by other public bodies. This includes plans prepared by the Combined Authority and the Government's proposed 'Ox-Cam Arc spatial strategy', which is a high level plan for the geographical area between Oxfordshire and Cambridgeshire.
9. Prepare an annual 'Environment Plan' (June each year), which established the latest data on the Council's carbon footprint, as well as sets out a set of 'Top 20 Actions' for the forthcoming year that the Council is committed to do, to help the environment.

10. Oversee and coordinate activities across the Council and with the wise public, so that our commitments in the Environment Plan are known and delivered.
11. Manage specific projects set out in the Environment Plan.
12. Act as a key point of contact with the public, businesses and wider partners on the activities of the Council from an environment perspective, and actively assisting 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

No directly employed staff are currently in post within the Service Area (see 'Staffing Information' below). However, two SLAs are presently in place, the first to 'share' Peterborough City Council's (PCC) planning policy staff resource, and second to 'share' a member of staff from Peterborough Environment City Trust (PECT).

The SLAs are periodically reviewed, but for 21/22, the two SLAs had a combined value of c£120,000 per annum.

Additional costs of the strategic planning service are on an 'as needed' basis, covering, for example, essential external costs associated with printing consultation documents or assisting parish councils with any neighbourhood plan work.

To help deliver the environment plan ambitions, and specifically the 'top 20 actions' within it, a £100k annual revenue fund is in place (c£30k of which go towards the SLA costs).

Some costs of the service are off-set by one-off or limited time grants received from Government, such as Neighbourhood Planning Grants (though there is no guarantee these will continue to be available).

Staffing information

The Strategic Planning Service Area at the time of preparing this service plan consists of:

1.5FTE Manager and Officer support via the PCC SLA arrangement (this support is split on a part time basis across three staff), plus additional 'call-off' support as and when required and agreed by the Director – Commercial.

0.5FTE officer support via the PECT SLA arrangement.

There are no ECDC directly employed staff in the Service Area.

Forward planning for Councillors

Proposed date of decision	Item/Event/ Project Stage	Service Area	Committee
Spring 2022	Update on progress with the partial review of the Local Plan, with the intention to seek authority from Full Council to 'submit' the proposals to the Planning Inspectorate for examination.	Strategic Planning	Full Council

June 2022	Updated 'Environment Plan' (including new set of 'top 20 actions') taken to Committee for approval	Environment Strategy	Operational Services Committee
Late 2022/23	Subject to successful examination, Full Council may be in a position by the end of the financial year to adopt the partial update to the Local Plan. However, there is a chance this may slip into early 2023/24	Strategic Planning	Full Council
As necessary	The 'making' (adoption) of any Neighbourhood Plans, as prepared by Parish Councils. There are several Parish Councils well advanced with Neighbourhood Plans, and it is likely one or more will reach the final adoption stage during 2022/23 (though this is largely beyond the control of ECDC, and is dependent on parish/town council progress)	Strategic Planning	Full Council



Commitments towards our Vision

Strategic Planning - Service Delivery Plan 2022-2023



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Maintain a clear planning policy framework which will help facilitate the creation of safe, vibrant, inclusive and sustainable communities	Improving Transport Housing Cleaner, Greener East Cambridgeshire Social & Community Infrastructure	Continually review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Council's website. Ongoing.	Thorough update took place in February 2019. Ongoing review since.	Richard Kay- Strategic Planning Manager Harj Kumar-Strategic Planning Officer
		Publication of an Authority's Monitoring Report (AMR) and Five Year Land Supply Report covering period to 31 March 2022, which reports on the performance of the previous year in terms of planning matters (statutory item). By 31 December 2022.	AMR last published in December 2021	Richard Kay- Strategic Planning Manager Edward Dade-Strategic Planning Officer (5 Year Land Supply) Harj Kumar-Strategic Planning Officer (AMR)
To keep our planning policy and environment strategy framework up-to-date, clear and in line with corporate priorities	Improving Transport Housing Cleaner, Greener East Cambridgeshire Social & Community Infrastructure	Present to Members in Spring 2022 the final proposals for a small partial update of the Local Plan 2015.	Local Plan adopted 2015	Richard Kay- Strategic Planning Manager
		Undertake examination of the proposals – by end 2022.	Draft stages on the partial update were undertaken during 2021/22	Harj Kumar-Strategic Planning Officer
		Adopt the changes – by end of 2022/23	Advice regularly given to communities, and especially parish councils.	Richard Kay- Strategic Planning Manager
To influence, for the benefit of East Cambs, sub-regional planning and environment policy framework	Improving Transport Housing Cleaner, Greener East Cambridgeshire Social & Community Infrastructure	Work with those communities wishing to undertake Neighbourhood Planning, ensure ECDC meets its statutory requirements. Timing and demand uncertain, due to lead being Parish Councils. Ongoing.	Eleven Parish Councils are already designated as Neighbourhood Areas, three of which have a 'made' (adopted) Neighbourhood Plan, and many others are well on the way to preparing a Plan.	Edward Dade-Strategic Planning Officer
		Present to Operational Services Committee an updated 'Environment Plan', with a new set of Top 20 actions for 2022/23, in June 2023. Undertake activities to deliver those actions.	Annual Environment Plans previously published in June 2020 and 2021.	Richard Kay- Strategic Planning Manager Emma-Jane Danielsson – Environment Officer
To influence, for the benefit of East Cambs, sub-regional planning and environment policy framework	Improving Transport Housing Cleaner, Greener East Cambridgeshire Social & Community Infrastructure	Play an active role in sub-regional strategic planning work, including attendance at Cambridgeshire and Peterborough Planning Policy Forum (every 6 weeks); contribute to Combined Authority strategic planning activities; oversee the Council's response to emerging Ox-Cam Arc spatial policy. Ongoing.	Mostly Ongoing	Strategic Planning-Richard Kay- Strategic Planning Manager Edward Dade-Strategic Planning Officer Harj Kumar-Strategic Planning Officer

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Maintain high quality working relationship with Members	Improving Transport Housing Cleaner, Greener East Cambridgeshire Social & Community Infrastructure	To provide regular updates to Members on the work of the Strategic Planning and Environment Strategy Service and to provide an opportunity to work in partnership on key issues/areas of work.	Briefings as required.	Strategic Planning-Richard Kay- Strategic Planning Manager Edward Dade-Strategic Planning Officer Harj Kumar-Strategic Planning Officer Emma-Jane Danielsson – Environment Officer
Ensure the Council's Corporate risks are managed effectively and mitigations are put in place to reduce impact	Improving Transport Housing Cleaner, Greener East Cambridgeshire Social & Community Infrastructure	To regularly review higher level corporate risks including: <ul style="list-style-type: none"> • New legislation, impacting on work in progress • New legislation, resulting in a resource pressure to implement • Status of policies within the Local Plan, resulting in resource implications, reputational risks, and unplanned for development. • Adaptation to climate change 	Ongoing	Strategic Planning-Richard Kay- Strategic Planning Manager Harj Kumar-Strategic Planning Officer Emma-Jane Danielsson – Environment Officer
Undertake activities which help to mitigate / adapt to climate change	Cleaner, Greener East Cambridgeshire	To lead on the preparation of, and subsequently help implementation of, the Council's Climate and Environment Action Plan.	Annual Environment Plans previously published in June 2020 and 2021.	Strategic Planning-Richard Kay- Strategic Planning Manager Emma-Jane Danielsson – Environment Officer

TITLE: Service Delivery Plans 2022/23

Committee: Finance & Assets Committee

Date: 24 March 2022

Author: Director Commercial

[W163]

1.0 ISSUE

1.1 To consider the Service Delivery Plans for 2022/23

2.0 RECOMMENDATION(S)

2.1 Members are requested to approved the Service Delivery Plans, as provided in Appendix 1, for the following service areas:

- i. Democratic Services
- ii. Financial Services
- iii. Human Resources
- iv. Infrastructure & Strategic Housing
- v. Legal Services
- vi. Open Spaces & Facilities
- vii. Reprographics
- viii. Strategic Planning

3.0 BACKGROUND/OPTIONS

3.1 Service Delivery Plans enable the public and the Council to understand the focus of individual services in the forthcoming 12 months.

3.2 In 2020/21 and 2021/22 Council services were focused on responding and recovering from the COVID-19 pandemic. For this reason Service Delivery Plans were not produced. Therefore, the 'baseline from previous year/output from previous year' relates to the 2019/20 measures.

3.3 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 at the end of the 2022/23 financial year.

3.4 The Business Development Manager is currently conducting a review of the Economic Development Service which will set the focus of the service in the future. Once this review is complete the Economic Development Service Delivery Plan will be presented to committee at its June 2022 meeting.

4.0 ARGUMENTS/CONCLUSIONS

4.1 Members are recommended to approve the Service Delivery Plans as detailed in Appendix 1.

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT/CARBON IMPACT ASSESSMENT

5.1 There are no financial implications arising from this report.

5.2 Equality Impact Assessment (EIA) not required

5.3 Carbon Impact Assessment (CIA) not required.

6.0 APPENDICES

6.1 Appendix 1- Service Delivery Plans for the following service areas:

- Democratic Services
- Financial Services
- Human Resources
- Infrastructure & Strategic Housing
- Legal Services
- Open Spaces & Facilities
- Reprographics
- Strategic Planning

Background Documents

2019/20 Service Delivery
Plans

Location

The Grange,
Ely

Contact Officer

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

emma.grima@eastcambs.gov.uk

Corporate Asset Management Plan 2022/23

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 and 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, 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 to 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 and the Asset Manager are 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 payments 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' state 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 'BSEN 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 lightning 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 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;
- Oliver Cromwell House;
- 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 Oil 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 above ground level.

The Council has a diesel storage tank, and a heating oil 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;
- installation of photovoltaic solar panels in some public conveniences to provide hot water;
- 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;
- fitting photocells to switch off interior lights when daylight is adequate;
- fitting passive infra-red presence detectors to allow automatic control in areas that are not in permanent use;
- installing time controllers to allow heating and water to be turned off or down during unoccupied periods;
- installation of thermostatic radiator valves;

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 500 m² 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.

In addition to the asset register, the Council's Facilities Management Service are developing comprehensive corporate asset management database and as part of this will collate and update on an ongoing basis, information on all Council land and property assets. The database will assist with day-to-day land and property management and detail information on use, sufficiency, suitability, condition and compliance with statutory regulations. The information will also be 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.

6.1 **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.

6.2 **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.

7.0 **Public Open Space**

7.1 **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.

7.2 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.

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.

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

7.3 Access/Rights of Way

The Council may give an easement that grants permission to allow access and/or a right of way over its land. 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.

8.0 Lease and Licence Agreements

Lease and licence 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 licence 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 licence 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 A.

TITLE: Asset Update and Asset Management Plan 2022/23

Committee: Finance & Assets Committee

Date: 24 March 2022

Author: Open Spaces & Facilities Manager

[W164]

1.0 ISSUE

1.1 To consider the asset management spend for 2022/23.

2.0 RECOMMENDATION(S)

2.1 Members are requested to:

- i) Note the Corporate Asset Management Plan provided at Appendix 1;
- ii) Approve the Asset Management spend for 2022/23 as detailed in Appendix 2;
- iii) Note the Asset Management 2021/22 spend to date, as detailed in Appendix 3; and
- iv) Approve the carry forward of the 2021/22 underspend as detailed in 3.1 of this report.

3.0 BACKGROUND/OPTIONS

3.1 The spend tracker for 2021/22 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 2022/23. The carry forward includes:

- Replacement Drainage Gullies at Barton Road, Newnham Street and Forehill, Ely
- Littleport church pier repair
- Littleport church street headlamp replacement to LED
- Little Thetford church wall repair

The estimated underspend in 2021/22 is £28,276

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 A

3.3 Appendix 2 outlines the intended spend for 2022/23.

4.0 ARGUMENTS/CONCLUSIONS

4.1 Members are recommended to:

- i) Note the Corporate Asset Management Plan provided at Appendix 1;
- ii) Approve the Asset Management spend for 2022/23 as detailed in Appendix 2;
- iii) Note the Asset Management 2021/22 spend to date, as detailed in Appendix 3; and
- iv) Approve the carry forward of the 2021/22 underspend as detailed in 3.1 of this report.

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT/CARBON IMPACT ASSESSMENT

5.1 The spend identified in this report and appendices will be met by the Asset Management budget and Depot Improvement reserve.

5.2 Equality Impact Assessment (EIA) not required.

5.3 Carbon Impact Assessment (CIA). The Carbon Impact will be considered by the Open Spaces & Facilities Manager.

6.0 APPENDICES

6.1 Appendix 1- Asset Management Plan 2022/23
 Appendix 2- Asset Management Spend for 2022/23
 Appendix 3- Asset Management 2021/22 spend to date

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
Finance & Assets Committee- Asset Update- 24 January 2022	The Grange, Ely	Spencer Clark Open Spaces & Facilities Manager (01353) 665555 E-mail: spencer.clark@eastcambs.gov.uk

TITLE: Portley Hill Depot Improvements

Committee: Finance & Assets Committee

Date: 24 March 2022

Author: Director Commercial and Open Spaces & Facilities Manager

[W165]

1.0 ISSUE

1.1 To consider improvement works at Portley Hill Depot, Littleport.

2.0 RECOMMENDATION(S)

2.1 Members are requested to:

- i) approve spend of up to £543,400 for the purposes outlined in Table 1 at 3.8 of this report, and
- ii) retain £282,550 (plus any unspent contingency) in reserve for the purposes identified in 3.9 of this report.

3.0 BACKGROUND/OPTIONS

3.1 Both the Waste and Parks & Open Spaces services are situated at the Depot, Portley Hill, Littleport. As part of the Capital Programme the Council has a reserve of £825,950 to be utilised to make the necessary improvements to the Depot. The purpose of this reserve is to improve the sites operational effectiveness and to install a new foul/water drainage system.

3.2 Officers explored the improvements that are needed to ensure that the Depot is fit for purpose. This work included an independent assessment of the site conditions.

3.3 Over time various improvement needs and opportunities have been considered on this site, including full refurbishment and demolition and rebuild. Both investments would require significant investment by the Council. Officers concluded that at the present time neither a full refurbishment or a demolition and rebuild are suitable options to pursue. The main reason for this conclusion is the unknown of what infrastructure would be needed to accommodate any changes in both the waste and parks and open spaces fleet in the future.

3.4 Whilst Officers do not recommend major improvement work at the Depot, at this time, there is still a need to address a number of immediate issues. These can be summarised as follows:

- Surface/foul water drainage
- Site security

- Internal refurbishment work
- External storage area

3.5 Surface/foul water drainage system

There is a need to procure and install a new foul/surface water drainage system. A costed solution has been agreed in principle with the Environment Agency. The Council has received a quote for the work, however, due to the level of cost there is a need to for the Council to formally tender for the work. Further, the Council will need to instruct a specialist consultant to assist with the procurement specification and evaluation of bids.

3.6 Site security

There is a need to improve the security of the Depot and this can be achieved by installing new security fencing/gates and installing full site CCTV coverage with enhanced monitoring including out of hours.

Please note that there are fences/gates as well as CCTV on the site. This proposal seeks to enhance security of the site.

3.7 Internal refurbishment work and external storage

A programme of necessary improvements to the main building, including an improved working environment and health & safety upgrades are also recommended.

In addition, there is a need to invest in outdoor storage space to facilitate the growing needs of the services that occupy the Depot. The outdoor storage space will improve site security and prevent deterioration of equipment.

3.8 Summary of cost

Table 1 provides a summary of the investment sought.

Capital Investment	Projected Cost	Start	Estimated Completion	Identified Risk	Risk Mitigation
Water Treatment Plant	£255,000	Spring 2022	Summer / Autumn 2022	Supply line and contractor availability	Full procurement process (overseen by specialist). Project contingency to manage cost increase
CCTV survey on the full surface water and foul system and report Core plant Septic tank conversion to pumping station Additional flow control chamber and associated pipework					

Additional discharge into wet ditch Fencing around plant Consultant procurement expert					
Security Fencing	£59,000	Spring 2022	Summer 2022	Supply line and contractor availability	Multiple quotes obtained. Project contingency to manage cost increase
Steel palisade fencing (3.00 thick pale) Third rail fitment North West corner access gate					
Security Monitoring	£20,000	Summer 2022	Summer 2022	Supply line and contractor availability	Multiple quotes obtained. Project contingency to manage cost increase
Multiple cameras Audio Warning Centralised message player Internet connection Remote monitoring					
Building refurbishment works	£130,000	Spring 2022	Summer 2022	Supply line and contractor availability	Works would be under the control of Asset Manager
External Storage	£30,000	Spring 2022	Summer 2022	Supply line and contractor availability	Multiple quotes will be obtained. Project contingency to manage cost increase
Heating/air conditioning Fire cladding Kitchen/rest area improvements Toilet/Shower/Locker room improvement Internal decorating/partitioning/lighting (where required) Internal security External storage Health & Safety Improvements (for example Roller Doors)					
Sub-Total	£494,000				
10% Contingency	£49,400				
Total Cost	£543,400				

Table 1- Summary of investment

3.9 If this proposal is approved £282,550 (plus any unspent contingency) will be left in reserve. It is proposed that this unallocated fund is kept in reserve and that officers explore how this fund can be utilised. Such considerations could include:

- An evidence based assessment of the Electric Vehicle requirements and necessary infrastructure for the Waste & Street Cleaning and the Parks & Open Spaces services.
- The potential to incorporate renewable energy on the site

Any proposal identified will be subject to the approval of the Finance & Assets Committee once an assessment has been carried out.

4.0 ARGUMENTS/CONCLUSIONS

4.1 As identified in this report, now is not the time to make significant investment at the Depot. However, there are works that are necessary now to ensure that the Depot is fit for purpose and provides an improved working environment, including security and storage.

4.2 Members are requested to approve spend of up to £543,400 for the purposes outlined in Table 1 at 3.8 of this report and retain £282,550 (plus any unspent contingency) in reserve for the purposes identified in 3.9 of this report.

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT/CARBON IMPACT ASSESSMENT

5.1 The costs of this proposal can be met from the reserve identified in 3.1 of this report.

5.2 Equality Impact Assessment (EIA) not required.

5.3 Carbon Impact Assessment (CIA) will be completed once the schedule of works has been formally established. This will be circulated to Members as soon as practicable.

6.0 APPENDICES

6.1 None

Background Documents

None

Location

The Grange,
Ely

Contact Officer

Spencer Clark
Open Spaces & Facilities Manager
(01353) 665555
E-mail:
spencer.clark@eastcambs.gov.uk

TITLE: CLT Pre-Development Grant Scheme

Committee: Finance & Assets Committee

Date: 24 March 2022

Author: Infrastructure & Strategy Manager

[W166]

1.0 ISSUE

1.1 To consider the criteria and application process for the CLT Pre-Development Grant Scheme.

2.0 RECOMMENDATION(S)

2.1 Members are requested to approve the criteria for the CLT Pre-Development Grant Scheme as set out in Appendix 1.

3.0 BACKGROUND/OPTIONS

3.1 The Council is committed to assisting CLTs in the District and currently has a start-up grant fund of up to £5,000 per community group to enable them to become legally incorporated and begin work to bring forward community led development in their area. The Council also has dedicated resource to provide technical advice and support to CLTs free of charge.

3.2 The ability to access funds between start up and commencement on site is limited for a CLT. In 2021/22 Homes England made funding available, however, this was a national scheme with a limited time to bid for funds. Two CLTs in East Cambridgeshire were successful. The scheme was oversubscribed and is now closed. The grants enabled CLTs to bridge the funding gap between start-up and commencement of development.

3.3 On 22 February 2022 (Agenda Item 11) Council approved a budget allocation of £100,000 to be made available as a fund for CLT Pre-Development Grants. This grant would enable new and existing CLTs to apply for pre-development finance support.

3.4 The CLT Pre-Development Grant Scheme sets out:

- The objectives of the scheme,
- The principle of what the scheme is intending to fund,
- The eligibility criteria,
- The application process,
- The evidence requirements, and
- The application form.

- 3.5 The draft CLT Pre-Development Grant Scheme is provided at Appendix 1.
- 3.6 All applications for the CLT Pre-Development Grant will be determined by Committee.
- 3.7 Officers will ensure that the CLT Pre-Development Grant Scheme continues to be fit-for-purpose and, if needed, will make recommendations to the committee of any changes that may be required to meet the ongoing need to support CLTs in the pre-development stage.

4.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT/CARBON IMPACT ASSESSMENT

- 4.1 Council (22 February 2022- Agenda Item 11) approved a budget of £100,000.
- 4.2 Equality Impact Assessment (EIA) not required.
- 4.3 Carbon Impact Assessment (CIA) not required.

6.0 APPENDICES

- 6.1 Appendix 1- CLT Pre-Development Grant Scheme

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
Council- 22 February 2022- Agenda Item 11	The Grange, Ely	Sally Bonnett- Infrastructure & Strategy Manager (01353) 665555 E-mail: sally.bonnett@eastcambs.gov.uk

**East Cambridgeshire District Council
CLT Pre-Development Grant Scheme
DRAFT**

Contents	
Introduction	3
Fund Principles	3
Making an Application	4
Eligibility Criteria	4
Application process	4
Supporting Documents	5
Subsidy Control	5
Grant Acceptance and Payment	7
Reporting	7
Appendix 1 – Application Form	8

Introduction

The Objectives

The objectives of East Cambridgeshire District Council's CLT Pre-Development Grant Scheme are to:

- Facilitate a support package to assist CLTs with pre-development finance support across East Cambridgeshire
- Increase delivery of genuinely affordable housing for people living and working in East Cambridgeshire, with housing and assets owned and managed by the community in perpetuity

Fund Principles

East Cambridgeshire District Council (ECDC) has made £100,000 available under its CLT Pre-Development Grant Scheme. The Grant is intended to provide established Community Land Trusts (CLTs) with funding to support pre-development revenue costs. This may include (not exhaustive):

- Feasibility studies
- Site/property investigation costs
- Project-specific professional fees
- Legal fees
- Registration fees charged by the Regulator of Social Housing
- Project management costs
- Pre-application and planning application fees
- Community consultation
- Loan arrangement fees

The Scheme is not suitable for groups who are just forming and need start-up support, ECDC operates a different fund that may be suitable for groups at this stage.

The grant cannot be used to fund activity that has happened in the past, or prior to the grant being awarded. Groups must not start spending any money until the grant has been approved by way of issuing a formal grant agreement.

Making an Application

Eligibility Criteria

To be considered for a pre-development grant the CLT will need to meet the following key criteria:

1. The applicant group/organisation must be established as a not-for-profit legal incorporated entity
2. The applicant group/organisation must be community-controlled and community-owned, with an open democratic membership structure
3. The applicant group/organisation must have a membership of five or more members who are not related and who are all living at different dwellings, including three committee members who are not related and who are all living at different dwellings
4. The applicant group/organisation must be based in East Cambridgeshire
5. The applicant group/organisation must have a suitable bank account to receive the funds
6. The applicant group/organisation must be clear about the community that it has been established to serve and have a clear description of the proposed project and expected outcomes
7. The proposed project must contain an element of affordable housing to meet local housing needs and this should be permanently affordable for local people on local wages
8. Any benefits to the local area and/or specified community of interest must be clearly defined and legally protected in perpetuity
9. The applicant group/organisation should, as a minimum, be able to provide evidence, of early stage interaction and opinion gathering from the community and that the proposed project has general community support

Application Process

All applications will need to be on an ECDC CLT Pre-Development Grant Scheme application form (Appendix 1). This can be downloaded from the Council's website. *[the link will be added here once the scheme is published]* Interested applicants should first contact the Community Led Development Advisor at East Cambridgeshire District Council who will review the project information and carry out the necessary due diligence to ensure the project is eligible to apply. The completed application will then be submitted, with a recommendation from the Community Led Development Advisor, to the appropriate Committee for consideration.

The decision of the Committee will be final.

Evidence Requirements

As part of the grant application, applicants will need to submit the following documents to support their application:

1. Copy of Rules/Governing document
2. An outline of their plans for developing community-led housing. This should cover the following items:
 - a. A summary of the proposed development, including the expected number of homes and tenure, facilities, features, etc.
 - b. Whether a proposed development site has already been identified
 - c. If so, whether the land has been secured or details of what the proposals are for securing it
 - d. The current planning status of the site
 - e. An outline of how the community will benefit from the proposed scheme, including details of who is expected to buy/rent the homes to be developed and any supporting evidence that forms the basis of these assumptions
 - f. Details of community engagement already carried out or proposed
3. Copy of any feasibility or viability work carried out – if available
4. Draft allocations policy – if available
5. Details of the grant being requested including:
 - a. The total amount of grant sought
 - b. Total costs for the associated works/activity
 - c. A summary of the activity for which the grant is being sought
 - d. An explanation of how the budget lines were developed including copies of any supporting quotes
 - e. A timetable for when works to be funded by the grant will be completed

Subsidy Control

There is a legal requirement to consider whether the grant could be a subsidy under the UK-EU Trade and Cooperation Agreement (“the TCA”), and therefore unlawful. Funding can constitute a subsidy if:

- a. assistance arises from the state or resources of the state;
- b. it is given to an economic actor;
- c. it confers an economic advantage on one or more economic actors and is specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services;
- d. and it has, or could have, an effect on trade or investment between the UK and EU.

There is currently a minimal financial assistance threshold (previously known as a de minimis exemption) of circa. £350,000 calculated over a rolling three-year period. This means that an individual economic actor can lawfully receive up to a maximum of £350,000 in grants over three years without it constituting a subsidy. It is important to note that the £350,000 maximum is per recipient and must account for all grants received, over the three years whether from this fund or from other funds for different projects. Applicants should seek and rely on their own legal advice regarding subsidy control compliance matters.

Applicants will be responsible for ensuring that if they are successful in receiving this grant it would not constitute unlawful subsidy by exceeding the Subsidy Allowance Limits.

Grant Acceptance and Payment

If a grant is approved then a grant offer letter will be issued within 14 days of the decision. Funds will be released to the applicant once any grant offer conditions have been met and the applicant has signed and returned the offer letter.

Prior to payment of the grant, ECDC will conduct a due diligence check. For this check applicants will be asked to provide bank account details for their group/organisation, details of at least two independent authorised signatories on the account and a bank statement dated within the last three months for the bank account receiving the grant. Payment will be made in one lump sum payment.

Reporting

It will be a condition of the grant that applicants report regularly on project performance at least quarterly according to the pre-agreed timetable. Such reporting will include evidence of expenditure and outcomes achieved as a result of the grant funding as well as an update against the approved works timetable.

Where the spend is different from that approved in the grant offer letter the organisation will need to seek approval from ECDC to agree if it would be possible to 'reprofile' the approved grant. Such reprofiling must always be in accordance with the purpose of the CLT Pre-Development Grant Scheme.

Variations without approval by ECDC will be deemed as ineligible expenditure and may be subject to clawback provisions. Any unspent funds will also need to be returned to ECDC and full details of reporting requirements and how to pay back any unspent funding will be provided with the terms and conditions of the grant offer.

Application Form

Group/Organisation details	
Group/Organisation name	
Registered office address	
	Postcode:
Website address	
Name of lead contact	
Job title/Position	
Correspondence address <i>(if different to registered address)</i>	
	Postcode:
Telephone	
Email address	
What is the current legal status of your organisation? -Company Limited by Guarantee -Company Limited by Shares -Community Interest Company (CIC) Limited by Guarantee -Community Interest Company (CIC) Limited by Shares -Charitable Incorporated Organisation (CIO) -Co-operative Society (IPS) -Community Benefit Society -Trust -Other (please specify - 20 words max)	
Company/society registration number	
Date of registration	
Copy of governing documents/rules attached	Yes/No

Please briefly describe the number of members in your group, how people can become members and how the group is accountable to its members and the local community

--

Does your organisation have a bank account?	Yes/No
---	--------

Scheme details

Project description: Please provide a brief outline of the proposed community led housing project, including the types of housing, any community facilities, unique features, etc.

--

Total number of homes	
-----------------------	--

<p>What definition of affordable housing are you using for any affordable units? <i>For example, will rents be based on a percentage of the market rates, percentage of household income, median local incomes, related to local social rents, or based on other factors.</i></p>	
--	--

Community benefit: Please outline how the community will benefit from the proposed scheme, including details of who is expected to buy/rent the homes to be developed. What work has been carried out to determine there is a need for this?
Please attach any supporting evidence to this application.

--

Community support: Please outline the community support you have developed for your project to date and what further community engagement is proposed
Please attach any supporting evidence to this application.

--

Has a proposed development site already been identified?	Yes/No <i>(If no, please go to the next section – Grant Details)</i>
--	---

Please provide details of the site including location, current planning status of the site and proposals for securing the site

--

Grant details	
Total amount of grant being requested	
Please provide a breakdown of what you intend to spend grant monies on and the expected outcomes	
Please explain, with evidence, how costs have been calculated <i>Please attach any supporting evidence or quotes to this application.</i>	
Please provide an estimated timetable for when works funded by the grant will be completed	

Subsidy control declaration

There is a legal requirement to consider whether the grant could be a subsidy under the UK-EU Trade and Cooperation Agreement (“the TCA”), and therefore unlawful.

Funding can constitute a subsidy if:

- a. assistance arises from the state or resources of the state;
- b. it is given to an economic actor;
- c. it confers an economic advantage on one or more economic actors and is specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services;
- d. and it has, or could have, an effect on trade or investment between the UK and EU.

There is currently a minimal financial assistance threshold (previously known as a de minimis exemption) of circa. £350,000 calculated over a rolling three-year period.

This means that an individual economic actor can lawfully receive up to a maximum of £350,000 in grants over three years without it constituting a subsidy. It is important to note that the £350, 000 maximum is per recipient and must account for all grants received, over the three years whether from this fund or from other funds for different projects.

Applicants should seek and rely on their own legal advice regarding subsidy control compliance matters.

Please confirm that the organisation will not exceed Subsidy Allowance Limits by accepting this grant.

No, the group/organisation would not exceed the Subsidy Allowance limits by accepting the grant

Yes, the group/organisation would exceed the Subsidy Allowance limits by accepting the grant

Supporting documents checklist

Copy of Rules/Governing document	Yes/No
Evidence to demonstrate housing need	Yes/No
Evidence of community engagement work carried out	Yes/No
Copy of any feasibility or viability work already carried out	Yes/No
Draft allocation policy	Yes/No
Supporting quotes for planned expenditure items	Yes/No
Other – Please specify	

**FINANCE & ASSETS COMMITTEE
ANNUAL AGENDA PLAN**

AGENDA ITEM NO 10

LEAD OFFICER: Emma Grima, Director Commercial

DEMOCRATIC SERVICES OFFICER: Tracy Couper

Meeting: Thursday 24 March 2022 (4:30pm)		Meeting: Thursday 23 June 2022 (4:30pm)		Meeting: Monday 26 Sept 2022 (4:30pm)	
Report deadline: 4pm Thurs 10 March 2022		Report deadline: 4pm Thurs 9 June 2022		Report deadline: 4pm Mon 12 Sept 2022	
Agenda despatch: Mon 14 March 2022		Agenda despatch: Mon 13 June 2022		Agenda despatch: Wed 14 Sept 2022	
Chairman's Announcements	Chairman	Chairman's Announcements	Chairman	Chairman's Announcements	Chairman
Service Delivery Plans 2022/23	Service Leads	<i>Actions taken by the Chief Executive on the grounds of urgency (if any)</i>	DSO	<i>Actions taken by the Chief Executive on the grounds of urgency (if any)</i>	DSO
CLT Pre-Development Finance Support Grant	Dir. Commercial	Forward Agenda Plan	DSO	Forward Agenda Plan	DSO
2022/23 Asset Management Plan	Open Spaces & Facilities Mgr	<i>Write off of unrecoverable debt (if any)</i>	Finance Manager & S151 Officer	<i>Write off of unrecoverable debt (if any)</i>	Finance Manager & S151 Officer
<i>Bus, Cycle, Walk WP notes (if any)</i>	DSO	Assets Update	Open Spaces & Facilities Mgr	Assets Update	Open Spaces & Facilities Mgr
<i>ECTC Board Meeting Minutes (if any) [EXEMPT]</i>	DSO	<i>Appointments, Transfers, Resignations [EXEMPT]</i>	HR Manager	<i>Bus, Cycle, Walk WP notes (if any)</i>	DSO
<i>Actions taken by the Chief Executive on the grounds of urgency (if any)</i>	DSO	<i>ECTC Board Meeting Minutes (if any) [EXEMPT]</i>	DSO	<i>ECTC Board Meeting Minutes (if any) [EXEMPT]</i>	DSO
Forward Agenda Plan	DSO	ECTC Management Accounts (Jan-March 2022) [EXEMPT]	ECTC Finance Manager	Health & Safety Annual Report	Dir Commercial
<i>Write off of unrecoverable debt (if any)</i>	Finance Manager & S151 Officer	Annual Reports of Representatives on Outside Bodies	DSO	Local Council Tax Reduction Scheme Policy Review	Finance Manager & S151 Officer
<i>Depot Improvements</i>	<i>Open Spaces & Facilities Mgr</i>	<i>Bus, Cycle, Walk WP notes (if any)</i>	DSO	ECTC Accounts 2020/21	
ECTC Management Accounts (Oct-Dec 2021) [EXEMPT]	ECTC Finance Manager	Financial Outturn Report 2021/22	Finance Manager & S151 Officer	Medium-Term Financial Strategy update	Finance Manager & S151 Officer
<i>Asset Management Matter [EXEMPT]</i>	<i>Director Commercial</i>	Treasury Operations Annual Performance Review	Finance Manager & S151 Officer	ECTC Management Accounts (April-June 2022) [EXEMPT]	ECTC Finance Manager
		Economic Development Service Delivery Plan	Business Development 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.

ANNUAL AGENDA PLAN

LEAD OFFICER(S): Emma Grima, Director Commercial

DEMOCRATIC SERVICES OFFICER: Tracy Couper

Meeting: Thursday 24 Nov 2022 (4:30pm)		Meeting: Monday 23 Jan 2023 (4:30pm)		Meeting: Thursday 30 March 2023 (4.30pm)	
Report deadline: 4pm Thurs 10 Nov 2022		Report deadline: 4pm Mon 9 Jan 2023		Report deadline: 4pm Thurs 16 March 2023	
Agenda despatch: Mon 14 Nov 2022		Agenda despatch: Wed 11 Jan 2023		Agenda despatch: Mon 20 March 2023	
Chairman's Announcements	Chairman	Chairman's Announcements	Chairman	Chairman's Announcements	Chairman
<i>Actions taken by the Chief Executive on the grounds of urgency (if any)</i>	DSO	<i>Actions taken by the Chief Executive on the grounds of urgency (if any)</i>	DSO	<i>Actions taken by the Chief Executive on the grounds of urgency (if any)</i>	DSO
Forward Agenda Plan	DSO	Forward Agenda Plan	DSO	Forward Agenda Plan	DSO
<i>Write off of unrecoverable debt (if any)</i>	Finance Manager & S151 Officer	<i>Write off of unrecoverable debt (if any)</i>	Finance Manager & S151 Officer	<i>Write off of unrecoverable debt (if any)</i>	Finance Manager & S151 Officer
Assets Update	Open Spaces & Facilities Mgr	Assets Update	Open Spaces & Facilities Mgr	Assets Update	Open Spaces & Facilities Mgr
Treasury Management Update	Finance Manager & S151 Officer	<i>Bus, Cycle, Walk WP notes (if any)</i>	DSO	<i>ECTC Board Meeting Minutes (if any) [EXEMPT]</i>	DSO
<i>Bus, Cycle, Walk WP notes (if any)</i>	DSO	<i>Appointments, Transfers, Resignations [EXEMPT]</i>	HR Manager	2022/23 Asset Management Plan	Open Spaces & Facilities Mgr
Annual Infrastructure Funding Statement	Dir. Commercial	2023/24 Annual Treasury Mgt Strategy MRP & AIS	Finance Mgr & S151 Officer	Service Delivery Plans 2022/23	Service Leads
Finance Report	Finance Manager & S151 Officer	Finance Report	Finance Mgr & S151 Officer	ECTC Annual Business Plan 2022/23	
ECTC Management Accounts (July-Sept 2022) [EXEMPT]	ECTC Finance Manager	Revenue Budget 2023/24	Finance Mgr & S151 Officer		
<i>ECTC Board Meeting Minutes (if any) [EXEMPT]</i>	DSO	<i>ECTC Board Meeting Minutes (if any) [EXEMPT]</i>	DSO		
ECTC Half Yearly Report					

**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.**