



# EAST CAMBRIDGESHIRE DISTRICT COUNCIL

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

## MEETING: **SHAREHOLDER COMMITTEE**

TIME: 4:00pm

DATE: 11<sup>th</sup> February 2019

VENUE: Council Chamber, Nutholt Lane, Ely

ENQUIRIES REGARDING THIS AGENDA: Adrian Scaites-Stokes

DIRECT DIAL:(01353) 616456 EMAIL: [adrian.scaites-stokes@eastcambs.gov.uk](mailto:adrian.scaites-stokes@eastcambs.gov.uk)

### **Membership:**

#### **Conservative Members**

Cllr Mike Bradley (Chairman)  
Cllr David Chaplin (Vice Chairman)  
Cllr David Brown  
Cllr Steve Cheetham  
Cllr Richard Hobbs  
Cllr Alan Sharp

#### **Substitutes**

Cllr Lis Every  
Cllr Chris Morris  
Cllr Mathew Shuter

#### **Lead Officer:**

Maggie Camp, Monitoring Officer

**Quorum:** 3 Members

#### **Liberal Democrat Member**

Cllr Lorna Dupré  
(Spokesperson)

#### **Substitute**

Cllr Sue Austen  
Cllr Christine Whelan

## **A G E N D A**

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

#### 4. Minutes

Minutes of the Committee meeting held 3<sup>rd</sup> December 2018

#### 5. Chairman's Announcements

#### 6. East Cambs Trading Company Annual Business Plan

#### 7. East Cambs Street Scene Annual Business Plan

#### 8. Forward Agenda Plan

#### 9. EXCLUSION OF THE PUBLIC INCLUDING REPRESENTATIVES OF THE PRESS

That the press and public be excluded during the consideration of the remaining item nos. 10 and 11 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 and 3 of Part I Schedule 12A to the Local Government Act 1972 (as amended).

#### 10. Exempt Minutes

Exempt minutes of the Committee meeting held 3<sup>rd</sup> December 2018

#### 11. Exempt Minutes of the Council's Trading Companies

(a) East Cambs Trading Company Ltd. Board Meeting 15<sup>th</sup> November 2018

(b) East Cambs Trading Company Ltd. Board Meeting 13<sup>th</sup> December 2018

(c) East Cambs Street Scene Ltd. Board Meeting 15<sup>th</sup> November 2018

#### NOTES:

1. The maximum capacity for meetings in the Council Chamber has been set by the Fire Officer at 100 persons.  
Allowing for Member/Officer attendance and room layout constraints, this will normally give **a capacity for public attendance of 60 people**.  
Admittance to the Council Chamber is on a "**first come, first served**" basis and public access will be from 30 minutes before the start time of the meeting.
2. Fire instructions for meetings:
  - If the fire alarm sounds please make your way out of the building by the nearest available exit - i.e. the back staircase or the fire escape in the chamber. Do not to use the lifts.
  - The fire assembly point is in the front staff car park by the exit barrier.
  - This building has an auto-call system to the fire services, so there is no need for anyone to call the fire services.
  - The Democratic Services Officer will sweep the area to ensure that everyone is out of this area.
3. Reports are attached for each agenda item unless marked "oral".
4. If required all items on the agenda can be provided in different formats (e.g. large type, Braille or audio tape, or translated into other languages), on request, by calling Main Reception on (01353) 665555 or e-mail: [translate@eastcambs.gov.uk](mailto:translate@eastcambs.gov.uk)
5. If the Committee wishes to exclude the public and press from the meeting, a resolution in the following terms will need to be passed:  
"That the press and public be excluded during the consideration of the remaining 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

## **SHAREHOLDER COMMITTEE**

Minutes of the meeting of the Shareholder Committee held in the Council Chamber, The Grange, Nutholt Lane, Ely on 3<sup>rd</sup> December 2018 commencing at 4:00pm.

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

Councillor Mike Bradley (Chairman)  
Councillor David Brown  
Councillor David Chaplin  
Councillor Steve Cheetham  
Councillor Lorna Dupre  
Councillor Richard Hobbs  
Councillor Alan Sharp

### **ALSO PRESENT**

Nigel Ankers	- Finance Manager, Palace Green Homes
Maggie Camp	- Legal Services Manager and Monitoring Officer
Adrian Scaites-Stokes	- Democratic Services Officer
Ian Smith	- Finance Manager
Emma Grima	- Commercial Director & Company Secretary, East Cambs Trading Company
Phil Rose	- Head of Property & Development, East Cambs Trading Company

## 20. **PUBLIC QUESTION TIME**

There were no public questions.

## 21. **APOLOGIES AND SUBSTITUTIONS**

There were no apologies.

## 22. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

## 23. **MINUTES**

Councillor Lorna Dupre queried the references to Councillor Charles Roberts in the minutes, because this did not distinguish him from the Members of the Committee, as he was in attendance due to his role with the Trading Companies' Boards. These references further blurred the potential conflicts of interest between the Council and the Companies. It was agreed to amend the minutes to differentiate between Committee and non-Committee Members.

It was resolved:

That the minutes of the Shareholder Committee meeting held on 1<sup>st</sup> October 2018, as amended, be confirmed as a correct record and be signed by the Chairman.

24. **CHAIRMAN'S ANNOUNCEMENTS**

There were no announcements.

25. **POST-COMPLETION PROJECT REVIEW**

The Committee considered a report, reference T1564, previously circulated, that review the completed project at Fledglings, The Shade, Soham.

The Head of Property & Development introduced the Finance Manager, Palace Green Homes, who had been appointed as the new Finance Manager for the Company within the last month. The Committee was reminded that this was the first review, so any feedback on its contents or layout would be welcomed, for future reference.

The Review set out what had been involved with the project, the number of dwellings produced and how many of them were affordable. The development had been constructed on land that had gone unused by the Council. It had also provided help to the Shade Primary School by producing a new, safer access route to the school.

A Section 106 grant, produced via another development, had been used to achieve 65% affordable housing on the site, a much higher figure than usual developments. The tender process had included local contractors and had resulted in contractors selected for their quality and price. The development had been delivered on time, within budget and with a good quality finish.

There had been a number of issues with the project and lessons had been learned for the future. The completion had been held up due to the apartment building being freehold but with some leasehold properties within it. So there was a delay from the Community Land Trust (CLT), which had to wait for the freehold to be completed. The aim was to avoid such circumstances in the future. There had also been an issue with the bank, as the person dealing with the project had been away, causing a further delay to transferring the properties over. This process could have been streamlined.

This work was new to the CLT, so working with them had been an education on both sides. All the housing was now occupied and owned by the CLT with some shared ownership. The scheme had worked out well with the financial appraisal showing a slightly higher profit margin than anticipated. This scheme had been submitted to the Cambridge Property Awards, unsuccessfully, but the Company had gained the Innovation Award instead.

Councillor Mike Bradley noted the high 65% mix of affordable housing and queried if the value of the one property still to be sold had been included in the accounts. The Committee was informed that the figures in the accounts were

based on what had been achieved and the potential market value of that property, so the figures were still provisional.

Councillor David Brown offered his congratulations for the Award. He was concerned about the references to the £400K, as it had to be made clear where that money had come from and what it would be used for, as it was not a grant. Clarity was needed so the public could understand this.

Councillor David Chaplin was happy to see the appointment of the Finance Manager, as this would strengthen management reporting. The accomplishment of this project was a testament to the success of the Council's housing policy. This gave local control to local people and helped alleviate the issues over the social housing provided in the district not performing.

Councillor Lorna Dupre questioned the apportioning of staff costs to projects, as it appeared elsewhere this was not happening. It would be difficult to apply these retrospectively.

The Finance Manager, Palace Green Homes disclosed that the costs had been absorbed within the overheads, so staff costs had been included. The Board was discussing how these costs should be allocated, as currently they were based on overall sales but a more accurate way could be to record people's time working on the projects. The Head of Property & Development explained that it had been decided to stick with this method, as the Barton Road and Soham projects were coming to completion within this financial year.

Councillor Alan Sharp queried whether the revenue figures included the grants. As 65% affordable housing had been achieved, would the transfer value to the CLT be at the lower value. The Head of Property & Development confirmed this as correct. Councillor Sharp continued and reminded the Committee that the Company could do things the Council could not but this was to help provide services for the public.

Councillor David Chaplin asked why the Company had applied for the grant and not the CLT. The Commercial Director stated that there was nothing to exclude the CLT from applying. Councillor Mike Bradley noted that the figures may be the same but not how it would be perceived. Therefore clarity on what was being delivered was needed.

The Head of Property & Development highlighted one further issue, relating to the Combined Authority. That Authority would not have given a loan to the CLT, but it could go to the developers who would work in partnership with the CLT.

## 26. **FORWARD AGENDA PLAN**

The Committee received its forward agenda plan.

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

It was resolved:

That the press and public be excluded during the consideration of item 9 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 Categories 1, 2 and 3 of Part I Schedule 12A to the Local Government Act 1972 (as amended).

28. **EXEMPT MINUTES**

The Committee received copies of the Exempt minutes of the East Cambridgeshire Trading Company Ltd Board meeting of 12<sup>th</sup> September 2018 and the Exempt minutes of the East Cambs Street Scene Ltd Board meeting of 12<sup>th</sup> September 2018.

The Committee discussed matters including the risk register, the Companies' business plans, future plans, financial matters, development projects and procedural issues.

The meeting concluded at 4:48pm.

**EAST CAMBS TRADING COMPANY ANNUAL BUSINESS PLAN**

Committee: Shareholder Committee

Date: 11 February 2019

Author: Director Commercial

[T201]

1.0 **ISSUE**

1.1 To consider the East Cambs Trading Company Annual Business Plan.

2.0 **RECOMMENDATION(S)**

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

3.0 **BACKGROUND/OPTIONS**

3.1 In accordance with the Shareholder Agreement ECTC is required to produce an Annual Business Plan for approval by Council.

4.0 **ARGUMENTS/CONCLUSIONS**

4.1 ECTC has produced the Business Plan 2019/20 (Appendix 1).

4.2 The Board of Directors approved the Business Plan 2019/20 on 31 January 2019.

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

5.0 **FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT**

5.1 There are no additional financial implications arising to the Council from the ECTC Business Plan 2019/20.

5.2 Equality Impact Assessment (INRA) not required.

6.0 **APPENDICES**

6.1 ECTC Business Plan 2019/20.

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**Background Documents**

None

**Location**

The Grange,  
Ely

**Contact Officer**

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## BUSINESS PLAN

Emma Grima Director



EAST CAMBRIDGESHIRE  
DISTRICT COUNCIL

**East Cambs  
Trading CO. Ltd**

2019/20

## **MISSION STATEMENT**

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

## **VISION**

We believe in improving the quality of life of the taxpayer of East Cambridgeshire and we believe in the Council's objectives that are set out in the Corporate Plan 2017-2019. East Cambs Trading Company Limited will continue to support the Council in achieving these objectives.

## **VALUES**

### Strategic Objectives

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

### Our Services will be:

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

## 1. EXECUTIVE SUMMARY

### 1.1 Purpose

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

- Governance structure of ECTC
- Financial overview of ECTC
- Commercial Services & Property and Community Housing Divisions Business Plan for 2019/20,
- Board and management structures, and
- Risk Management Plan

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

### 1.2 Drivers

Working with ECDC the following drivers were established:

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

### 1.3 Income and Expenditure of ECTC

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

	2018/19	2019/20	2020/21
<b>Turnover</b>			
Commercial	1,061,857	1,069,531	1,080,126
Property	6,620,483	8,649,774	40,304,832
<b>Total</b>	<b>7,682,340</b>	<b>9,719,305</b>	<b>41,384,958</b>
<b>Cost</b>			
Corporate	168,387	165,601	168,913
Commercial	889,400	992,823	1,012,680
Property	5,653,212	8,791,882	37,170,623
<b>Total</b>	<b>6,710,999</b>	<b>9,950,306</b>	<b>38,352,216</b>
<b>EBITDA</b>	<b>971,341</b>	<b>(231,001)</b>	<b>3,032,742</b>

## 2. INTRODUCTION

### 2.1 Background

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

As the sole shareholder ECDC has an interest to ensure, wherever practicably possible, that ECTC is profitable. Profit for ECTC will ultimately benefit the Council as sole shareholder as the only body capable of receiving a dividend. Profit will either be reinvested in ECTC to achieve greater profits or will be paid to ECDC, as a dividend, to enable it to achieve the aims of the MTFs and the Corporate Plan 2017-2019.

### 2.2 Key Business Areas

**2.2.1** ECTC has two key business areas; the first is the Commercial Services Division which currently delivers Ely Markets and Grounds Maintenance Services. The second is the Property and Community Housing Division. Both areas of the business carry out business on behalf of the Council as well as other customers.

### 2.3 Commercial Services

#### 2.3.1 Ely Markets

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

The main objectives of the service are:

- Run a profitable Market; Thursday, Saturday, Farmers and Additional
- Provide a focal point for the community
- Increase the vibrancy of the city centre
- Promote employment
- Provide a choice for the community
- Be a stepping stone for small businesses

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

<b>Markets</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Salaries	122,879	126,559	129,090
Premises	30,049	44,871	45,768
Transport	2,192	2,550	2,601
Supplies & Services	23,973	21,600	22,032
Turnover	220,216	215,000	217,050
<b>EBITDA</b>	<b>41,123</b>	<b>19,420</b>	<b>17,559</b>

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

### 2.3.2 Grounds Maintenance

ECTC manages and operates Grounds Maintenance Services on behalf of EDC. This has been secured by a ten year operations and management contract. In addition to the contract with the Council, ECTC delivers grounds maintenance services to a number of different clients, such as Parish Council's, Schools and private clients.

The main objectives of the service are:

- Income generation
- Maintain a quality environment, and
- Enhance the reputation of the Council

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

<b>Grounds Maintenance</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Salaries	498,076	583,950	595,629
Premises	89,833	55,253	56,358
Transport	59,084	86,710	88,444
Supplies & Services	63,314	71,330	72,757
Turnover	841,641	854,531	863,076
<b>EBITDA</b>	<b>131,334</b>	<b>57,288</b>	<b>49,888</b>

Please note that the salaries budget for 2019/20 and 2020/21 is not an increase in budget. The 2018/19 is the most up-to-date cost projection for the year; it is lower due to vacancies in 2018/19.

### 2.3.3 Cumulative Commercial Services Budget

The following table provides a cumulative budget to 2020/21.

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Turnover</b>	1,061,857	1,069,531	1,080,126
<b>Cost</b>	889,400	992,823	1,012,680
<b>EBITDA</b>	<b>172,457</b>	<b>76,708</b>	<b>67,446</b>

The business plan for the Commercial Services Division is provided at Appendix 1.

## 2.4 Property and Community Housing Division

The Property and Community Housing Division of ECTC is a local developer with a difference, established by East Cambridgeshire District Council to help address the shortage of new housing across the district. We fund and deliver design-led developments and high-quality homes of all tenures, and reinvest the profits that we make back into the Council, helping to fund new infrastructure projects and support local services that benefit residents and businesses in the district.

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

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Turnover</b>	6,620,483	8,649,774	40,304,832
<b>Cost</b>	5,653,212	8,791,882	37,170,623
<b>EBITDA</b>	<b>967,271</b>	<b>(142,108)</b>	<b>3,134,209</b>

The business plan for the Property and Community Housing Division is provided at Appendix 2.

## 2.5 Other opportunities

ECTC will continually look for new opportunities to enter new markets or expand in existing markets.

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

## 3. PROCESS

ECTC will continue to provide support services to ECTC through Service Level Agreements (SLA). ECTC will negotiate individual SLAs with each ECDC support service to reflect the needs of ECTC as a whole and each division of ECDC. Each SLA will include measurable performance indicators, break clauses and remedies for non-performance.

There will be an annual review process whereby SLAs are refined to more accurately reflect the support required by ECTC.

Support Services from ECDC for 2019/20 include:

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

### 3.1 Property and Assets

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

### **3.1.1 Commercial Services Division**

Ely Markets currently occupy The Grange, Ely and will continue to do so until such time ECDC and ECTC agree otherwise.

Grounds Maintenance occupy The Grange, Ely and The Depot at Portley Hill, Littleport and will continue to do so until such time ECDC and ECTC agree otherwise.

### **3.1.2 Property Division**

The Property Division occupy 5 Fordham House Court, Newmarket Road, Fordham, Cambridgeshire. A formal review of the office requirements of the Property Division will be carried out prior to Dec 2020.

## **3.2 Policies and Procedures**

ECTC continue to use all relevant ECDC policies and procedures.

## **3.3 Data Protection**

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

## **3.4 Freedom of Information**

ECTC is subject to requests for the disclosure of information under the Freedom of Information Act 2000 in its own right. As such, ECTC maintain a record management system that complies with the relevant guidance concerning the maintenance and management of records.

ECTC will liaise with ECDC as appropriate to ensure consistency in answering FOI requests and provide such information to ECDC as it may require to answer requests it has received.

## **4. GOVERNANCE AND MANAGEMENT**

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

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

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

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

### **4.1 Structure**

#### **4.1.1 Board of Directors**

Overall ECTC Business Plan – page 7

The Board of Directors comprises:

- The Independent Chairman
- 2 ECDC Elected Members; the Leader of Council and the Deputy Leader of Council, and
- 2 ECDC Senior Officers; the Chief Executive and the Director, Commercial

The quorum for board meetings shall be three and one of the three must be either the Leader or Deputy Leader of the Council.

At board meeting each director shall have one vote.

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

An agenda for the meeting will be prepared and distributed not less than 5 business days prior to the meeting.

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

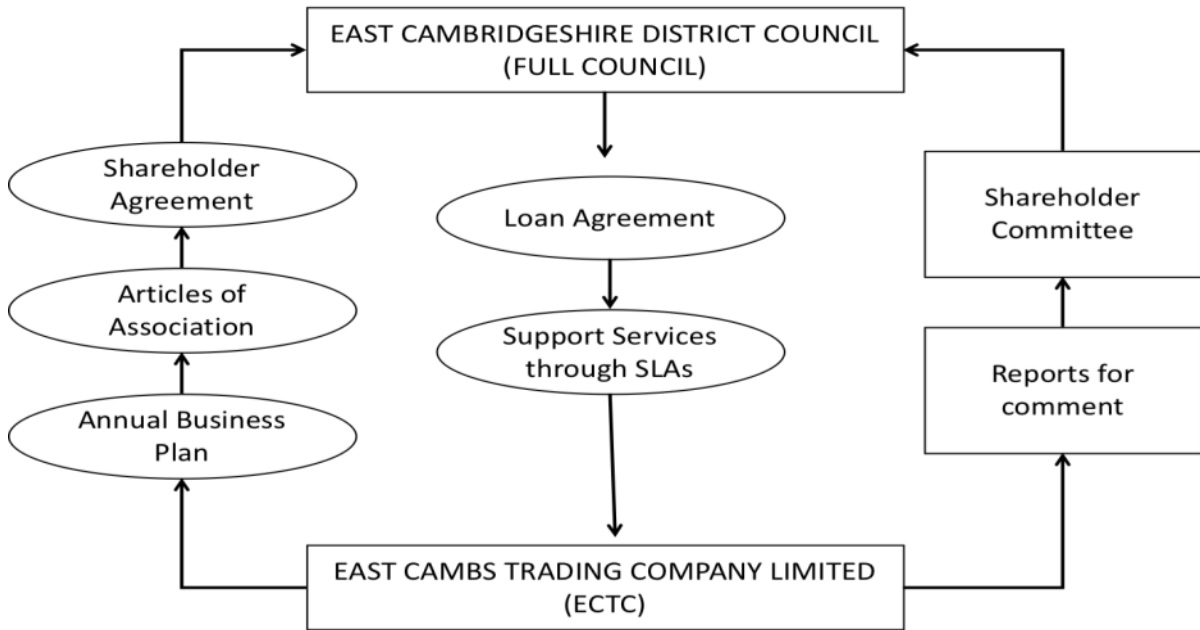
#### **4.1.2 Managing Director and Company Secretary**

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

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

#### **4.2 ECTC's relationship with ECDC**

**STRUCTURE AND CONTROL FUNCTIONS**



**ROLES AND RESPONSIBILITIES**

<b>ECTC</b>	<b>SHAREHOLDER COMMITTEE</b>	<b>FULL COUNCIL</b>
<p><b>Annual Business Plan</b></p> <ul style="list-style-type: none"> <li>• Produced for comment to Shareholder Committee</li> <li>• Consider comments from Shareholder Committee and amend if appropriate</li> <li>• Produce for approval by Full Council</li> </ul> <p><b>Quarterly Update</b></p> <p>To Shareholder Committee for information a report that provides the following:</p> <ul style="list-style-type: none"> <li>• Services provided by ECTC</li> <li>• Progress against the business plan &amp; financial projections</li> <li>• Key financial metrics</li> <li>• Review of future service development &amp; opportunities</li> <li>• Information and assessment of any additional ad hoc requests</li> </ul>	<p>The role is not operational and does not have powers to make decisions on behalf of the Council or ECTC</p> <p><b>Annual Business Plan</b></p> <p>Receive and comment on draft Annual Business Plan</p> <p><b>Quarterly Update</b></p> <p>Receive quarterly update for noting</p> <p><b>ECTC Chairman</b></p> <p>Recommend to Full Council, where relevant, the appointment of the Chairman of the Board</p> <p><b>ECTC Board</b></p> <p>Recommend to Full Council, where relevant, the constitution of the Board of Directors</p> <p><b>Shares</b></p> <p>Make recommendations to Full Council on how it should exercise the functions flowing from its ownership of shares</p>	<p>Decisions reserved for Full Council:</p> <ul style="list-style-type: none"> <li>• Matters relating to the control of shares</li> <li>• Amendments to Articles of Association</li> <li>• Matters relating to the payment of a dividend</li> <li>• Matters relating to company structure</li> <li>• Matters relating to the cessation of ECTC</li> <li>• Matters relating to the business that is not considered ancillary or incidental to the approved business</li> <li>• Appointment/removal of directors</li> <li>• Remuneration of any director</li> <li>• entering into a service contract, terms of appointment or other agreement with a director</li> <li>• Remuneration of any ECTC employee exceeding £100,000</li> <li>• Establishing or amending any profit-sharing, share option, bonus or other incentives of any nature for directors and employees</li> <li>• Making bonus payments to any director or key employee</li> <li>• borrowing any monies (other than normal trade credit)</li> <li>• Changing the name or registered office</li> <li>• Approval of the Annual Business Plan</li> </ul>

## 5. RISK MANAGEMENT PLAN

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

<p>continuous review now that Article 50 has been triggered.</p>	<p>At present there are still many unknown implications that could arise from BREXIT.</p> <p>The key risks identified so far relate to inflationary pressures on construction products and material prices, potential for skills shortages within the construction industry, and constraints on market for new homes due to political and economic uncertainty</p> <p>ECTC seek to manage these risks through it's tendering process and ensures that as much flexibility as possible is retained when entering into land agreements.</p> <p>The Head of Development has addressed the key risks in the 2019/20 Business Plan.</p>			
<p>Local Government Reform</p>	<p>The Cambridgeshire and Peterborough Combined Authority Mayor has announced a review for local government reform. Details and scope of the review are not defined at present, such a review is capable of having both a positive and a negative impact on ECTC, depending on the outcomes of the review.</p> <p>It is unlikely that there will be negative impact for ECTC in 2019/20 as the review is likely to take a significant amount of time to conclude.</p> <p>The Director Commercial shall monitor the proposals as they progress.</p> <p>The Director Commercial shall inform the Board as soon as is practicably possible of any opportunities and threats that arise.</p>	<p>Likelihood Impact Risk</p>	<p>2 2 4</p>	
<p>Changes in Planning and Housing Policies could have an impact of the Property Division, for example, changes to Affordable Housing,</p>	<p>The Government has published revised National Planning Policy Framework (July 2018). The revised definition of affordable rented housing restricts delivery to registered providers. This will restrict CLTs</p>	<p>Likelihood Impact Risk</p>	<p>3 2 6</p>	<p>Director Commercial</p>

<p>Starter Homes, and Self-build could impact the profitability of a particular development.</p>	<p>ability to deliver affordable rented housing unless they become, or work with, a registered provider.</p> <hr/> <p><b>Monitoring</b></p> <p>The ECDC Director Commercial has sought consent from Council to progress to Stage 1 of the application process to become a registered provider.</p> <p>The Head of Property shall continue to monitor progress.</p>			<p>Head of Property Development</p>
<p>The Council cannot demonstrate a five year land supply.</p> <p>This has a potential to undermine the ability to deliver CLT development in East Cambridgeshire.</p>	<p><b>Monitoring</b></p> <p>The Gladmans appeal judgement has exposed the Council's lack of a five year land supply. This provides a presumption for growth irrespective of local plan boundaries and settlement status (although still subject to sustainability test).</p> <p>This situation provides landowners the potential of an additional option outside the development envelope other than CLT's or rural exception sites. This could undermine the negotiating ability of local CLT's.</p> <hr/> <p><b>Monitoring</b></p> <p>ECTC has not experienced a negative impact from the Council's lack of five year land supply. The Head of Development shall continue to monitor the situation closely in 2019/20.</p>	<p>Likelihood Impact Risk</p>	<p>2 4 8</p>	<p>Director, Commercial Services</p> <p>Head of Property Development</p>
<p><b>Governance</b></p>				
<p>Inadequate governance arrangements and lack of clarity on roles of the Council and ECTC could lead to poor decision making</p>	<p>In 2017/18, both the Shareholder Committee and ECTC Board had reservations about the operation of the Shareholder Agreement. This resulted to changes in the Shareholder Agreement.</p>	<p>Likelihood Impact Risk</p>	<p>3 4 12</p>	<p>Managing Director</p>

<p>which could undermine the operation of ECTC</p>	<p>The Council and ECTC will continue to monitor the practicalities of the Shareholder Agreement to ensure that it is fit-for-purpose. Any necessary changes will be brought to the attention of the Council.</p> <p>Any changes to the Shareholder Agreement will need to be approved by the Council. The Managing Director will provide a report to the Council detailing any proposed changes and why these changes would be necessary.</p>			
<p>As ECTC is wholly owned by ECDC, ECTC is subjected to the controls and decision making process for matters that lay outside of the Business Plan.</p> <p>The speed of the decision making process may have an impact on ECTC's ability to operate effectively.</p>	<p>The Shareholder Agreement sets out the decision making abilities of the ECTC and ECDC. The Shareholder Agreement provides for the ability of extraordinary meetings of the Shareholder Committee to be called to consider urgent business and make recommendations to Full Council.</p> <p>In accordance with the Council's Constitution a Full Council meeting can be convened to deal with any urgent business.</p>	<p>Likelihood Impact Risk</p>	<p>3 4 12</p>	<p>Managing Director</p>
<p><b>Economic</b></p>				
<p>ECDC has provided a loan to ECTC of £5,000,000, to be drawn down in accordance with the loan agreement.</p>	<p>ECTC is required to repay in full at March 2021 any loan outstanding from the £5m facility agreed by Council at the inception of the company.</p> <p>The ability of ECTC to repay any outstanding loan to ECDC is dependent on commercial activities of ECTC particularly with reference to property development.</p> <p>The repayment schedule is on track but is significantly dependent on £2m receipt from the Kennett development, most probably facilitated with the sale of the site to a special delivery vehicle wholly owned by ECTC or joint venture with third party funder. This is of course, dependent on the availability of finance.</p>	<p>Likelihood Impact Risk</p>	<p>3 4 12</p>	<p>Finance Manager</p>

<p>If the Council's MTFS is not successfully implemented this will reduce the availability of loan finance to ECTC, thus undermining the cash flow and profitability.</p>	<p><b>Monitoring</b></p> <p>The £2m assured receipt or a substantial part of this figure will be required to meet ECTC obligations to the Council.</p> <p>An award of funding from the Combined Authority should enable the transfer of the site to a special delivery vehicle and retain the development rights for ECTC and any JV partners (if applicable).</p> <p>The Section 151 Officer will ensure the Council can make the advances to ECTC in accordance with the loan agreement, in the event that advances cannot be made the Section 151 Officer shall notify the Managing Director as soon as is practicably possible.</p>			<p>S151 Officer</p>
<p>ECTC cannot increase its indebtedness without the consent of the Council; it is likely that loans will be provided by the Council (subject to Full Council approval of the Business Case for the loan).</p> <p>If the Council's MTFS is not successfully implemented this will reduce availability of loan finance to ECTC. This means ECTC would need to borrow from the 'market' and as such will undermine ECTC's profitability and cash flow as the ECTC would not be able to benefit</p>	<p>This matter concerns the future of ECTC, however, effective business planning requires continuous consideration of financing in order to realise its success.</p> <p>In considering an application for a loan from the Council ECTC shall engage with the Section 151 Officer as early as practicably possible to enable the Council time to assess its financial position and make a decision as to whether such a loan could be provided.</p> <p>The Council shall make a decision on whether to provide ECTC with a loan as early as practicably possible; if it is not possible this will enable ECTC to consider alternative options for financing.</p> <p>All parties shall have regard to the Council's decision making processes.</p>	<p>Likelihood Impact Risk</p>	<p>3 4 12</p>	<p>Section 151 Officer</p> <p>Managing Director</p> <p>Head of Property Development</p> <p>Director, Commercial (ECTC)</p>

<p>from the same terms and conditions of a loan agreement if it went to the market for such a loan.</p>	<p>ECTC shall, wherever possible, adhere to the deadline requirements of the Council's Committee and Council meetings.</p> <hr/> <p><b>Monitoring</b></p> <p>ECTC has not experienced any issues with accessing the £5,000,000 loan facility that has been agreed with the Council.</p> <p>ECTC and the Council's S151 Officer continue to keep this matter under review, firstly to ensure that the Council can continue to make this facility available and secondly to ensure ECTC continue to be in a position to make the repayments.</p> <hr/> <p>The current loan facility from ECDC is inadequate to fund all of the development activities that ECTC plans to undertake in this business plan</p> <p>The future growth of ECTC is dependent on the availability of affordable loan capital over and above that provided by the shareholder.</p> <p>Its immediate funding requirements are in relation to West End, Haddenham (circa £6.5m), Kennett (after planning circa £14m and MOD Ely (circa £25m).</p> <hr/> <p><b>Monitoring</b></p> <p>ECTC has secured project loans from the Combined Authority (Haddenham £6.5m and MOD Ely (£23.5m) and from ECDC (£1.5m MOD Ely).</p>			
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<p>Changes in taxation, interest rates and build cost inflation could have an impact on the viability and profitability ECTC.</p>	<p>At present changes in taxation is not a known risk, however, ECTC should have regard to the impact of any such changes.</p> <p>Building cost inflation is a key risk; to minimise the impact of this contracts will be let on a fixed price basis with costs defined.</p> <p>The Finance Team, and where relevant the Head of Property Development will monitor changes and factor any changes in the business planning process.</p>	<p>Likelihood Impact Risk</p>	<p>1 3 3</p>	<p>Section 151 Officer/Finance Manager</p> <p>Head of Property Development</p> <p>Director, Commercial Services (ECTC)</p>
<p>Economic downturn could result in less than anticipated (or even losses) assumed in the Business Plan</p>	<p>A full assessment of the market conditions will be carried out prior to any development commencing. In the event that an economic downturn occurs once a development has commenced the Head of Property Development will appraise the Managing Director of the situation and propose a solution to mitigate any potential losses.</p> <p>The Managing Director shall inform the Council as soon as is practicably possible of any significant changes that may impact on the repayment of any of the company's loans.</p> <p>Where relevant the Managing Director shall present to the Council an amendment to the Business Plan or, if necessary, present an Exit Strategy, for approval.</p>	<p>Likelihood Impact Risk</p>	<p>3 4 12</p>	<p>Head of Property Development</p> <p>Managing Director</p>
<p>In order to prosper in a commercial environment, cash flow for the ECTC will be essential.</p> <p>Insufficient cash flow will result in ECTC being constrained in realising the objectives of the Business Plan.</p>	<p>The cash flow of ECTC is dependent on the loan facilities from ECDC/Combined Authority, commercial returns from non-property based activities, receipts from property sales and project cash flow.</p> <hr/> <p><b>Monitoring</b></p> <p>ECTC continues to monitor its cash flow to ensure it meets its creditor obligations to staff and contractors.</p>	<p>Likelihood Impact Risk</p>	<p>3 4 12</p>	<p>Managing Director</p> <p>Head of Development</p> <p>Director Commerical</p>

	Should opportunities arise that are outside of the scope of the Business Plan ECTC shall liaise with the Council and prepare a revised Business Plan, at the earliest opportunity, which will include identifying loan funding (to be approved by Council) that would enable commercial opportunities to be realised.			Finance Manager
<b>Operational</b>				
Inadequate cost controls on commercial build contracts can lead to delays, overspends and reduced profitability/cash flow for the company.  This has the potential to undermine the ability to repay loans to the Council.	The Head of Property Development, in the business planning cycle, shall have regard to market conditions, build cost inflation and put in place a robust project management and cost control plan.  The Head of Development shall monitor the impacts of Brexit and report any implications to the Board of Directors.	Likelihood Impact Risk	2 3 6	Managing Director  Head of Property Development
Lack of community appetite for CLT development may undermine the targets set out in the Business Plan	ECTC is enhancing the Community Housing element of the business who continue to deliver support to Community Land Trusts.	Likelihood Impact Risk	2 4 8	Head of Property Development  Director, Commercial (ECDC)
Adequacy of resources to deal with change and upheaval.	The realisation of ECTC ambitions to build 1850 homes (including Kennett) requires investment into ECTC particularly on the development side to ensure that the company has the human resources it needs to deliver the necessary outcomes.  <hr/> <b>Monitoring</b>  In 2018/19 the Managing Director approved a phased increase in the company's human resources specifically in the areas of strategic	Likelihood Impact Risk	1 3 3	Managing Director  Head of Property

	projects, land and development, finance and administration. Recruitment to these posts is on track and is in accordance with the phased approval.			
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EAST CAMBS TRADING COMPANY LIMITED

# COMMERCIAL SERVICES

## BUSINESS PLAN

Emma Grima Director Commercial



EAST CAMBRIDGESHIRE  
DISTRICT COUNCIL

**East Cambs  
Trading CO. Ltd**

2019/20

## **MISSION STATEMENT**

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

## **VISION**

We believe in improving the quality of life of the taxpayer of East Cambridgeshire and we believe in the Council's objectives that are set out in the Corporate Plan 2017-2019. East Cambs Trading Company Limited will continue to support the Council in achieving these objectives.

## **VALUES**

### Strategic Objectives

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

### Our Services will be:

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

## **COMMERCIAL SERVICES**

### **Introduction**

The Commercial Services Division of ECTC currently delivers Ely Markets on behalf of East Cambridgeshire District Council and Grounds Maintenance Services; both on behalf of the Council and for other customers.

The Commercial Services Division has made a commitment to explore all areas of income generation that will enable the Council to continue to deliver good quality services to its residents, visitors and businesses.

The primary focus of the Commercial Services Division for 2019/20 shall be to continue to develop the Ely Markets and Grounds Maintenance Service; ensuring that both continue to deliver high quality services that respond to the needs of the community and seek to maximise on opportunities that arise throughout the year.

Where opportunities arise that are outside the scope of this business plan, individual business plans will be produced and submitted to the ECTC Board of Directors for approval.

This business plan seeks to provide:

- A brief overview of 2019/20 for Ely Markets and the year ahead
- A brief overview of 2019/20 for Grounds Maintenance and the year ahead

## Financial Overview- Commercial Services Division

The following table provides a cumulative budget to 2020/21.

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Turnover</b>	1,061,857	1,069,531	1,080,126
<b>Cost</b>	889,400	992,823	1,012,680
<b>EBITDA</b>	<b>172,457</b>	<b>76,708</b>	<b>67,446</b>

Please note that the difference in costs from 2018/19 and future years is due to vacant posts.

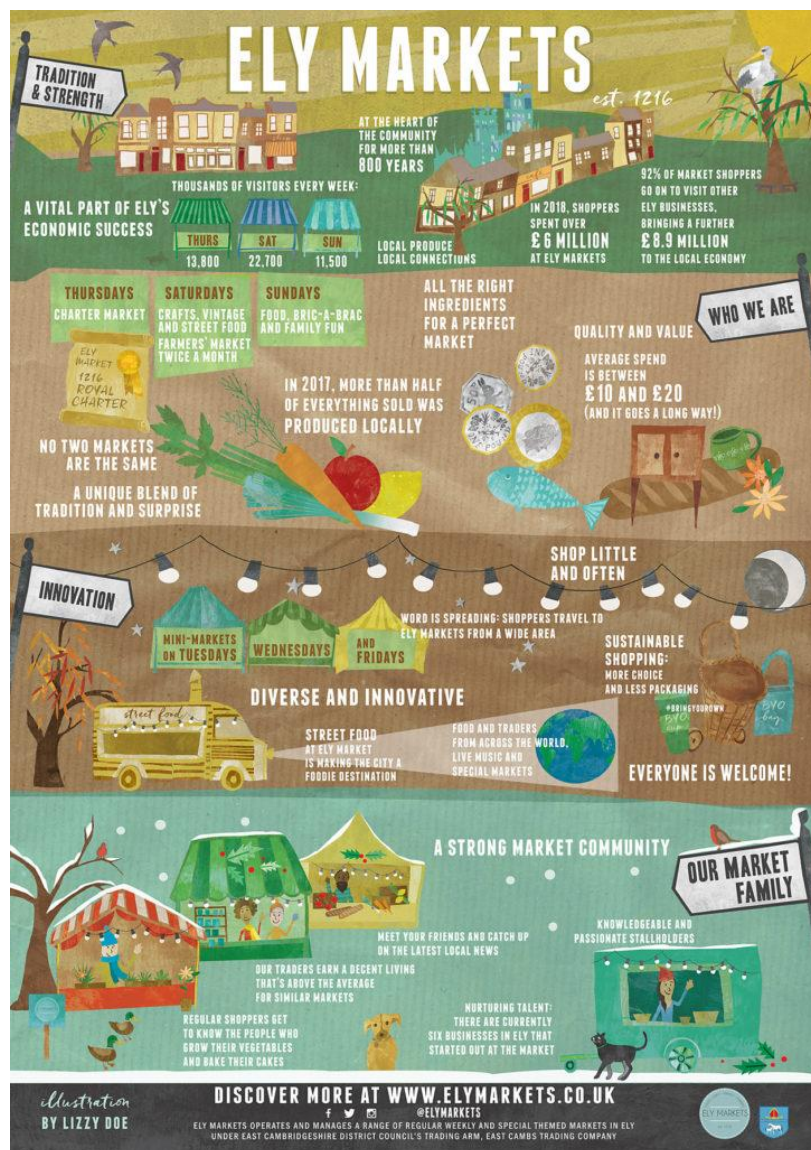
## Ely Markets

### Services

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

The main objectives of the service are:

- Run a profitable Market; Thursday, Saturday, Farmers and Additional
- Provide a focal point for the community
- Increase the vibrancy of the city centre
- Promote employment
- Provide a choice for the community
- Be a stepping stone for small businesses



Looking back- the last 12 months

Ely Markets has enjoyed another successful year since it started operation through ECTC in 2016.

In April 2018, the Ely Markets Team successfully launch Ely Mini Markets



These mini markets bring together a selection of stalls selling essentials like fruit, vegetables, coffee and bread. The mini markets help us with our ambition to make our markets more useful and convenient than ever before. We want people to be able to get what they want and when they want it, making everyday shopping easier and encourage people to shop locally and support small producers.

Buying little and often from a local market isn't just convenient, it also reduces food waste and cuts down on packaging. Ely Markets are encouraging shoppers, through their 'Bring Your Own' campaign, to help them make the markets as eco-friendly as possible.

In addition to the various regular markets that are held the Markets Team has hosted:

Ely Vegan Fair	Ely Vegan & Vintage Fair	Summer Lates
 <p>AN ELY MARKET EVENT <b>SATURDAY 29 SEPTEMBER</b> ALONG ELY HIGH STREET 9AM-3PM A FREE FAMILY-FRIENDLY DAY FOR VEGANS, VEGETARIANS AND LOVERS OF GOOD FOOD ALIKE. DISCOVER OVER 100 OF THE REGION'S BEST FRESH PRODUCE, BAKERS AND STREET FOOD VENDORS, COVERED SEATING AREA AND VEGAN BAR. LIVE MUSIC.</p> <p>INFO &amp; UPDATES: @ELYMARKETS @ELYMARKETS @ELYMARKETS WWW.ELYMARKETS.CO.UK</p>	 <p>AN ELY MARKET EVENT <b>VEGAN &amp; VINTAGE FAIR 2018</b> BANK HOLIDAY <b>SUNDAY 6<sup>TH</sup> MAY AND MONDAY 7<sup>TH</sup> MAY</b> <b>10AM TIL 4PM</b> FREE, FAMILY-FRIENDLY &amp; BAY EVENT FOR VEGANS, VEGETARIANS AND LOVERS OF GOOD FOOD AND ALL THINGS VINTAGE! RANGING FROM THE BEST OF THE REGION'S FRESH PRODUCE TO BAKERS, VINTAGE LARNS, VEGAN JEWELLERY, VINTAGE AND JUNK, STREET FOOD, LIVE MUSIC AND GREAT MUSIC ON THE MARKET PLACE.</p> <p>WWW.ELYMARKETS.CO.UK @ELYMARKETS</p>	 <p>ELY MARKETS at 12.5 <b>Summer Lates</b> <b>FRIDAY 27 JULY &amp; 24 AUGUST</b> <b>4pm – 9.30 pm</b> Ely Market Place Street Food &amp; music for all the family</p> <p>Facebook: Ely Markets @ElyMarkets 14336 Marketes www.elymarkets.co.uk</p>
29 <sup>th</sup> September	6 <sup>th</sup> May & 7 <sup>th</sup> May	27 <sup>th</sup> July & 24 <sup>th</sup> August

## Flavours of the World



*Flavours of the World*  
at Ely Markets

Bank Holiday Weekend - Saturday, Sunday, Monday  
Ely Market Place

Plus all your favourite weekly Craft, Food & Vintage and Farmers market stalls

www.elymarkets.co.uk

### May & August Bank Holiday Weekend

Vegan Christmas Fair	Ely Festive Lates	Ely Markets at Christmas
 <p>Vegan Christmas Fair at Ely Markets</p> <p>Sunday 16<sup>th</sup> December Dolphin Lane, near Ely Market Place Gifts, food and festive fun for vegans alongside our regular weekly Sunday Market.</p> <p>9.30am - 4pm @ELYMARKETS WWW.ELYMARKETS.CO.UK</p>	 <p><b>ELY FESTIVE LATES</b></p> <p>WEDNESDAYS 4.00 - 8.30PM 5<sup>TH</sup>, 12<sup>TH</sup> &amp; 19<sup>TH</sup> DECEMBER</p> <p>FESTIVE FAMILY-FRIENDLY EVENINGS WITH STREET FOOD, SHOPPING, LIVE MUSIC, HANDS-ON WORKSHOPS, DRINKS AND MORE! HOLIDAY, CHRISTMAS AND NEW YEAR CELEBRATIONS, CHRISTMAS MINI-MARKETS AND MORE!</p> <p>WWW.ELYMARKETS.CO.UK @ELYMARKETS</p>	 <p>ELY MARKETS AT CHRISTMAS</p> <p>SPECIAL CHRISTMAS MARKET FRIDAY 22<sup>ND</sup> DECEMBER 9.30 AM - 3.30 PM</p> <p>CHRISTMAS MINI-MARKETS WEDNESDAY 19<sup>TH</sup> DECEMBER 10.00 AM - 3PM</p> <p>FARMERS MARKET SATURDAY 16<sup>TH</sup> DECEMBER 8.00 AM - 1.00 PM</p> <p>CRAFT, FOOD &amp; VINTAGE MARKET EVERY SATURDAY 9.30 AM - 2.30 PM</p> <p>WWW.ELYMARKETS.CO.UK @ELYMARKETS</p>
16 <sup>th</sup> December	5 <sup>th</sup> , 12 <sup>th</sup> and 19 <sup>th</sup> December	



On 27 November 2018, Ely Markets had the privilege of hosting a Farmers Market Special Showcase for HRH Prince of Wales and Duchess of Cornwall.



## Recognition

Our very own Ely Markets Team have received a national award from NABMA for Team of the Year. The team have been recognised for their efforts and contribution towards our fantastic offer of different markets in Ely. Not only have the team continued to run a successful market but this year they have started new initiatives that have been well received by the community. The two new initiatives have been the Mini Markets and a 'Bring Your Own' campaign which are both tailored around encouraging people to shop little and often and reduce the use of single plastics.

## Service Improvements

The 2018/19 Business Plan provided for the electrical infrastructure improvements on the Market Place. These works have now been completed.

Ely Markets has worked collaboratively with ECDC and City of Ely Council (who provided consent for their infrastructure to be used) to deliver a Wifi solution for Ely Market Place. The new Ely Free Wi-Fi network will be a huge benefit to all stall holders who will be able to take advantage of the steady signal and use hand-held payment machines.

Looking forward- the next twelve months



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Charter Market	Special Markets
Craft, Food & Vintage + Farmers	May 5, 6
Craft, Food & Vintage	May 25, 26, 27
Sunday Market & Bank Holiday	July 26
Christmas Market	August 23
Mini Markets	August 24, 25, 26
	Vegan and Vintage Fair
	Flavours of the World
	Summer Lates
	Summer Lates
	Flavours of the World
	October 19
	December 4, 11, 18
	December 15
	December 16, 17, 18, 20
	December 23
	Ely Vegan Fair
	Festive Lates
	Vegan Christmas Fair
	Christmas Mini Markets
	Christmas Market

Ely Market Place CB7 4NT      [www.elymarkets.co.uk](http://www.elymarkets.co.uk)      01353 665555

Ely Markets will continue to deliver the excellent regular markets that the community value and enjoy. In addition Ely Markets will host the following:

Vegan & Vintage Fair	5 <sup>th</sup> & 6 <sup>th</sup> May
Flavours of the World	25 <sup>th</sup> , 26 <sup>th</sup> & 27 <sup>th</sup> May
Summer Lates	26 <sup>th</sup> July
Summer Lates	23 <sup>th</sup> August
Flavours of the World	24 <sup>th</sup> , 25 <sup>th</sup> & 26 <sup>th</sup> August
Ely Vegan Fair	19 <sup>th</sup> October
Festive Lates	4 <sup>th</sup> , 11 <sup>th</sup> & 18 <sup>th</sup> December
Vegan Christmas Fair	15 <sup>th</sup> December
Christmas Mini Markets	16 <sup>th</sup> , 17 <sup>th</sup> , 18 <sup>th</sup> & 20 <sup>th</sup> December
Christmas Market	23 <sup>rd</sup> December

Ely Markets is more than just a business. Ely Markets not only provides markets & events but also acts as a community focal point, encourages small businesses & plays its part to increase footfall.

### Staffing

The Ely Markets Team consists of 3 part-time Markets Development Officers, 1 part-time Markets Administrative Officer (vacant) and 1 part-time Deputy Market Supervisor (vacant). For the operational elements of the market, Ely Markets has a 'Wrecking Crew'.

### Ely Markets Budget


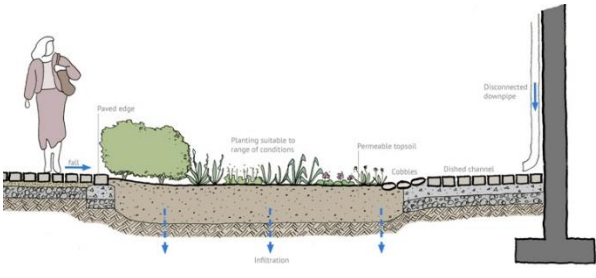



Markets	2018/19	2019/20	2020/21
Salaries	122,879	126,559	129,090
Premises	30,049	44,871	45,768
Transport	2,192	2,550	2,601
Supplies & Services	23,973	21,600	22,032
Turnover	220,216	215,000	217,050
<b>EBITDA</b>	<b>41,123</b>	<b>19,420</b>	<b>17,559</b>

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

## Grounds Maintenance

### Services

ECTC currently carries out Grounds Maintenance services for a variety of different customers; District Council, Cambridgeshire County Council, Parish Council's, Schools and other private clients. Grounds Maintenance services included (but are not limited to):

<b>Grass cutting</b>	<b>Hedge Trimming</b>
	
<b>SUDS Maintenance</b>	<b>Sports Pitch Line Marking</b>
	
<b>Tree Services</b>	<b>Sports Pitch Maintenance</b>
	

## Looking back- the last 12 months

In 2017/18 the Service turnover was £738,068.

This turnover is broken down as follows:

Council (including Sanctuary Contract)	£642,542
Parish Councils	£5,929
Schools	£81,067
Other	£8,529

In 2018/19 ECTC has

- Continued to deliver an excellent service to its existing customers
- Continued work with existing customers to ensure that the customer is receiving the best, most efficient service that can be delivered
- Continued to explore new commercial opportunities
- Continued to negotiate with developers to expand the SUDS maintenance area of business
- 

The following contracts have been awarded in 2018/19:

- Bishops Walk Management Co Ltd (1 Year)
- Waterbeach Parish Council (1 Year)
- Kennett Primary School (1 Year)
- Montgomery House (Palace Green Homes) (1 Year)
- The Fledglings (Palace Green Homes) (1 Year)
- Fen Ditton School (1 Year)
- Bottisham Primary School (1 Year)
- Ministry of Defence (1 Year)
- Soham Village College (3+2 Year)
- The Shade Primary School Soham (3+2 Year)

These contracts have a cumulative value of £50,650 in Year 1 and £30,538 for the 3+2 Year).

ECTC are also awaiting the outcome of 5 other quotes which are a mixture of school and leisure contracts with an initial value of £111,893.52.

The Service continues to focus on building an excellent reputation with school trusts as these tend to operate in clusters.

For example in Soham, ECTC now carry out Grounds Maintenance Services for all the schools in Soham. Working within the cluster, due to the excellent and reliable service that was provided at Soham lead to the Academy inviting tenders for schools in Bottisham, Kennett and Sawston; ECTC were awarded all of these tenders.

## Looking forward- the next 12 months

Over the next 12 months the Grounds Maintenance Service will:

- Continue to deliver an excellent service to its existing customers
- Work with existing customers to ensure that the customer is receiving the best, most efficient service that can be delivered
- Continue to explore new commercial opportunities
- Continue to negotiate with developers to expand the SUDS maintenance area of business

## Staffing

The Grounds Maintenance Team consists of 20 members of staff; 1 Open Spaces & Facilities Manager, 1 Parks & Open Spaces Team Leader, 1 Open Spaces & Facilities Support Officer, 1 Open Spaces & Facilities Administrative Officer, 2 Gardeners, 9 Grounds Maintenance Operatives, 2 Grounds Maintenance Operatives (Seasonal), 2 Grounds Maintenance Operatives (Fixed Term) and 1 Apprentice Grounds Maintenance Operative.

## Grounds Maintenance Budget

Grounds Maintenance	2018/19	2019/20	2020/21
Salaries	498,076	583,950	595,629
Premises	89,833	55,253	56,358
Transport	59,084	86,710	88,444
Supplies & Services	63,314	71,330	72,757
Turnover	841,641	854,531	863,076
<b>EBITDA</b>	<b>131,334</b>	<b>57,288</b>	<b>49,888</b>

Please note that the difference in costs from 2018/19 and future years is due to vacant posts. The difference in premises costs reflect in year needs.

Please note that the difference in turnover reflects existing contracts ending in 2019/20. ECTC is actively working to secure new contracts to replace the existing contracts that are coming to an end.

## SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Income generator</li><li>• Reputation</li></ul>	<ul style="list-style-type: none"><li>• Lack of experience in tendering for contracts</li></ul>

<ul style="list-style-type: none"> <li>• Established team with skills and expertise</li> <li>• Diverse offer of skills</li> <li>• Contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Limited experience in a commercial environment</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Economies of scale increase potential new business</li> <li>• Expand the teams skill base, i.e. investment in training</li> <li>• Increase reputation</li> <li>• Develop new business areas; e.g. SUDS, Sports Pitch Maintenance</li> <li>• New trade contracts for goods and services</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from other service deliverers</li> <li>• Contracts ending and not being renewed</li> <li>• Weather</li> <li>• Employment of skilled workers</li> </ul>



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

## Property and Community Housing

Business Plan 2019





East Cambs Trading Company (Property and Community Housing) is a local developer with a difference. We were established by East Cambridgeshire District Council in 2016 to help address the shortage of new housing across the district.

Trading as **Palace Green Homes** and **East Cambs Community Housing**, we fund and deliver community-led developments and high-quality homes of all tenures, and reinvest profits that we make back into the Council, helping to fund new infrastructure projects and support local services that benefit residents and businesses in the district.

But we do more than just build homes for a profit. At Palace Green Homes, we firmly believe that involving local people in the design of local developments can bring real social and economic benefits to local communities. This ‘community-led’ development gives residents the chance to shape their neighbourhood. It can strengthen the sense of belonging and encourage friendly, thriving communities where people aspire to live.

By working in partnership with local Community Land Trusts through East Cambs Community Housing, we build local support for new development where previously there was none, and develop community-owned assets, such as genuinely affordable homes, that have significant income streams that can be reinvested back into the local community for generations to come, making communities more resilient, and more able to adapt to change.

Shortly before Christmas, we were delighted to see our business model receiving recognition from the housing industry as the ‘Innovation of the Year’ in the Cambridge Property Awards 2018.

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## Executive summary

In 2019 / 20, East Cambs Trading Company (Property and Community Housing) will:

- ✓ Commence construction on two new development sites.
- ✓ Complete the sale of 42 homes, including 18 CLT owned affordable homes
- ✓ Secure planning permission for over 570 more homes.
- ✓ Increase the total financial benefit transferred to ECDC (excluding dividends) since 2016 to £1.5 million.
- ✓ Establish more CLTs in East Cambs and further afield.

## Mission statement

The Property and Community Housing Division of East Cambs Trading Company Ltd harness community experience and local knowledge to accelerate Community Land Trust (CLT) activity, deliver successful, well-designed homes and developments and reinvest the profits we make back into District Council services and local infrastructure. This, in turn, directly benefits local people.

## Vision

We believe in improving the quality of life of the taxpayer of East Cambridgeshire and we believe in the Council's objectives that are set out in the Corporate Plan 2017-2019. Our Property and Community Housing Division will continue to support the Council in achieving these objectives.

## Legal structure and ownership

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

## Location

The Property and Community Housing Division of the business operates from offices at Fordham in East Cambridgeshire.

## Our brands – Palace Green Homes and East Cambs Community Housing

	
<p><b>Planning promotion.</b>  Identification of land development opportunities, development feasibilities.  Community engagement and planning,  Scheme development and technical design.  Planning application management.</p>	<p><b>Support for local CLTs in ECDC.</b>  Community engagement, legal set-up and governance, Calls for Land, partnerships with developers/land owners/funders,  Planning advice, housing allocations policies, legal agreements.</p>
<p><b>Housebuilding.</b>  Design, construction, marketing and sale of high quality, well designed community-led developments and homes of all tenures, including CLT affordable homes.</p>	<p><b>Housing management services for local CLTs.</b> Tenancy checks, references, tenancy agreements, welcome packs, rent collection, property handovers, repairs and maintenance, estate management, annual safety checks.</p>
<p><b>Development project management.</b>  Management of tender process, contractor selection and project management of new construction projects on behalf of ECDC.</p>	<p><b>Specialist community housing advice for other local authorities.</b> Development of strategic housing, planning and community strategies, grant application support, Supplementary Planning Documents, community engagement work and technical advice to local communities and CLTs outside ECDC</p>
<p><b>Asset development consultancy.</b> Strategic land and development advice and support to ECDC.</p>	<p><b>Bid writing services.</b> Sourcing local, regional and national funds as grants or loans for CLTs</p>

## Success Story – Kings Row, Barton Road, Ely



A stylish terrace of six new high quality town houses and five apartments on the edge of the car park in Barton Road Ely, in the Ely Conservation Area. Careful reorganisation of the available space ensured the loss of just a single car parking space due to development works.

Offering six family townhouses and five apartments, two of which are affordable CLT owned homes, building works were challenged by the need to ensure that deliveries to site during busier periods such as on market days and during the school run hours were timed to cause minimum disruption. The Barton Road car park remained open for use throughout building works.

Kings Row delivered much needed affordable homes in the centre of Ely, of a high-quality design that enhanced the appearance of the area. Designed by award-winning architects Haysom Ward Miller and built by contractors T J Evers, the apartments were completed first with the houses ready for occupation in the summer 2018.



Affordable homes in the scheme are owned and managed by East Cambs CLT in perpetuity, for the benefit of the wider community. The CLT also owns the freehold to the apartment block Montgomery House, in which the two affordable homes and three open market homes are located, as well as the shared parking court, bike store and bin stores. All affordable homes were reserved for people with strong local connections to Ely with priorities given to those who live and/or work in the City, and those with local family connections. In addition, a comuted sum was paid to the Council towards delivery of a third affordable homes elsewhere.



Unsurprisingly, the launch of the high spec townhouses and luxury apartments in the heart of the historic city of Ely, close to King's Ely school, with views of the cathedral, just a short walk to the station, caused considerable interest. A time lapse camera had captured key milestones on the project, and attracted considerable traffic to the website. Advertising, marketing brochures,

editorials and a beautifully created Show Home interior designed by Angel+Blume all helped support our engaged sales agent Cheffins and our team's sales efforts.

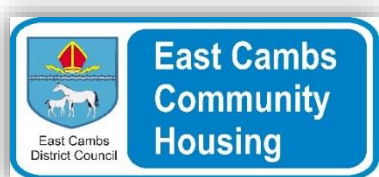
## Success Story – The Fledglings, Soham



This landmark community-led development project transformed an existing, unused parcel of rough grassland owned by ECDC. Located opposite the Shade Primary School in Soham, the scheme was designed to incorporate a safe pathway to the school as one of its positive community outcomes.

The land was purchased from the Council and grants from the Council and Cambridgeshire & Peterborough Combined Authority allowed the provision of additional affordable housing within the scheme.

The Fledglings, is no ordinary home-building scheme. Significant community engagement - before, during and after the planning application process – has ensured this development is a true collaboration between local people who formed a local Community Land Trust, the wider local community, East Cambs Community Housing and the Palace Green Homes team.



Though small in size, The Fledglings has delivered high-quality homes of all tenures. Local residents played a significant part in deciding the size, layout and design of the houses, communal gardens and secure parking. The project was completed in autumn 2018.

Today, eight of the 13 new properties at the Fledglings are community-owned assets that are legally protected from the right to buy, ensuring genuinely affordable housing is available in perpetuity for future generations.

The affordable homes were transferred to Soham Thrift CLT. There is no discernible difference between the market sale properties and the affordable homes. Surpluses generated by the Land Trust from rents over time will be re-invested into new projects that benefit the needs of the local community.



The Fledglings was nominated in the ‘Small Development of the Year’ category at the Cambridge Property Awards 2018. Local Architects the Design Partnership and Gary Johns Architects worked on the design of the scheme. Construction works were project managed by Henry Riley LLP and the main contractor was E.N Suiter Ltd.

## Looking back at 2018 – A year of progress and growth

During 2018/19 ECTC has made significant progress against the commitments it made to the Council when it was established.

- ✓ Help to deliver a financially sound Council and enhance its reputation by maximising return from Council property assets and generating profits.
- ✓ Act as an exemplar, demonstrating to the Council the benefits of a commercial culture.
- ✓ Deliver genuinely affordable housing by accelerating the delivery of Community Land Trusts (CLTs).
- ✓ Make East Cambridgeshire an even better place to live by building at least 200 high quality homes across all sectors of the housing market.
- ✓ Improve local infrastructure by delivering appropriate, well-designed property developments.
- ✓ Create new jobs and funding by procuring goods and services locally.

2018 was a milestone year for ECTC. With the completion of its first housing projects at Fledglings, Soham and Kings Row, Ely, the company has shown that it can successfully deliver well designed, profitable new housing developments and high quality CLT owned affordable homes within the district. Through these housing developments, significant benefits have accrued to both the Council and local communities.

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

Palace Green Homes has now identified and secured land that will expand the development pipeline from 578 to 722 homes, an increase of 25%. Over 200 of these new homes are expected to be affordable homes.

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

The projects at West End Gardens, Haddenham and Ely will be the first investments of this kind for the CPCA and will bring forward new homes that are additional to the existing development pipeline, support the further development of CLTs and bring homes back into use that are currently excluded from the market. Unlike a normal public sector grant fund,

the repayable loan and profit-share arrangements that have been agreed with ECTC will allow CPCA to recycle the funds into other housing projects from 2021.

During 2018, East Cambs Community Housing (ECCH) has continued to provide ongoing and technical advice to the 10 local CLTs within the district. The new housing management company established in 2018 has already produced revenue which is expected to grow in the coming year. Housing management contracts with two local CLTs were secured and affordable homes were allocated to new CLT tenants on Palace Green Homes projects at 'Fledglings' in Soham and 'Kings Row' in Ely.

ECCH also took advantage of its strong reputation as a leader and influencer in the community led housing sector and has generated significant revenue further afield with the delivery of 4 consultancy contracts with other local authorities. Eight new CLTs have been established as a result of this work and there are now 34 CLTs in the East of England. With grant funding now available nationally for community-led development the government is demonstrating a strong commitment to the sector and ECCH recently helped Haddenham CLT to secure a revenue grant of nearly £50,000 from Homes England.

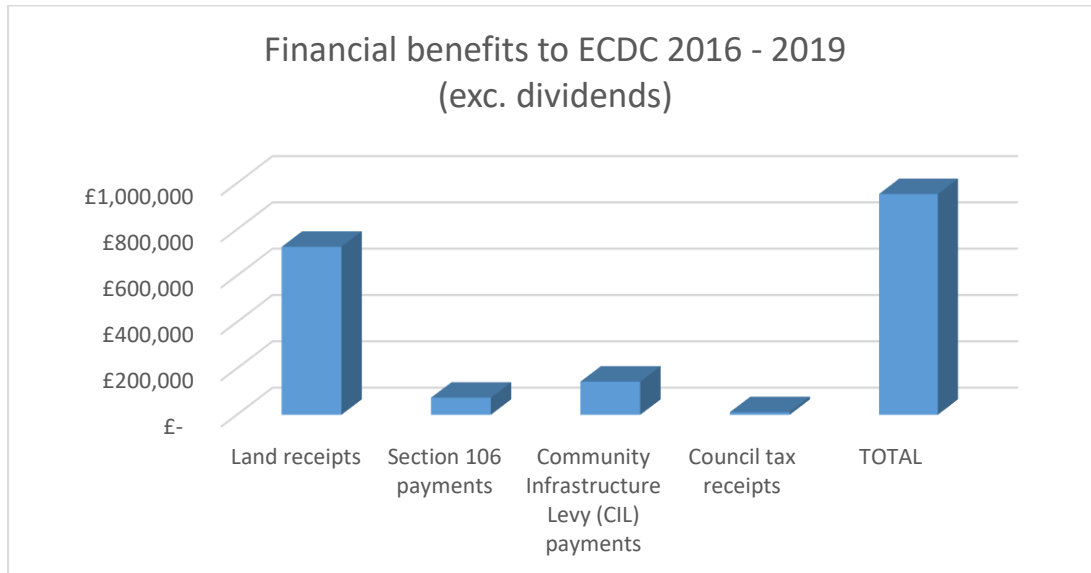
During 2018, Palace Green Homes and East Cambs Community Housing reached a pivotal point where a land development pipeline had been secured that can be used as a platform for consolidation and considerable growth. The business has ambitions to increase housebuilding production so that it can deliver 250 new homes per annum within 5 years.

To deliver this ambitious programme of development, the company has recently been scaling up. The company has been developing its managers of the future through in-house training programmes and external professional qualifications and new staff have also been recruited to meet the needs of the growing business.

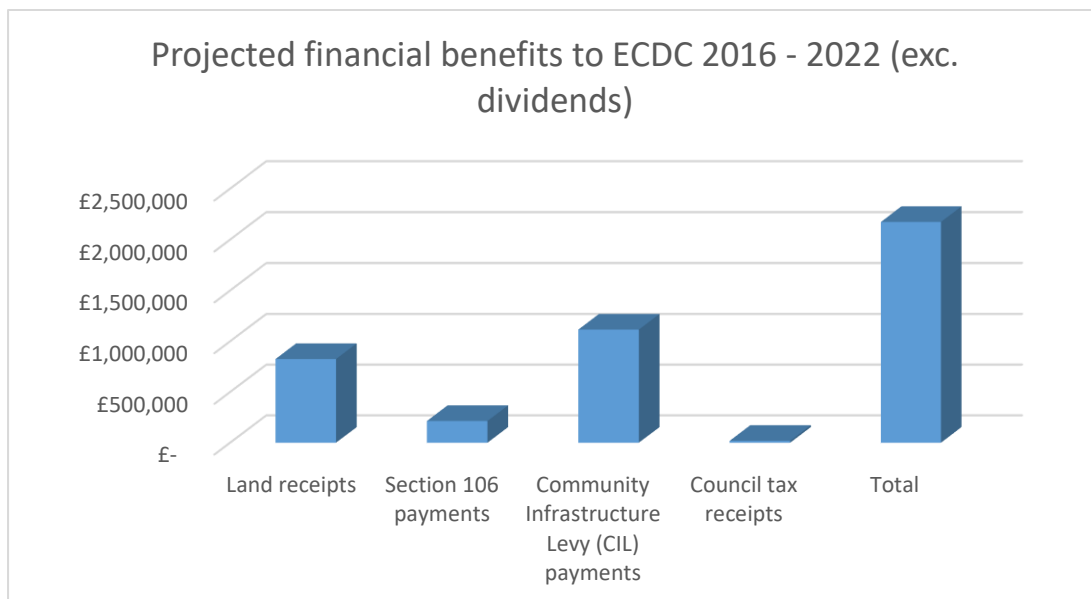
There are now 13 people that are directly employed in the property side of the business and having outgrown the available accommodation at The Grange, the team has now relocated to a new office that the company has leased in Fordham, Cambridgeshire. As an operational location, Fordham works well for the company, being well connected with both Ely and Cambridge and the new office offers meeting rooms and touch-down facilities that can also be used by other parts of the business on an occasional basis. The office requirements of the business will be continually monitored as the company expands, with a formal review being scheduled to take place in by Dec 2020.

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

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



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



## Looking forward – a year of challenge, and opportunity.

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

Back in October 2018, the announcement of an extension to the government's Help to Buy Scheme provided additional confidence for the industry and the company is anticipating being able to offer this product on its new housing developments in the coming year. However, the December 2018 RICS UK Residential Market Survey results show the year ending on a weak note, with key activity indicators continuing to slip at the headline level. Political uncertainty is increasingly being cited as a constraint on the market, alongside the well-established challenges around affordability and a lack of stock available for purchase.

Given the increased fragility in the housing market, the company is perhaps fortunate that at this moment in time, it has a relatively low level of completed housing stock available for sale. However, critical decisions about new projects and investments need to be made and the outlook for the local housing market in 2019 is more difficult to judge than in previous years.

Consensus forecasts suggest economic growth of 1.5% in 2019, up from a projected 1.3% in 2018. This is well below the long-term average, and growth will remain subdued over the medium term. A "no deal" Brexit is likely to reduce projected economic growth in 2019, whilst an increase in certainty may create a modest "Brexit bounce".

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

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

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

Concern of course remains as to the impact Brexit will have on the economy, and in particular on continued access to skilled foreign workers who provide around 7% of the UK construction workforce, which will be key to the company's ability to build out its sites expeditiously. Construction products and material prices have already risen significantly following the falls

in the value of sterling post referendum, and with about 15% of products used in UK construction coming from the EU, leaving the EU without a deal would undoubtedly add to these inflationary pressures. The company is likely to find it more challenging to secure fixed price tender contracts with suppliers and contractors given the challenging external environment.

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

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

## Future projects – West End Gardens, Haddenham



This development, now approaching construction stage, is for 54 new homes in the village of Haddenham, with generous green space on eight acres of land owned by a local farming family. A close partnership between the landowner, Palace Green Homes, Haddenham CLT, Haddenham Parish Council, and the local community looks set to create a positive lasting legacy for the parish.

19 of the homes within the scheme will be affordable homes managed by Haddenham CLT that are available to people that live and/or work in the parish. These community assets will benefit the wider community for many years to come. The community have also been integral in designing the scheme, with a series of community engagement events throughout the design process and opportunities for the community to comment and contribute ideas. Several iterations of the scheme layout were presented to the community and then amended and taken back for further consideration to ensure a genuinely collaborative approach.

35 beautifully designed homes will also be available for sale on the open market. Palace Green Homes has created a scheme that ranges from one bed bungalows to large four bed houses. Pricing and marketing strategies are underway with building works due to commence in spring 2019. The project will be part-funded by a landmark housing loan agreement from the Cambridge and Peterborough Combined Authority.

The site has also been the subject of an archaeological excavation. The work involves the excavation of an open area encompassing a 1st century AD Romano-British farmstead defined by a series of enclosures and boundaries. Pupils from Haddenham's Robert Arkenstall Primary School were invited on to site to meet the archaeology team and learn about the forming of the settlement, what was done there, and theories as to why it was abandoned.



## Future projects – Kennett Garden Village



Now in the advanced planning stage, Kennett Garden Village looks set to be the fifth and largest community-led development in East Cambridgeshire. A sustainable, lower-density ‘garden village’ style mixed-use development that will not only be a great place to live, but is somewhere that has community-owned assets, such as genuinely affordable homes and attractive open spaces. Kennett Garden Village

will offer 500 high-quality homes of all tenures and for all ages, create local employment opportunities and encourage healthy and sociable community living in a careful design that will further enhance this attractive village.

It has taken around 18 months to progress from inception of the scheme to submission of the Outline Planning Application, following an extensive community engagement process. All proposals for Kennett Garden Village are the product of a genuine collaboration between Palace Green Homes, a young farming family that live locally (the landowners) and the local community. It aims to provide a significant and on-going income that can be reinvested back into the local community for generations to come, making Kennett village more resilient and more able to adapt to future change.

Working in conjunction with Palace Green Homes, Kennett Community Land Trust and the wider community have made a substantial contribution, not only to the design of the village layout but also the look and feel of the buildings that will be constructed.



The CLT continues to work closely with Palace Green Homes and the design team to ensure that there is significant community benefit generated by the scheme and that the new development integrates well with its surroundings. Kennett CLT will also own many of the homes within the scheme, which they will make available in perpetuity at genuinely

affordable levels to those with strong local connections.

Palace Green Homes will build up to 500 market and affordable homes, improve local infrastructure, and in conjunction with Cambridgeshire County Council, deliver new school buildings for Kennett Primary School with a dedicated sports pitch and an Early Years Centre. There will also be a new Village Green and Village Square, an enterprise park for new businesses, car parking for the adjacent railway station and open spaces that local families, dog walkers, picnickers and joggers can enjoy. Funding and delivery arrangements will be progressed further once planning permission is obtained; anticipated during 2019.

## Future projects – MOD Site, Ely



An opportunity has arisen to acquire 8.78 hectares (21.6 acres) of land that is immediately adjacent to the Princess of Wales Hospital in Ely. The land includes 88 existing houses and provides opportunities for further infill development. The site is currently owned by MOD but is surplus to operational requirements.

The site comprises an estate that was used US Air Force personnel, including terraced, semi-detached and detached houses. The estate is fairly low density with generous areas of open space and mature protected trees giving it a very attractive ‘garden village’ feel. There is also a surfaced play area (with no equipment), a tennis court and a large rectangular shaped village green at its heart.

The estate is contiguous with adjoining private housing and the hospital site. All of the houses are currently vacant, but are immediately habitable in their current condition. However, some houses could accommodate an additional bedroom and would benefit from new bathrooms, kitchen and floor coverings in part to meet current demands of style. Also, improvements to the streetscape and some additional provision of off-road parking could be made.

ECTC will carry out refurbishment, alteration and improvement works to the houses. In doing so, it is possible to convert four houses into eight maisonettes to deliver 92 homes in total. These would be disposed of over a period of two years with 77 sold to individual purchasers on the open market and 15 offered as shared ownership affordable units.

In addition to the refurbishment, subject to planning permission, there are opportunities for further new build development within the site. ECTC will submit planning applications during 2019.

## Current CLT projects in East Cambs

East Cambs CLT	The 2 affordable homes at Kings Row, Ely have been transferred to the ownership of East Cambs CLT. They are now being managed under contract by ECCH.
Haddenham CLT	Palace Green Homes are planning to commence construction of the project at West End Gardens, Haddenham in 2019 and ECCH is supporting the local CLT as it prepares to take ownership of 19 new affordable homes.
Kennett CLT	The CLT continues to support the Palace Green Homes development on land at Station Road. This large scheme will provide 500 new dwellings with affordable homes contributing 150 of the total. Outline planning permission is expected in the spring of 2019 and ECCH will provide support and guidance to the CLT as the scheme moves closer to the construction stage.
Soham CLT	Following handover of 8 affordable properties from Palace Green Homes at Fledglings, Soham, the CLT is using ECCH to manage the properties on their behalf. The CLT is actively looking at a further housing projects in the town.
Stretham & Wilburton CLT	The CLT have identified a site in Wilburton that might provide 15 affordable homes and new sports facilities for the village although it is at an early stage of planning.
Swaffham Bulbeck CLT	The CLT are working with a landowner and developer to lodge a planning application for a piece of land in the village which currently would provide 15 affordable homes for the CLT. This project will require support throughout its development.
Swaffham Prior CLT	The CLT received a funding grant to research a district heating system and are now ready to apply for planning permission. The £3m proposal is for a community heating system run off ground source heat pumps and it is hoped the scheme will take the village off its' reliance on oil heating and provide a sustainable, environmentally sound, economical source of energy for the whole village

## Development Pipeline / Opportunities

Table 1. Land development pipeline at Jan 2019

Site	Ownership	Planning Status	Total No. of Homes	Market homes	Affordable homes
West End Gardens, Haddenham	Option	Approved	54	35	19
Ely (MOD) Refurb	Under offer	Existing housing (refurbishment)	92	77	15
Ely (MOD) Newbuild	Under offer	Subject to planning	60	42	18
Site 1	ECDC	Subject to planning	16	11	5
Kennett	Option	Application submitted	500	350	150
<b>TOTALS</b>			<b>722</b>	<b>515</b>	<b>207</b>
Tenure split (%)			100%	71%	29%

Table 2. Forecast housing completions at Jan 2019<sup>1</sup>

Year	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL	Tenure split (%)
Private sales	24	101	66	73	84	348	75%
CLT affordable homes	18	23	33	19	21	114	25%
<b>Total</b>	<b>42</b>	<b>124</b>	<b>99</b>	<b>92</b>	<b>105</b>	<b>462</b>	<b>100%</b>


<sup>1</sup> 240 of the properties scheduled for delivery are at Kennett Garden Village. Funding and delivery arrangements for this project have still to be formalised.

## Financial projections – Property and Community Housing

Table 3. Financial projections 2017 – 2022 (exc. revenue from Kennett Garden Village) at Jan 2019.

	2017/18	2018/19	2019/20	2020/21	2021/22	TOTAL
<b>Turnover</b>						
Market housing sales	-	£5.63m	£8.22m	£35.40m	£10.99m	£60.24m
Affordable (CLT) housing sales	-	£0.86m	£0.28m	£4.88m	£3.09m	£9.11m
EC Community Housing	£0.15m	£0.11m	£0.15m	£0.15m	£0.15m	£0.71m
Other income	£0.84m	£0.02m	-	-	-	£0.86m
<b>Total Turnover</b>	<b>£0.99m</b>	<b>£6.62m</b>	<b>£8.65m</b>	<b>£40.43m</b>	<b>£14.23m</b>	<b>£70.92m</b>
<b>Cost of Sales</b>	<b>£1.18m</b>	<b>£5.65m</b>	<b>£8.79m</b>	<b>£37.17m</b>	<b>£13.50m</b>	<b>£66.29m</b>
<b>Gross Profit / (Loss)</b>	<b>-£0.19m</b>	<b>£0.97m</b>	<b>-£0.14m</b>	<b>£3.26m</b>	<b>£0.73m</b>	<b>£4.63m</b>
<b>Overheads</b>	<b>£0.14m</b>	<b>£0.14m</b>	<b>£0.13m</b>	<b>£0.13m</b>	<b>£0.14m</b>	<b>£0.68m</b>
<b>EBITDA</b>	<b>-£0.33m</b>	<b>£0.83m</b>	<b>-£0.28m</b>	<b>£3.13m</b>	<b>£0.59m</b>	<b>£3.94m</b>

## Corporate objectives for ECTC (Property and Community Housing) in 2019/20.

	
<p>Consolidate the market position as the natural development partner for CLTs and work with more trusts to facilitate more community-led developments across Cambridgeshire.</p>	<p>Further develop activities with CLTs in East Cambs. New opportunities are expected to continue to materialise across the district and CLTs will require support and technical advice.</p>
<p>Continue to identify, appraise and secure further land with potential, including sites from within the ECDC asset base, to strengthen the existing development pipeline.</p>	<p>Plan and implement stronger, more frequent, marketing campaigns to further highlight the CLT advice service which is available to communities in East Cambs.</p>
<p>Develop the company's in-house construction management capabilities to enhance profit margins and give the company greater control of project delivery.</p>	<p>Take advantage of opportunities to increase the housing stock that area managed on behalf of CLTs across the district and potentially further afield.</p>
<p>Explore alternative project delivery mechanisms that will allow more homes to be built, more quickly (including the use of modern methods of off-site construction).</p>	<p>Use the company's reputation for excellent support to the community housing sector to secure consultancy revenue from other Local Authorities and CLTs outside the district.</p>
<p>Commence construction of 54 new homes West End Gardens, Haddenham, including 19 CLT owned homes.</p>	<p>Launch a new bid writing service for CLTs to secure revenue and capital grants and loans from Homes England, Charitable Foundations and individual benefactors.</p>
<p>Commence refurbishment of 92 homes on the Former MOD site in Ely and submit planning applications for further new build development on the site.</p>	
<p>Secure planning permission for Kennett Garden Village and determine the most effective delivery arrangement to bring the scheme forward to the delivery stage.</p>	

## SWOT Matrix

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

**EAST CAMBS STREET SCENE ANNUAL BUSINESS PLAN**

Committee: Shareholder Committee

Date: 11 February 2019

Author: Director Operations

[T202]

1.0 **ISSUE**

1.1 To consider the East Cambs Street Scene Annual Business Plan.

2.0 **RECOMMENDATION(S)**

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

3.0 **BACKGROUND/OPTIONS**

3.1 In accordance with the Shareholder Agreement ECSS is required to produce an Annual Business Plan for approval by Council.

4.0 **ARGUMENTS/CONCLUSIONS**

4.1 ECSS has produced the Business Plan 2019/20 (Appendix 1).

4.2 The Board of Directors approved the Business Plan 2019/20 on 31 January 2019.

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

5.0 **FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT**

5.1 There are no additional financial implications arising to the Council from the ECSS Business Plan 2019/20.

5.2 Equality Impact Assessment (INRA) not required.

6.0 **APPENDICES**

6.1 ECSS Business Plan 2019/20.

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**Background Documents**

None

**Location**

The Grange,  
Ely

**Contact Officer**

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# East Cambs Street Scene Ltd

## Business Plan – 2019/20



### Did you know...

East Cambs Street Scene Team are now providing your waste collections and street cleansing?

**#Bringingthewastehome**

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## MISSION STATEMENT

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

## VISION

We believe in improving the quality of life of the taxpayer of East Cambridgeshire and we believe in the Council's objectives that are set out in the Corporate Plan 2017-2019. East Cambs Street Scene Limited will continue to support the Council in achieving these objectives.

## VALUES

### Strategic Objectives

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

### Our Services will be:

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



## Introduction

ECSS is a trading company set up by ECDC to provide waste and street cleansing services to the residents of East Cambridgeshire. This consists of:

- Household waste collections
- Recycling waste collections
- Garden waste collections
- Food waste collections
- Litter picking
- Street sweeping
- Fly tip removal
- Bulky waste collections
- Graffiti removal
- Chewing gum removal
- Litter and dog poo bin collections
- Bin deliveries

ECSS has made a commitment to explore all areas of income generation that will enable it to continue to deliver good quality services to its residents, visitors and businesses.

The primary focus of ECSS shall be to continue to develop the waste and street cleansing services; ensuring that both continue to deliver high quality services that respond to the needs of the community and seek to maximise on opportunities that arise throughout the year.

Where opportunities arise that are outside the scope of this business plan, individual business plans will be produced and submitted to the ECSS Board of Directors for approval.

This business plan seeks to provide:

- A brief overview of 2018/19 for ECSS and the years ahead



## Section 1:

## Strategic Vision and Work Programme

Under the requirements of the Memorandum of Agreement (MOA) East Cambs Street Scene Ltd (ECSS) committed to a four phase plan for the development of the waste and street cleansing services building on the consolidation of the service as currently configured and implementation of the new regimes for street cleansing, to include the following:

- **2019/20:** Full integration of the management teams in the Council's current Waste team and ECSS's Management team. Consolidate the reduced collection arrangements for the garden waste service over winter months and planning and introduction of a trade waste service. Planning of reconfiguration proposals for the 'As Is' domestic waste and recycling collection services to deliver the efficiencies required by this business case.
- **2020/21:** Implementation of the reconfiguration plans for the 'As Is' domestic waste and recycling collection services to deliver the efficiencies required by this business case. Planning further reconfiguration of domestic waste and recycling collection services in response to the emerging Government Strategy for Waste.
- **2021/22:** Working with the regional waste partnership to implement revised waste and recycling collections services and processing of recyclates against the finalised Government Waste Strategy to meet the set targets and to reduce the Council's current exposure to variances in the income derived from recyclates.
- **2022/23:** Consolidation of the revised collection arrangements and re-setting of stretch targets for the next 5 year period for waste and street cleansing services.

The rationale for the phased development plan is to tie in with the stretch targets contained in Schedule 1 of the MOA. The details of each of these phases are outlined in the diagram overleaf along with the key deliverables for each phase.



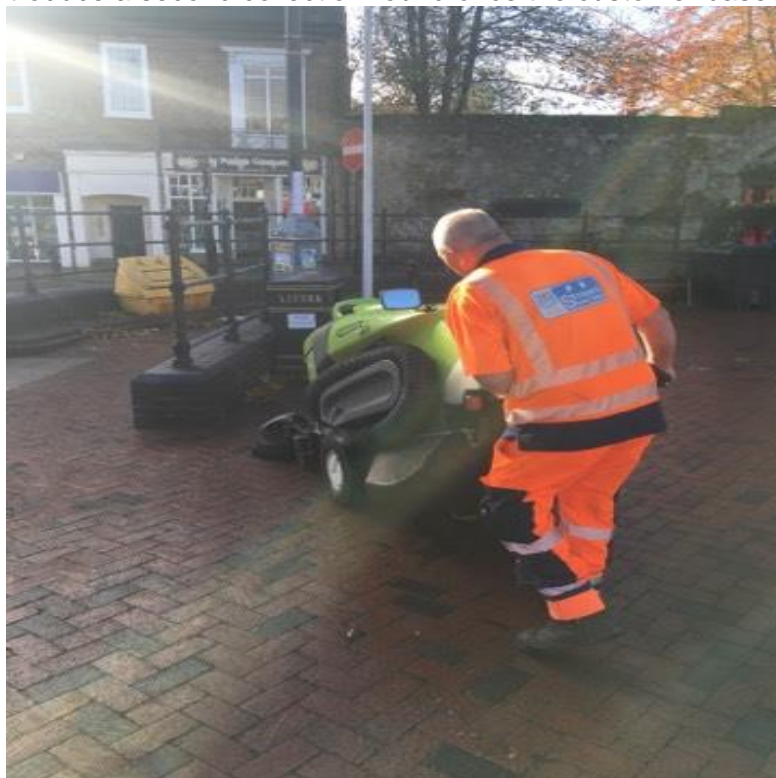
Key Developments			
2019/20	2020/21	2021/22	2022/23
<ul style="list-style-type: none"> <li>Improve operational performance and customer experience.</li> </ul>	<ul style="list-style-type: none"> <li>Improve operational performance and customer experience.</li> </ul>	<ul style="list-style-type: none"> <li>Improve operational performance and customer experience.</li> </ul>	<ul style="list-style-type: none"> <li>Improve operational performance and customer experience.</li> </ul>
<ul style="list-style-type: none"> <li>Consolidate the reduced collection arrangements for the garden waste service over winter months to deliver efficiencies required by this business case.</li> </ul>	<ul style="list-style-type: none"> <li>Further consolidate the reduced collection arrangements for the garden waste service over winter months to deliver efficiencies required by this business case.</li> </ul>	<ul style="list-style-type: none"> <li>Plan further reconfiguration of garden waste collection service in response to the emerging Government Strategy for Waste.</li> </ul>	<ul style="list-style-type: none"> <li>Work with the regional waste partnership to implement a revised garden waste collection services and processing of arrangements against the finalised Government Waste Strategy</li> </ul>
<ul style="list-style-type: none"> <li>Complete the pre party work for the reconfiguration of the 'As Is' domestic waste and recyclates collection rounds.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the reconfiguration of the 'As Is' domestic waste and recycling collection rounds to deliver efficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>Plan further reconfiguration of domestic waste and recycling collection services in response to the emerging Government Strategy for Waste.</li> </ul>	<ul style="list-style-type: none"> <li>Work with the regional waste partnership to implement revised waste and recycling collections services and processing of arrangements against the finalised Government Waste Strategy</li> </ul>
<ul style="list-style-type: none"> <li>Develop the business case for the introduction of a trade waste service and then introduce the service.</li> </ul>	<ul style="list-style-type: none"> <li>10% growth in the rate of return from the trade waste service.</li> </ul>	<ul style="list-style-type: none"> <li>Further 10% growth in the rate of return from the trade waste service.</li> </ul>	<ul style="list-style-type: none"> <li>Further 5% growth in the rate of return from the trade waste service.</li> </ul>
<ul style="list-style-type: none"> <li>Review and refine as required street cleansing regimes.</li> </ul>	<ul style="list-style-type: none"> <li>Refinement of street cleansing regimes.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement an awareness campaign and enforcement programme for environmental crime.</li> </ul>	<ul style="list-style-type: none"> <li>Review street cleansing regimes.</li> </ul>
<ul style="list-style-type: none"> <li>Meeting the income target for recyclates.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting the income target for recyclates.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting the income target for recyclates.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting the income target for recyclates.</li> </ul>

Key Developments			
2019/20	2020/21	2021/22	2022/23
<ul style="list-style-type: none"> <li>Maintain the performance management framework for the waste collection services and street cleansing.</li> </ul>	<ul style="list-style-type: none"> <li>Refine and maintain the performance management framework for the waste collection services and street cleansing.</li> </ul>	<ul style="list-style-type: none"> <li>Review the performance management framework against requirements of the emerging Government Strategy for Waste.</li> </ul>	<ul style="list-style-type: none"> <li>Implement a revised performance management framework consistent with the finalised requirements of the Government Strategy for Waste.</li> </ul>
<ul style="list-style-type: none"> <li>Meet the annual stretch targets.</li> </ul>	<ul style="list-style-type: none"> <li>Meet the annual stretch targets.</li> </ul>	<ul style="list-style-type: none"> <li>Meet the annual stretch targets.</li> </ul>	<ul style="list-style-type: none"> <li>Reset the stretch targets for the next 5 years and then meet the annual stretch targets.</li> </ul>
<ul style="list-style-type: none"> <li>Plan the Integration systems and deliver IT systems and solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Continue the Integration systems and further develop IT systems and solutions as required.</li> </ul>	<ul style="list-style-type: none"> <li>Review systems and IT infrastructure against requirements of the emerging Government Strategy for Waste.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the reconfiguration of systems and IT infrastructure against the finalised requirements of the Government Strategy for Waste.</li> </ul>
<ul style="list-style-type: none"> <li>Progress the planned vehicle replacements included in this business plan.</li> </ul>	<ul style="list-style-type: none"> <li>Progress the planned vehicle replacements included in this business plan.</li> </ul>	<ul style="list-style-type: none"> <li>Review future vehicle requirements against requirements of the emerging Government Strategy for Waste.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the reconfiguration of the vehicle fleet against the finalised requirements of the Government Strategy for Waste.</li> </ul>
<ul style="list-style-type: none"> <li>Review and introduce a revised sickness absence policy after full consultation with ECSS staff to support the annual review of individual performance to underpin pay awards for the year.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the annual review of individual performance to underpin pay awards for the year.</li> </ul>	<ul style="list-style-type: none"> <li>Review the human resources implications of the requirements of the emerging Government Strategy for Waste.</li> </ul>	<ul style="list-style-type: none"> <li>Implement any amendments the human resources policies and procedures required by the Government Strategy for Waste.</li> </ul>

ECSS shall operate within the Council's Partnership Protocol for the Delivery of the Waste and Street Cleansing Services, Schedule 5 of the MOA. In delivering this strategic vision, ECSS shall meet the Council's requirements for the Services set out in Schedules 2 and 3, Service Specifications of the MOA.

ECSS shall, in agreement with the Council, implement the following;

- (a) **Domestic Waste:** ECSS shall increase productivity to allow the current round configuration to accommodate the increased number of households from 40,000 up to 44,000. ECSS shall continually examine and re-evaluate the rounds to ensure that the most efficient collection methodology is deployed to meet community and waste minimisation targets.
- (b) **Dry Recyclable Waste:** ECSS shall improve the efficiency of this service through the development and implementation of an Annual Communications Strategy to increase participation to ensure that efficient and effective use of resources is achieved.
- (c) **Garden Waste:** ECSS shall allow for reduced volumes of waste in winter by reducing deployed collections crews and therefore increasing productivity of the remaining rounds.
- (d) **Clinical Waste Collections:** ECSS shall deliver a service through the RECAP clinical waste collections contract.
- (e) **Bulky Collections and Neighbourhood Recycling Sites:** ECSS shall extend the availability of the service.
- (f) **Trade Waste:** ECSS shall aim to introduce in 2019/20 a dedicated trade waste service based on a business case approved by the Board of ECSS. Thereafter ECSS shall build up an enhanced client base through increased marketing and then introduce a second collection round once the customer base is established.



## Section 2:

## Looking back

The priority for ECSS in 2018/19 was to improve the waste and street cleansing service to our residents and achieve the targets set within the MOA.

We were also able to:

- Undertake the pre-party work for the reconfiguration of recyclates and garden waste collection services.
- Carry out a pay review for the frontline staff.
- Implement of the new regimes for street cleansing.

Table 1 below highlights the significant improvement achieved since the 1<sup>st</sup> of April 2018 when the waste and street services were brought back in house under ECSS. With the implementation of new and improved working schedules we were able to consistently increase the level of service delivery and in some cases, achieve the target level set within the MOA.

**Table 1: ECSS Performance in Relation to the Management and Resolution of Service Requests within the Time Specified Resolution (as a %) for April to December 2018**

Service	April		May		Trend	June		Trend
	Month	Cum	Month	Cum		Month	Cum	
Refuse	46	63	54	▲	68	58	▲	
Recycling	53	44	48	▼	40	45	▼	
Garden	49	61	57	▲	50	55	▼	
Bulk & Clinical	79	74	76	▼	74	75	▼	
Street Cleansing	17	13	15	▼	16	15	▼	

Service	July			Aug			September		
	Month	Cum	Trend	Month	Cum	Trend	Month	Cum	Trend
Refuse	87	66	▲	82	69	▲	85	73	▲
Recycling	75	53	▲	82	58	▲	85	62	▲
Garden	74	58	▲	81	62	▲	88	66	▲
Bulk & Clinical	82	77	▲	84	79	▲	92	81	▲
Street Cleansing	42	23	▲	33	25	-	55	30	▲

Service	October			November			December		
	Month	Cum	Trend	Month	Cum	Trend	Month	Cum	Trend
Refuse	92	76	▲	98	77	▲	95	78	▲
Recycling	87	65	▲	98	69	▲	93	70	▲
Green	91	69	▲	97	72	▲	97	73	▲
Bulk & Clinical	92	82	▲	83	83	▲	89	83	▲
Street Cleansing	59	33	▲	72	37	▲	79	39	▲

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

The substantial improvements made in the services being delivered reflects the hard work of ECSS's Management Team and the Council Waste Team under the direction of the Waste Minimisation and Fleet Manager.

## Looking forward

Over the next 12 months ECSS intends to continue to improve service delivery and will focus on achieving the 80% performance target set for all the services it delivers. It will then aim to sustain these high levels of service delivery while continuing to develop its existing services as well as seeking new and exciting business opportunities.

### Section 3:

#### Staffing Structure and Responsibilities

3.1 In 2019/20 ECSS will deploy the following staffing structure to deliver this business plan:

Number	Job Title	Employment Status
1	Street Scene Manager	(ECSS employee)
2	Assistant Managers	(ECSS employee)
2	Administration Assistants (ECSS employee).	(ECSS employee)
9	Refuse Collection Service - HGV Drivers/Team Leaders	(ECSS employee)
10	Refuse Collection Service - Loaders	(ECSS employee)
4	Recyclates Collection Service - HGV Drivers/Team Leaders	(ECSS employee)
9	Recyclates Collection Service - Loaders	(ECSS employee)
5	Garden Waste Collection Service - HGV Drivers/Team Leaders	(ECSS employee)
9	Garden Waste Collection Service - Loaders	(ECSS employee)
3	Street Cleansing - HGV Drivers	(ECSS employee)
6	Street Cleansing – Driver/Operatives	(ECSS employee)
4	Street Cleansing - Operatives	(ECSS employee)
<b>Total</b>		
<b>64</b>	24 Driver/Team Leaders have to ensure day to day delivery of service standards.	

3.2 At an operational level, the workforce shall be multi-skilled ensuring staff are flexible in their work enabling the management team to deploy staff to meet service needs. This increased flexibility shall improve performance and reduce the impact of staff absenteeism.

**Section 4:****Arrangements to Underpin Service Delivery**

- 4.1 **Deployment of Staff:** ECSS shall deliver the Services using the workforce detailed in section 3 above. ECSS shall introduce a robust monitoring system to ensure that sickness levels are monitored closely to ensure the effective and efficient deployment of resources.
- 4.2 **Staff Training and Development:** ECSS shall train and develop the core workforce against its' adopted Skills Matrix.
- 4.3 **Line of Business System and In-cab Technology:** ECSS shall develop a bespoke computer system to support business and internal requirements linked to an In-cab system. This shall consist of a suite of applications to support every area of the business, tailored to the requirements of the Council.
- 4.4 **Core Employment Requirements:** ECSS shall comply with its' core employment requirements as determined by its adopted HR policies and procedures.
- 4.5 **Trade Union Engagement:** ECSS shall operate an open-door policy with trade unions and look to develop a constructive working relationship based upon its adopted Union Facilities Agreement.
- 4.6 **Quality Assurance:** ECSS will develop a performance management culture that will drive delivery improvements from within the service.
- 4.7 **Independent Auditing:** The Development Officer will act as the independent auditor to conduct totally independent unannounced audits on all work.
- 4.8 **Day to Day Communications:** Day-to-day users of the services will be able to contact ECSS via the Customer Services function of the Council. All vehicles, equipment and literature relevant to the services provided by ECSS will carry the contact details of the Council's Customer Services. Operational staff, who are likely to meet members of the public as they complete their rounds or cleansing duties, will be encouraged to channel all enquiries and complaints through Customer Services.
- 4.9 **Out of Hours Communications:** An out of hours communication process will be in operation to ensure that customer requests are responded too, in line with the service request targets set out in the MOA.
- 4.10 **Arrangements for Health and Safety:** ECSS shall maintain an up to date health and safety policy and codes of practice to ensure that the Company delivers a consistent approach to safety, maintaining standards and minimising risk to all stakeholders. The following arrangements for health and safety are in place to support this approach:
- 4.12 **Management of Risks:** ECSS will continue to manage risks in accordance with its Risk Register that is contained in Appendix 1 of this business plan.

## Section 5:

## Marketing of the Services

- 5.1 The Council and the Company will lead the development and delivery of an annual Communications Plan for the Regulatory Services Committee to approve; and have the following specific responsibilities included:
- 5.2 The marketing activities undertaken by ECSS shall be in accordance with the annual Communications Plan produced by the Council. The Action Plan within the Communications Plan shall specifically set out the marketing and promotional actions to be undertaken by ECSS and progress against these actions shall be reported to the Regulatory Services Committee.
- 5.3 ECDC and ECSS shall work with the Parish Councils and other local groups to establish an agreed view of how best to identify and address local concerns about service quality. The prime objective shall be to work in partnership with these bodies to help improve. This will include the marketing (research, development, promotion and review) of integrated services within East Cambridgeshire.
- 5.4 ECDC and ECSS shall also work with WRAP, ENCAMS, RECAP and other nationally and regionally recognised bodies to better understand public attitudes to key issues such as waste minimisation and recycling.



The glass we **recycle** in the UK each year saves enough **energy** to launch 10 space shuttle missions



Glass is **100%** recyclable and can be used again and again

## Section 6:

## Customer Care

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

<b>Policy Statement for the Waste and Street Cleansing Services: Measures to Ensure Excellent Customer Service</b>	
1.	<b>Purpose of the Policy Statement:</b> To ensure a high level of customer service is consistently delivered to the standards of a high performing local authority by proactively and consistently responding to service requests and complaints from customers to ensure the performance stretch targets for the services and are at least met if not exceeded.
2.	<b>Treating Customer Service Requests as Genuine:</b> The starting point for delivering a high level of customer service is that a resident as our customer is contacting the Waste and Street Cleansing Service because they have a genuine issue and that they are not being difficult or seeking to mislead the service. Even if there is doubt about their service request it shall be treated as genuine and dealt with accordingly. A service request shall not be progressed only when the service has gathered evidence of inappropriate behaviour by the resident to then be able to detail to the resident why their service request shall not be resolved.
3.	<b>First Time Fixes:</b> Top performing services operate on first time fixes by directly empowering management teams within the services. This approach shall be fully adopted by ECSS to improve and then sustain a high quality and consistency of the service activities being delivered. Unless they are policy related, all service requests and complaints shall go directly to the management team within ECSS for resolution within the set timeframes. This being consistent with the need for empowerment of the management team and to ensure their full accountability for service delivery.
4.	<b>The Design of Workflows:</b> Design shall be from the customer's perspective to ensure they are robust and fit for purpose. This is to ensure that service requests and complaints from customers are effectively and consistently addressed at the point they are made to Customer Services, through to the action required by ECSS and to the point of closure within the CRM system within the timeframes set for each activity.
5.	<b>Annual Targets for Completion of Service Requests:</b> The service management team shall have a set annual targets for completion of all categories of service requests to set timeframes. To support the achievement of the annual targets the service management team shall receive a prompt if they have failed to close off a service request or if there is a call back from the resident about the service request being outstanding; and the management team must then prioritise the service request being closed off. If the service request is still outstanding it shall be referred to a designated senior manager for direction to be given to the management team about the action to be taken. The monthly monitoring of performance against the stretch targets for service response times shall be by a monthly performance report that confirms actual performance of the service activities against the set timeframes and the levels of service request not resolved within the set timeframes, (as a percentage of the total number of service requests received for the month).

6. **Compliance with Adopted Policies and Procedures:** All staff in both Customer Services and ECSS shall fully comply with all adopted policies and procedures of the Council that cover the provision of waste and street cleansing activities. This is to ensure consistency and transparency in the delivery of the waste and street cleansing services. Any variances from adopted policies and procedures must be agreed by a senior manager.



## Section 7:

## Scope of Services to be provided in 2019/20 to Meet Council Core Requirements

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
<b>Education and Communications</b>	<ul style="list-style-type: none"> <li>To provide support to the Development Team (Environmental Services) of ECDC for an education function for Schools and more widely to communicate to the public key environmental policies.</li> <li>To influence waste minimisation, participation rates and on meeting recycling targets.</li> </ul>	<ul style="list-style-type: none"> <li>To be managed by ECDC by the development and implementation of the Annual Communication Strategy with support from ECSS.</li> <li>Set as a KPI as part of the Annual Service Development Plan to confirm the impact of the Annual Communications Strategy.</li> </ul>
<b>Domestic Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>Weekly collection service.</li> <li>Service utilising sack collections.</li> <li>Workforce directly employed by ECSS.</li> <li>Service managed by ECSS.</li> <li>Disposal by Cambridgeshire County Council.</li> </ul>	<ul style="list-style-type: none"> <li>No change.</li> <li>No change: 1,917,760 sack collections per annum, with 43,524 assisted collections per annum, including the provision of 1,917,760 refuse sacks to residents per annum.</li> <li>Workforce directly employed by ECSS.</li> <li>Management structure and project team identified</li> <li>ECSS to manage the interface with Cambridgeshire County Council.</li> </ul>
<b>Garden Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>Fortnightly collection service.</li> <li>Service utilising wheeled bins.</li> <li>Workforce directly employed by ECSS.</li> <li>Service managed by ECSS.</li> <li>Disposal by Cambridgeshire County Council.</li> </ul>	<ul style="list-style-type: none"> <li>No change.</li> <li>No change: 924,534 wheeled bins and 34,346 sack collections per annum, with 34,346 assisted collections, including the provision of 400 replacement bins per annum and provision of 137,384 garden waste sacks to residents.</li> <li>Workforce directly employed by ECSS.</li> <li>Management structure and project team identified</li> </ul>

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
		<ul style="list-style-type: none"> <li>• ECSS to manage the interface with Cambridgeshire County Council.</li> </ul>
<b>Dry Recyclable Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Fortnightly collection service.</li> <li>• Service utilising wheeled bins.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Service managed by ECSS.</li> <li>• Disposal by the current RECAP MURF contract.</li> </ul>	<ul style="list-style-type: none"> <li>• No change.</li> <li>• No change: 924,534 wheeled bins and 34,346 sack collections per annum, with 34,346 assisted collections, including the provision of 400 replacement bins per annum and provision of 68,692 garden waste sacks to residents.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Management structure and project team identified</li> <li>• ECSS to manage the interface with RECAP MRF Contractor.</li> </ul>
<b>Trade Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Service to be managed by ECSS.</li> <li>• Provision of a service to other Council services</li> <li>• Disposal by Cambridgeshire County Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Management structure and project team identified</li> <li>• ECSS to produce a business case for the introduction of a sustainable service.</li> <li>• ECSS to establish optimum commercial solution for the disposal of Trade Waste.</li> </ul>
<b>Clinical Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Weekly or ad hoc collection service determined by the clinical needs of the customer.</li> <li>• Collections from the properties of the customers.</li> <li>• Service managed by ECSS.</li> <li>• Current contractual arrangements for disposal.</li> </ul>	<ul style="list-style-type: none"> <li>• To provide and manage a clinical waste collection service through the RECAP clinical waste collection contract.</li> <li>• Current contractual arrangements for disposal to be used.</li> </ul>
<b>Bulky Household Waste Collection Service and White Goods Collection Service:</b>	<ul style="list-style-type: none"> <li>• Bookable service.</li> <li>• Service managed by ECSS.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Current contractual arrangements for disposal.</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity provides for a minimum of 1,100 collections per annum.</li> <li>• Management structure and project team identified.</li> <li>• Workforce directly employed by ECSS.</li> </ul>

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
		<ul style="list-style-type: none"> <li>• ECSS to establish optimum commercial solution for the disposal of Bulky Household Waste and White Goods.</li> </ul>
<b>Bring Sites:</b>	<ul style="list-style-type: none"> <li>• 5 Bring Sites to be serviced with paper/cardboard recycling bins, glass recycling bins, plastic recycling bins and 10 textile recycling bins.</li> <li>• Service managed by ECSS.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Disposal through the RECAP MRF contract.</li> </ul>	<ul style="list-style-type: none"> <li>• No change: 5 Bring Sites to be serviced with paper/cardboard recycling bins, glass recycling bins, plastic recycling bins and 10 textile recycling bins.</li> <li>• Workforce directly employed by ECSS or by a retained subcontractor.</li> <li>• ECSS to undertake commercial review to establish optimum commercial position for the Council.</li> </ul>
<b>Disposal Arrangements</b>	<ul style="list-style-type: none"> <li>• Existing contractual arrangements to be managed by ECSS</li> </ul>	<ul style="list-style-type: none"> <li>• ECSS to manage.</li> </ul>

## Section 8:

## ECSS's Service Delivery Plans for 2019/20

Council Core Requirement	ECSS's Service Delivery Plan
<p><b>Domestic Waste Collection Service:</b></p>	<p>ECSS's Domestic Waste Collection Service shall be based on 5 rounds with one driver and two loaders operating weekly, excluding Bank Holidays and a close-down at Christmas agreed with the Council. The service shall cover a total of up to 40,000 dwellings. ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> <li>• Sack collections – 1,917,760 per annum.</li> </ul> <p>ECSS shall incorporate the Assisted sack collections – 43,525 per annum.</p> <p>ECSS shall replace sacks on domestic collections as follows:</p> <ul style="list-style-type: none"> <li>• 60 litre sacks – 1,917,760 per annum.</li> </ul>
<p><b>Garden Waste Collection Service:</b></p>	<p>ECSS shall deliver a fortnightly Garden Waste Collection Service based on a maximum of 5 rounds, excluding Bank Holidays and a close-down at Christmas agreed with the Council. The service shall cover a total of up to 40,000 dwellings with following flexible staff deployment:</p> <ul style="list-style-type: none"> <li>• Driver and two loaders in the summer months, (April to October);</li> <li>• Driver and 1 loader in the winter months, (November to March).</li> </ul> <p>ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> <li>• Wheeled Bins – 924,534 per annum.</li> <li>• Sack Collection – 34,384 per annum.</li> </ul> <p>ECSS shall incorporate the Assisted wheeled bin collections – 21,762 per annum.</p>

Council Core Requirement	ECSS's Service Delivery Plan
	<p>ECSS shall replace sacks and wheeled bins on garden collections as follows:</p> <ul style="list-style-type: none"> <li>• Wheel bins – 400 per annum.</li> <li>• 60 litre sacks – 137,384 per annum.</li> </ul>
<b>Dry Recyclates Collection Service:</b>	<p>ECSS's fortnightly Dry Recyclates Collection Service shall be based on a maximum of 5 rounds with one driver and two loaders operating excluding Bank Holidays and a close-down at Christmas agreed with the Council. The service shall cover a total of up to 40,000 dwelling. ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> <li>• Wheeled Bins – 924,534 per annum.</li> <li>• Sack Collection – 34,346 per annum.</li> </ul> <p>ECSS shall incorporate the Assisted wheeled bin collections – 21,762 per annum.</p> <p>ECSS shall replace sacks on dry recycling collections as follows:</p> <ul style="list-style-type: none"> <li>• Wheeled bins – 400 per annum.</li> <li>• 60 litre sacks – 68,692 per annum.</li> </ul>
<b>Trade Waste Collection Service:</b>	<p>ECSS shall develop and operate a dedicated trade waste collection round using a driver and one loader as a commercial operation to enable the Council to discharge its function as a Waste Disposal Council. The Council shall not be entitled to any revenues collected from ECSS's commercial waste activities.</p> <p>ECSS shall actively promote the service to increase market share within East Cambridgeshire.</p>

Council Core Requirement	ECSS's Service Delivery Plan
<b>Clinical Waste Collection Service:</b>	To provide a clinical waste collection through a 3 <sup>rd</sup> party contractor in accordance with the contract procured through RECAP.
<b>Neighbourhood Recycling Sites:</b>	ECSS shall directly empty the 5 Neighbourhood Recycling Sites and subcontract the collection of textile banks across the district.
<b>Bulky Household Waste Collection Service and White Goods Collection Service:</b>	<p>ECSS shall operate a Bulky Household Waste Collection Service and White Goods Collection Service for a minimum of 1,100 customers with the existing resources from within ECSS to achieve:</p> <p>ECSS shall aim to develop an electronic solution to scheduling and rounding and introduce a day collection service together with a zone-based appointment system.</p>

**Section 9:****ECSS Base Case 2019/20**

- 9.1 **Introduction:** Detailed below is base case projections for the delivery of the waste and street cleansing service over 2019/20. The Council will be required to increase the base costs each year by the revenue estimate increases applied to the Council's own budgets in accordance with the Memorandum of Agreement. The outcome of the Pay Review carried out in 2018/19 by Huntingdonshire District Council on behalf of ECSS is included in the financial projections
- 9.2 **Allocation of Financial Risks:** ECDC shall have the risk of funding the management fee each year based on the financial projections contained in its business case. Once the management fee has been fixed for a financial year ECSS shall then have the financial risk of delivering the specified services within the fixed management fee including realising the efficiencies included in the business plan. If funding of the management fee is not possible within ECDC's Medium Term Financial Strategy, then ECDC and ECSS shall have meaningful discussions in December before the next financial year to re-specify services to achieve an affordable waste and street cleansing service.
- 9.3 Detailed below are explanatory notes in respect to financial projections included in this business plan:
- a) The known increases in the employer's contributions for the People's Pension have been factored in but any further increases in these costs would have to be a pass through cost to the ECDC if they cannot be absorbed within these financial projections.
  - b) The introduction of the new grades resulting from the Pay Review can be introduced and the first annual pay awards made within existing resources. The proposed pay award contained in the financial projections would make ECSS fully compliant with Minimum Wage requirements. Future annual pay awards will then be tied to performance, specifically the achievement of ECSS stretch targets and the delivery of round reconfiguration to achieve further efficiencies to help sustain the service and to fund the pay awards going forward.

Table 9.1: Base Case Summary 2019/20

	Refuse Service	Recycling Service	Garden Waste Service	Street Cleansing Service	Total
<b>Income:</b>					
Management Fee	1,154,854	315,711	579,176	675,950	2,725,691
Bulky Collections	22,606	-	-	-	22,606
Recycling Credits	-	359,119	-	-	359,119
Garden Waste Collections	-	-	23,000	-	23,000
<b>Total Income</b>	<b>1,177,460</b>	<b>674,830</b>	<b>602,176</b>	<b>675,950</b>	<b>3,130,416</b>
<b>Expenditure:</b>					
Total Staffing Costs	455,775	304,082	330,166	321,203	1,411,226
Total Vehicle Costs (Inc. Debt Costs)	317,524	110,826	110,826	150,263	689,439
Total Supplies & Equipment Costs	101,383	15,210	15,610	59,276	191,479
Fuel Costs	120,000	75,000	75,000	30,000	300,000
MRF Processing Costs	0	99,670	0	0	99,670
Apportionment of Management & Administration Costs	80,675	40,337	40,337	40,337	201,686
Apportionment of Depot Costs	26,496	13,248	13,248	13,248	66,240
Apportionment of Other Direct Overheads (Inc. Director Costs & WM Team Costs)	74,658	37,329	37,329	37,329	186,645
Apportionment of Indirect Overheads - ECDC recharges for Support Services	21,000	10,500	10,500	10,500	52,500
Profit @ 2%	23,950	12,131	12,656	13,794	62,531
<b>Total Expenditure</b>	<b>1,221,461</b>	<b>718,333</b>	<b>645,672</b>	<b>675,950</b>	<b>3,261,416</b>
<b>Delivery of Programmed Efficiencies</b>	<b>44,001</b>	<b>43,503</b>	<b>43,496</b>	<b>-</b>	<b>131,000</b>
<b>Surplus/Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Note:** The programmed efficiencies relate to savings to be made from the reconfiguration of collection rounds approved by the ECSS Board in September 2018 as part of the detailed business case for 2018/19 to 2021/22.

9.4 Summarised below in Table 9.2 is an explanation of the projected growth in costs:

**Table 9.2: Projected Annual Growth in Costs**

<p><b>2019/20 Projected Growth in Costs:</b></p>	<ul style="list-style-type: none"> <li>• Staffing Costs - £84,459: The projected impact of the full year pay award costs for 2018/19 and the full year costs of the pay award for 2019/20.</li> <li>• Transport Costs - £47,528: The impact of debt repayment being included for the two replacement road sweepers.</li> <li>• Management &amp; Administration Costs - £4,157: The impact of the additional costs for the management restructure proposed for late 2018/19.</li> <li>• Depot Costs - £41,240: The impact of dept. repayment costs being included for the depot refurbishment project.</li> <li>• Profit - £4,556: Profit is based on 2% of expenditure so if expenditure increases profit increases.</li> </ul>
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9.5 **Funding the Growth in Projected Costs:** Funding of the growth in the projected costs in part or full will be through the following development projects included in the Business Case for ECSS but these projects will need to be driven through:

- The reconfiguration of the refuse collection rounds realising a saving of £94,200 if the service can be reduced by one round on a permanent basis.
- The reconfiguration of the garden waste collection rounds realising a saving of £42,300 per annum through reducing down to three rounds for four winter months or by £94,200 if the service can be reduced by one round on a permanent basis.
- The reconfiguration of the recyclates collection rounds realising a saving of £94,200 if the service can be reduced by one round on a permanent basis. This may be the most difficult of the round reconfiguration work streams if there is a further drive to increase recycling rates.

- The reconfiguration project would be based on the current number of properties in the District plus a 10% allowance for future housing growth. Housing growth above this level and the additional refuse and recycling collection requirements would have to be funded by ECDC.

9.6 Achievement of the planned efficiencies from round reconfiguration by ECSS would deliver an affordable waste and street cleansing services for the period of this business plans. Detailed in Table 9.3 below is a summary of the savings that ECSS will be required to deliver to ensure the services are affordable within the Council's MTFS.



## 'Biggest and most shocking' case of fly-tipping to date says East Cambs Council

 PUBLISHED: 11:47 14 May 2018 | John Elwarthy



Eighty tonnes of waste cleared, 500 individual graffiti wipes used and chewing gum scraped off pavements... all in two weeks' work for East Cambs Street Scene team

 PUBLISHED: 13:20 04 January 2019 | UPDATED: 15:38 04 January 2019 | Ben Jolley



## Appendix 1: East Cambs Street Scene Ltd - Strategic Risk Assessment Update

<b>Risk Reference:</b>
<b>A: Legislative Changes</b>
A1. Changes in health and safety legislation that places additional service delivery requirements and costs on ECSS, (passing through to the Council).
A2. Changes in employment legislation that places additional service delivery requirements and costs on ECSS, (passing through to the Council).
A3. Changes in legislation could impact on ECSS's powers to trade in a commercial manner, e.g. to deliver a trade waste service and cleansing services to third parties.
<b>B: Governance</b>
B1. Inadequate governance arrangements and lack of clarity on roles of the Council and ECSS for the delivery of the waste and street cleansing services could lead to poor decision making which could undermine the delivery and future development of the services.
B2. Lack of key skills amongst operational management team of ECSS to operate the services in full compliance with the Council's requirements and for ECSS to maximise on commercial opportunities.
<b>C: Finance</b>
C1. A failure of ECSS to align costs for service delivery to market rates by not achieving productivity levels required to deliver the market rates.
C2. A failure of ECSS to deliver the waste and street cleansing services within the budget envelope set by the Final Business Case.
C3. Economic downturn negatively impacting on recyclates income resulting in increased gate fees at the MRF.
C4. Economic downturn impacting on the capacity of ECSS to grow a trade waste service because of a failure of SME's to continue to trade.
<b>D: Operational</b>
D1. ECSS failing to manage sickness absence in accordance with adopted policies and procedures to ensure attendance targets are being achieved
D2. ECSS failing to consistently deliver the availability and performance standards set out in the new service specifications leading to reputational damage for the Council.
D3. ECSS failing to fully comply with the requirements of ECDC's Fleet Operator's Licence leading to the licence being revoked resulting in ECSS unable to operate heavy goods vehicles on public roads and therefore unable to fulfil the requirements of the MOA with the Council.
D4. ECSS failing to have in place sustainable sub-contractor arrangements (e.g. vehicle maintenance, agency staffing etc.) to sustain the delivery of the waste and street cleansing services.
D5. The Council and ECSS failing to progress within budget and to the set time frame the depot refurbishment project in order to upgrade depot facilities to ensure compliance with environmental and health and safety legislation and to provide capacity to deliver extended services from the depot.

<b>A: Legislative Changes</b>		
<b>Risk Reference</b>	<b>Management of Risk</b>	<b>Action</b>
A1. Changes in health and safety legislation that places additional service delivery requirements and costs on the ECSS, (passing through to the Council).	<p>This is outside the control of the Council and ECSS. Going forward this will need to be monitored.</p> <p>Continuous monitoring of changes to legislation through liaison with H&amp;SE, ebulletins, consultations, LGA KnowledgeHub and other publications.</p> <p>Any significant changes in legislation which realise this risk will be addressed immediately by the Director to Full Council. With an amended Business Plan for the delivery of the waste and street cleansing services being prepared for approval by ECSS's Board and then Full Council.</p>	Director, ECSS to monitor, supported by the ECDC Health & Safety Adviser
A2. Changes in employment legislation that places additional service delivery requirements and costs on ECSS, (passing through to the Council).	<p>This is outside the control of the Council and ECSS. Going forward this will need to be monitored.</p> <p>Continuous monitoring of changes to legislation through liaison with the Chartered Institute of Personnel Management (CIPM), ebulletins, consultations, LGA KnowledgeHub and other publications.</p> <p>Any significant changes in legislation which realise this risk will be addressed immediately by the Managing Director to Full Council. With an amended Business Plan for the waste and street cleansing services being prepared for approval by ECSS's Board and then Full Council.</p>	Director, ECSS to monitor, supported by the ECDC Human Resources Manager
A3. Changes in legislation could impact on the Council's powers to trade in a commercial manner, e.g. to deliver a trade waste service and cleansing services to third parties.	<p>This is outside the control of the Council and ECSS. Going forward this will need to be monitored.</p> <p>Continuous monitoring of changes to legislation through liaison with MP's, ebulletins, consultations, LGA KnowledgeHub and other publications.</p> <p>Any significant changes in legislation which realise this risk should be addressed immediately by the Director to ECSS's Board and to Full Council. An amended Business Plan or Exit Strategy will need to be approved by ECSS's Board and Full Council.</p>	Director, ECSS to monitor, supported by the ECDC Head of Finance

<b>B: Governance</b>		
<b>Risk Reference</b>	<b>Management of Risk</b>	<b>Action</b>
B1. Inadequate governance arrangements and lack of clarity on roles of the Council and ECSS for the delivery of the waste and street cleansing services could lead to poor decision making which could undermine the delivery and future development of the services.	<p>Compliance with the Memorandum of Understanding that sets out the roles and responsibilities of the Council and ECSS (matters reserved only for Council) for the delivery of the waste and street cleansing services.</p> <p>Compliance with the service specifications for waste and street cleansing that set out clear availability criteria and performance standards to be met by ECSS in the delivery of the services.</p> <p>After year one of trading, ECSS will produce an annual service improvement plan in a format determined by the Council to drive the continued development and improvement of the services. This will include any capital investment proposals for the Council to endorse.</p> <p>The Performance Review Board is conducting monthly performance review meetings with ECSS submitting a standard performance report to confirm performance against set performance targets and to agree revised priorities and operating procedures when required. Based on this activity a Quarter 1 report was then then submitted to the Regulatory Services Committee.</p> <p>Any changes to the Memorandum of Understanding will need to be approved by Full Council. The Managing Director will provide a report to ECSS's Board and then Full Council detailing the proposed changes and why these changes would be necessary.</p>	Managing Director of ECSS and Director of ECSS to monitor
B2. Lack of key skills amongst operational management team of ECSS to operate the services in full compliance with the Council's requirements and for ECSS to maximise on commercial opportunities.	The Council and ECSS have developed and implemented shared proposals for the restructure of management resources within the Council and ECSS to optimise the future development of management resources and to ensure the right people are in the right roles. These structural arrangements are to be reviewed and further refined in October 2018 to reflect the first 6 months of the delivery of the services and lessons learnt.	Director of ECSS to review and refine current structural arrangements in October 2018.

<b>C. Financial</b>		
<b>Risk Reference</b>	<b>Management of Risk</b>	<b>Action</b>
C1. A failure of ECSS to align costs for service delivery to market rates by not achieving productivity levels required to deliver the market rates.	<p>Over the first 12 months of delivering the waste and street cleansing services ECSS will benchmark all costs against market rates and refine the Final Business Case to identify potential further efficiencies for re-investment in the services.</p> <p>New productivity and attendance targets have been set by ECSS for the waste and street cleansing service with monthly performance reports being produced to confirm performance against these targets.</p>	Director of ECSS supported by the ECSS's Operations Manager.
C2. A failure of ECSS to deliver the waste and street cleansing services within the budget envelope set by the Final Business Case.	<p>Monthly Profit and Loss Statements has been developed and introduced for the waste and street cleansing services and reported upon monthly within ECSS; with a quarterly high level financial report to ECSS's Board and Council on performance.</p> <p>A three year schedule of proposed efficiencies has been developed for approval by ECSS's Board to help deliver financially sustainable services going forward.</p>	Director of ECSS supported by ECDC's Head of Finance and ECSS's Operations Manager.
C3. Economic downturn negatively impacting on recyclates income resulting in increased gate fees at the MRF.	The Council and ECSS are closely monitoring recyclates income and gate fee charges under the current County Council contractual arrangements, with formal quarterly reviews to confirm if any additional costs for waste processing need to pass through from ECSS to the Council.	Director of ECSS supported by ECDC's Waste Minimisation & Fleet Manager
C4. Economic downturn impacting on the capacity of ECSS to grow a trade waste service because of a failure of SME's to continue to trade.	<p>ECSS to grow the trade waste service incrementally out of the domestic and recyclates collection services till it has reached a scale that supports a separate collection service. The service to include bulky collections as an additional income stream. The full commercial risk for the trade waste service to be with ECSS.</p> <p>The trade waste service to be operated by ECSS as a separate Profit and Loss account to ensure profitability of the service. With the annual benchmarking of fees and charges against the market place.</p>	Director of ECSS supported by ECDC's Waste Minimisation & Fleet Manager and the Waste Consultant to produce a business case by March 2019 for the proposed trade waste service

<b>D: Operational</b>		
<b>Risk Reference</b>	<b>Management of Risk</b>	<b>Action</b>
D1. ECSS failing to manage sickness absence in accordance with adopted policies and procedures to ensure attendance targets are being achieved	<p>The operational management team of ECSS have been taken through refresher training in respect of the policies and procedures and their specific roles and responsibilities in respect to the effective management of sickness absence.</p> <p>The monthly performance report produced by ECSS includes full reporting of sickness absence against the set attendance targets.</p>	<p>ECSS's Operations Manager supported by ECDC's Human Resources Manager to effectively manage sickness absence to ensure set attendance targets are being achieved.</p> <p>Director, ECSS to monitor.</p>
D2. ECSS failing to consistently deliver the availability and performance standards set out in the new service specifications leading to reputational damage for the Council.	<p>ECSS have fundamentally reviewed and amended all work processes and procedures, and resource deployment against the new availability criteria and service standards.</p> <p>ECSS have introduced a new performance framework for the management of the services to work within, within monthly performance reports being produced.</p> <p>The monthly performance report produced by ECSS includes full reporting on performance against the set performance targets.</p>	<p>ECSS's Operations Manager supported by ECDC's Waste Minimisation &amp; Fleet Manager to effectively manage performance to ensure set performance targets are being achieved.</p> <p>Director, ECSS to monitor.</p>
D3. ECSS failing to fully comply with the requirements of ECDC's Fleet Operator's Licence.	<p>ECDC has put in place the necessary procedures and processes to effectively manage the fleet, including the requirements for ECSS to ensure compliance with their O'Licence.</p>	<p>Waste Minimisation &amp; Fleet Manager to ensure compliance with the O'Licence requirements as the designated Transport Manager.</p> <p>Director, ECSS to monitor</p>

<b>Operational</b>		
<b>Risk Reference</b>	<b>Risk Reference</b>	<b>Risk Reference</b>
D4. ECSS failing to have in place sustainable sub-contractor arrangements (e.g. vehicle maintenance, agency staffing etc.) to sustain the delivery of the waste and street cleansing services.	ECSS has put in place sub-contractor arrangements as required for vehicle maintenance, agency staffing, etc.	ECSS's Operations Manager and ECDC's Waste Minimisation & Fleet Manager to effectively manage all the sub-contractor arrangements in place and to tender for any additional requirements as they arise.  Director, ECSS to monitor
D5. The Council and ECSS failing to progress within budget and to the set time frame the depot refurbishment project in order to upgrade depot facilities to ensure compliance with environmental and health and safety legislation and to provide capacity to deliver extended services from the depot.	A set of project documents and governance arrangements are in place for the delivery of the project.  The capital funding for the project has been agreed.  Atkins Ltd have been retained for the detailed design, tendering and implementation of the programme of improvement works.	Director, ECSS, supported by the Facilities Management Team and Waste Consultant to manage the project to the required conclusion.

**Section 10:**

**Communication and Education**

ECSS has formed a close relationship with East Cambs District Council in support of their communication and education campaigns. Our recycling hero is Michael Recycle. Follow him on Twitter @MikeLRecycle where you can also find his two friends, Taylor the Swift and Hester the Hedgehog. Michael also has a new blog, giving advice and handy tips on how and what to recycle. His blogs can be found at eastcambs.gov.uk. Michael visits schools to talk to children on why recycling matters and why we should ditch the plastic and has recently won a gold award in the education category from The Pride Awards, Anglia, Thames and Chiltern Region.



## SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strong industry knowledge and experience</li> <li>• Established team with skills and expertise</li> <li>• Diverse offer of skills</li> <li>• Drive and Determination</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of experience in tendering for contracts</li> <li>• Limited experience in a commercial environment</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Economies of scale increase potential new business</li> <li>• Expand the teams skill base, i.e. investment in training</li> <li>• Increase reputation</li> <li>• Develop new business areas; e.g. Trade waste collections</li> <li>• New commercial contracts for goods and services; e.g. waste and street services for private businesses</li> <li>• Responsible for collection activities on behalf of neighbouring authorities generating additional revenue.</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from other service deliverers</li> <li>• Contracts ending and not being renewed</li> <li>• Weather</li> <li>• Employment of skilled workers</li> </ul>

**SHAREHOLDER COMMITTEE**

**Lead Officer: Maggie Camp, Monitoring Officer**

**FORWARD AGENDA PLAN**

**Democratic Services Officer: Adrian Scaites-Stokes**

Meeting on: <b>14<sup>th</sup> March 2019 4:00pm</b>		Meeting on: <b>TBA 2019 4:00pm  </b>		Meeting on: <b>TBA 2019 4:00pm</b>	
Deadline for reports: 31 <sup>st</sup> January 2019		Deadline for reports: TBA		Deadline for reports: TBA	
Risk Register	E Grima				
Business Plans*	E Grima	Business Plans*	E Grima	Business Plans*	E Grima
East Cambs Trading Company Board Minutes – 31 <sup>st</sup> January 2019	J Murfet	East Cambs Trading Company Board Minutes – 28 <sup>th</sup> February 2019	J Murfet		
East Cambs Street Scene Ltd Board Minutes – 31 <sup>st</sup> January 2019	J Murfet	East Cambs Street Scene Ltd Board Minutes – 28 <sup>th</sup> February 2019	J Murfet		

\* Standard Items