

EAST CAMBRIDGESHIRE DISTRICT COUNCIL

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

MEETING: **COMMUNITY SERVICES COMMITTEE**
TIME: **6:00pm**
DATE: **Wednesday, 13th March 2019**
VENUE: Council Chamber, The Grange, Nutholt Lane, Ely, CB7 4EE
ENQUIRIES REGARDING THIS AGENDA: Janis Murfet
DIRECT DIAL: (01353) 665555 EMAIL: Janis.murfet@eastcambs.gov.uk

Membership:

Conservative Members

Cllr David Ambrose Smith
(Chairman)
Cllr Allen Alderson
Cllr Christine Ambrose Smith
Cllr Lavinia Edwards
Cllr Lis Every (Vice Chair)
Cllr Mark Hugo
Cllr Dan Schumann
Cllr Stuart Smith

Liberal Democrat Members

Cllr Christine Whelan (Spokes)

Substitutes:

Cllr Andy Pearson
Cllr Hamish Ross
Cllr Jo Webber

Substitutes:

Cllr Sue Austen
Cllr Lorna Dupré

Lead Officer:

Emma Grima, Director - Commercial

Quorum: 5 Members

A G E N D A

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

4. Minutes

To confirm as a correct record the Minutes of the meeting of the Committee held on 15th January 2019

5. Chairman's Announcements

6. Performance Management – End of Year Reports & New Service Delivery Plans:

- i. Open Spaces;
- ii. Leisure Services;
- iii. Communities & Partnerships.

7. Draft East Cambridgeshire Tourism Strategy & Action Plan

8. Grants to Voluntary Organisations

9. The Hive – Progress Report

NOTES:

1. Members of the public are welcome to attend this meeting. There are a number of schemes aimed at encouraging public participation in the Council's activities and meetings. These include public question times and a process to enable petitions to be submitted. Details of these can be obtained by calling any of the telephone numbers below or by logging onto the Council's website.

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 30 seated people and 20 standing.

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 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 Committee 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
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 items no. 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 there would be disclosure to them of exempt information of Categories X Part I Schedule 12A to the Local Government Act 1972 (as Amended)."

TITLE: Performance Management

To: Community Services Committee

Date: 13th March 2019

From: Hetty Thornton- Performance Management Officer

[T217]

1.0 Issue

- 1.1 The following report provides Members with the end of year performance outputs for 2018/2019 and the new service delivery plans for 2019/2020.

2.0 Recommendations

- 2.1 Members are requested to approve the end of year performance outputs and the new service delivery plans for the following services:
- Open spaces
 - Leisure services
 - Communities and partnerships

3.0 Background

- 3.1 Service Delivery Plans enable the public and the Council to see what each service is focusing on in the forthcoming 12 months.
- 3.2 The end of year reports clearly identify what has been achieved within each service in the previous 12 months.

4.0 Argument and Conclusions

- 4.1 If there are areas of underperformance these are highlighted quickly to avoid potential negative impacts (where there are negative impacts these are mitigated against).
- 4.2 Where there are areas of underperformance, these are shown as “down arrows”. Where performance has been shown to have exceeded expectations these are shown as “up arrows”.

5.0 Financial Implications

- 5.1 There are no financial implications other than officer time attributed to this report.

6.0 Equality Impact Assessment

- 6.1 There are no equality impact assessment requirements.

7.0 Appendices

Appendix A- End of year reports 2018/2019 and new Service Delivery Plans 2019/2020 for the following services:

- Open Spaces
- Leisure Services
- Communities and Partnerships

Background documents

None

Contact officer

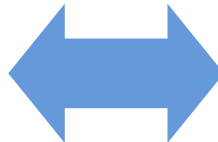
Hetty Thornton
Performance Management Officer
(01353) 616233
Email-
hetty.thornton@eastcambs.gov.uk

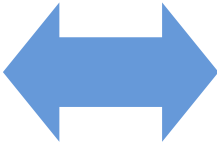
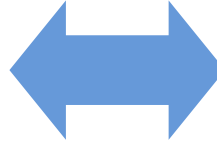
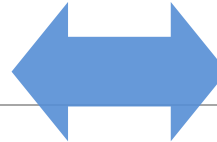
Commitments towards our Vision

Open Spaces End of Year Report-2018-2019



East Cambridgeshire
District Council

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (end of year)	End of year report outcomes
Maximise the Council's income by offering services to partners/agencies as part of the Councils' commercialism agenda.	A customer driven efficient Council will a "can do" attitude and pro business approach and commercially focused to ensure financial self sufficiency for the taxpayer.	Contact to be made to all parishes and schools within Cambridgeshire, offering grounds maintenance services. The income obtained within this financial year will be used as a baseline for subsequent years.	Due to the service being transferred to the trading company this figure is difficult to ascertain as some costs were attributed to ECDC and some to the trading company	Open Spaces & Facilities Manager- Spencer Clark Team Leader Parks & Open Spaces – Vacant Position Open Spaces & Facilities support Officer- Carol Dunn		Contracts have now been renewed with schools and parishes across the district. We have also been awarded new additional contracts grounds maintenance services. A 5% increase was achieved with the total income projected being approximately £838,158 (accurate end of year figure to be obtained in April)
		To develop website information page to promote services to Parish / Town Councils Working in partnership with our PR contractor to develop website. Numbers of hits on the site will be recorded for evidence at the end of the financial year to determine success.	N/A	Open Spaces & Facilities support Officer- Carol Dunn Open Spaces & Facilities Administrative Assistant		This element is in the very early design stage.
Retain Green Flag accreditation for the Country Park and Jubilee Garden	Making East Cambridgeshire an even better place to live	Ensure that Green flag standards are used across all parks and open spaces in the district Carry out monthly quality checks on public open spaces to ensure they meet the Green Flag standard. (Welcoming, clean, safe , free usable green space)	Retained - ongoing commitment to meeting the standards	Open Spaces & Facilities Manager- Spencer Clark Communities & Partnerships Manager – Lewis Bage		Completed- we will be continuing to work within the required standards on all parks and open spaces within the district. The service continues to carry out monthly quality checks on public open spaces.

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (end of year)	End of year report outcomes
		Annually produce a desk top assessment for both the Country Park and Jubilee gardens, to be inspected annually by Green Flag judges.	N/A	Open Spaces & Facilities Manager- Spencer Clark Communities & Partnerships Manager – Lewis Bage		Completed and Green Flag status retained in both Jubilee Gardens and The Country Park.
		Carry out monthly quality checks on the parks and maintenance service.	N/A	Open Spaces & Facilities Manager- Spencer Clark		The service is continuing to carry out monthly quality checks on the maintenance service as part of the on-going commitment to ensuring that East Cambs offers welcoming, clean, safe and usable open spaces).
Maintain ECDC Assets to a safe, useable and legal standard for our customers' enjoyment	Making East Cambridgeshire an even better place to live.	Ensure that ECDC buildings portfolio and assets are maintained to the correct legal standards through the Council's assets maintenance programme.	N/A	Open Spaces & Facilities Manager- Spencer Clark		Completed - As and when the service is advised of changes in leasing agreements, the purchase of new land, land sold or licenses of ECDC assets, the required legal obligations are adhered to through the Council's assets maintenance programme.
Wherever possible protect our environment keeping Biodiversity at the forefront of our operations		Work with external partners, including The Wildlife Trust and Ely Wildlife Space, to support and protect the biodiversity of East Cambridgeshire. Activities will include ensuring rare plant species and animal habitats are protected.	N/A	Open Spaces & Facilities Manager- Spencer Clark Open Spaces & Facilities Support Officer- Carol Dunn Team Leader parks and Open Spaces- Vacant Position		The service continues to ensure that our rare plant species and animal habitats are protected and we are regularly engaged with our partners to implement the required interventions to ensure this continues.
Trained staff and Service Delivery Champions have a comprehensive understanding of the service	A customer driven Council with a "can do" attitude and pro business approach and commercially focussed to ensure financial self sufficiency for the tax payer.	Using the annual appraisal process, identify individual for specialist training and ensure the broadest range of skills across the team. This will allow the service to run effectively and efficiently	N/A	Open Spaces & Facilities Manager- Spencer Clark		Completed - Appraisals completed in accordance with ECDC requirements
		Meet with Service Delivery Champion on a regular basis. At least 4 times per year.	4	Open Spaces & Facilities Manager- Spencer Clark		Regular meetings have been held with our Service Delivery Champion

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (end of year)	End of year report outcomes
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.		To regularly review risks associated with Open Spaces, including: • Emergency Planning- • Business Continuity • Health and safety	N/A	Spencer Clark- Open Spaces & Facilities Manager Health & Safety Officer – David Vincent		Ongoing Completed health and safety documents during 2018/19 were: Accident/Near Miss Reporting Code of Practice (COP) Asbestos Management COP COSHH COP Display Screen Equipment COP Control of Hand, Arm and Vibration at Work COP Noise at Work COP Security Threats COP Sharps COP Smoke Free Workplace COP Missuse of Alcohol and Drugs COP Risk Assessment COP Lone Working COP Emergency planning document introduced: Revised Emergency Management Plan, revised Emergency Rest Centre Plan and the Strategic Business Continuity Plan

Open Spaces / Maintenance Service 2019/20

Overview of the service

Open Spaces:

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

Maintenance service:

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

Open Spaces service

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

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

The Service has the responsibility for the management, maintenance and development of approximately 68 hectares of public open space. The service is also responsible for the inspection and maintenance of 17 play areas. In addition, the service is responsible for the management and maintenance of approximately 26 miles of awarded watercourses and 11 closed churchyards.

The key functions and responsibilities are as follows: -

- Grounds maintenance of all public open space, closed churchyards and the Council's 12 public car parks;
- Award ditch maintenance controlling vegetation and removing silt deposits and debris to ensure the free flow of water to protect local land and properties from flooding;
- Weekly inspections of play areas carrying out maintenance work as required;
- Working with both Development and Legal Services on the adoption of public open space.

Maintenance Service

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

The key functions and responsibilities are as follows: -

- Assist with the maintenance and repair of Council owned buildings;
- Assist with the maintenance and repair of Council owned public footpaths, fencing and boundary walls;
- Assist with the maintenance and repair of 2 Traveller's sites;
- Cleaning, and maintenance of the Council's 7 Public Toilets; and
- Installation, maintenance and repair of street nameplates and street furniture including benches, litter and dog bins.

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

Key Partners

The Open Spaces and Maintenance services works closely with other internal services and also with local organisations, community groups and other partners including those listed below: -

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

Service Objectives

- To maintain the Council offices and other assets owned or leased.
- To improve and develop the management and maintenance of public open spaces.
- To ensure grass-cutting maintenance programmes are followed to provide a consistent and high quality service.

- To retain the Green Flag Award status for Jubilee Gardens and Country Park.
- To improve and develop the management and maintenance of Award ditches to ensure the free flow of water
- To involve users in the development of the Council's open spaces.
- To ensure the Council's play areas provide a safe and secure environment.
- To maintain the Council's public toilets to ensure cleanliness and accessibility.

Staffing information

Post	Full/Part time	Area of Department
Open Spaces & Facilities Manager Spencer Clark	Full time	Open Spaces & Facilities
Open Spaces & Facilities Support Officer Carol Dunn	Full time	Open Spaces & Facilities
Team Leader Parks & Open Spaces (Vacant Post)	Full time	Open Spaces & Facilities
Facilities Officer Mark Pinder	Part Time	Open Spaces & Facilities
Health & Safety Officer David Vincent	Part Time	Open Spaces & Facilities
Team Leader Maintenance & Caretaking Darren Surtees	Full Time	Maintenance & Caretaking
Caretakers x 2	Part Time	Maintenance & Caretaking
Maintenance Assistance x 2	Full Time	Maintenance & Caretaking
Grounds maintenance operatives including vacant apprentice x 18	Full Time	Open Spaces & Facilities
Public facilities cleaners x 6	Part Time	Maintenance & Caretaking
Office facilities cleaners x 12	Part Time	Maintenance & Caretaking

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Service Delivery Champion	Committee

Strategy map- 2019/2020



Commitments towards our Vision

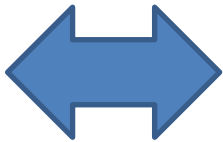
Open Spaces & Facilities- Service Delivery Plan 2019-2020

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Maximise the Council's income by offering services to partners/agencies as part of the Councils' commercialism agenda.	Delivering a Financially Sound and Well Managed Council	To maintain contact with all parishes' and schools within Cambridgeshire, continuing to offer grounds maintenance services.	To increase of 5% income from last year (equating to approximately £880,066 in total from the previous baseline of approximately £838,158)	Open Spaces Manager- Spencer Clark Open Spaces & Facilities support Officer- Carol Dunn Team Leader parks and Open Spaces- Vacant Position
		To develop website information page to promote services to Parish / Town Councils Working in partnership with our PR contractor to develop website . Numbers of hits on the site will be recorded for evidence at the end of the financial year to determine success.	Website wasn't developed in the last financial year due to capacity problems	Open Spaces & Facilities Manager- Spencer Clark Open Spaces & Facilities support Officer- Carol Dunn
Retain Green Flag accreditation for the Country Park and Jubilee Garden	A fantastic place to live, work and visit	Ensure that Green flag standards are used across all parks and open spaces in the district Carry out monthly quality checks on public open spaces to ensure they meet the Green Flag standard. (Welcoming, clean, safe , free usable green space)	Retained - ongoing commitment to meeting the standards	Open Spaces & Facilities Manager – Spencer Clark Team Leader parks and Open Spaces- Vacant Position Communities & Partnership Officer - Lewis Bage
		Annually produce a desk top assessment for both the Country Park and Jubilee gardens, to be inspected annually by Green Flag judges.	Completed	Open Spaces & Facilities Manager – Spencer Clark Team Leader parks and Open Spaces- Vacant Position
		Carry out monthly quality checks on the parks and maintenance service.	Completed	Open Spaces & Facilities Manager – Spencer Clark Team Leader parks and Open Spaces- Vacant Position
Maintain ECDC Assets to a safe, useable and legal standard for our customers' enjoyment	A fantastic place to live, work and visit	Ensure that ECDC buildings portfolio and assets are maintained to the correct legal standards through the Council's assets maintenance programme.	On-going-	Open Spaces & Facilities Manager- Spencer Clark

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Wherever possible protect our environment keeping Biodiversity at the forefront of our operations		Work with external partners, including The Wildlife Trust and Ely Wildlife Space, to support and protect the biodiversity of East Cambridgeshire. Activities will include ensuring rare plant species and animal habitats are protected.	On-going- Service supports external agencies when required	Open Spaces & Facilities Manager- Spencer Clark Open Spaces & Facilities support Officer- Carol Dunn Team Leader parks and Open Spaces- Vacant Position
Trained staff have a comprehensive understanding of the service	Delivering a financially sound and well managed Council	Using the annual appraisal process, identify individual for specialist training and ensure the broadest range of skills across the team. This will allow the service to run effectively and efficiently	Completed - Appraisals completed in accordance with ECDC requirements	Open Spaces & Facilities Manager – Spencer Clark Team Leader parks and Open Spaces- Vacant Position
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.	Delivering a financially sound and well managed Council	To regularly review risks associated with Open Spaces, including: • Emergency Planning- • Business Continuity • Health and safety	Ongoing updating health and safety, Business Continuity and Emergency Planning documents during 2019/20 with focus on risk assessments and COP's.	Spencer Clark- Open Spaces & Facilities Manager Health & Safety Officer – David Vincent

Commitments towards our Vision

Leisure Services- End of year Report 2018-2019

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline from previous year / output from previous year	Owner and co-owners	Status	Outcome or output (end of year)
To lead the modernisation of the district's leisure facility network	A fantastic place to live, work and visit	To work with facility-providers to identify potential developments in their facilities, programmes and services, operations and organisational arrangements Annual review	New centre at Littleport operational, options under examination for Ross Peers, roofing works at Burwell impending	Victor Le Grand, Senior Leisure Services Officer		Works at Burwell SC (roof) completed Positive operational and programming developments at Littleport LC Further discussions required to develop options and approach to Ross Peers SC
		To optimise the long-term impact and effectiveness of the Council's grant funding and other financial support to leisure centres and programmes Funding approvals to fit bid submissions and committee cycles Review six-monthly	Funding for 2017-18 wholly project-based Process, criteria and objectives to be further reviewed for 2018-19	Victor Le Grand, Senior Leisure Services Officer		Grants agreed for equipment at Bottisham and Ellesmere; and for new programme at Littleport. Proposed improvements at Ross Peers SC subject to review Process, criteria and objectives to be further reviewed for 2019-20
		To support bids for external funding and investment as appropriate Annual review	Bid support to EOSA (Ely Hockey Club) for pitch renewal, Burwell Sports Centre (roof works)	Victor Le Grand, Senior Leisure Services Officer		Renewal of hockey pitch surface completed, works at Burwell completed
		To identify and negotiate with partner organisations for a sustainable future for the Mepal Outdoor Centre	Initial market engagement completed; further proposals pending for final decision and implementation	Victor Le Grand, Senior Leisure Services Officer Emma Grima, Director Commercial		Preferred development partner identified, further discussions in progress but outcome not yet clear

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline from previous year / output from previous year	Owner and co-owners	Status	Outcome or output (end of year)
To extend active leisure opportunities across the District in collaboration with partner agencies and local stakeholders	A fantastic place to live, work and visit	Development of programmes, services and facilities in accordance with the ECDC Sport & Physical Activity strategy Annual review	Current focus on opportunities arising from development of new centre Wider needs and opportunities to be reviewed 2018-19	Victor Le Grand, Senior Leisure Services Officer Sophie Edwards, Physical Activity Coordinator		Programmes developing across work areas including support to facility network, Let's Get Moving and Hive operation
		Implementation of Public Health funded Physical Activity ('Let's Get Moving') programme (2017-19) Six-monthly	Locality Coordinator in post, targets and KPIs agreed with County Council Engagement activity and programme development progressing	Sophie Edwards, Physical Activity Coordinator Victor Le Grand, Senior Leisure Services Officer		Wide range of activities and marketing initiatives including walking, running, chair-based exercise, walking netball, after-school exercise club, and try-out fitness developed and supported in various locations across the district. Funding (County) extended to June 2020 Community-led Local Activity Partnership model to be developed and tested in Littleport, subject to partner commitments
		Monitor and pursue external resource opportunities in collaboration with partner agencies and authorities as appropriate Six-monthly	Ely Table Tennis Club (satellite club programme) bid supported and successful Cross-county bids pending to Sport England funding streams Local programme funding pending	Victor Le Grand, Senior Leisure Services Officer Sophie Edwards, Physical Activity Coordinator		Countywide programme (development-led) currently focused outside of district, but some potential input in subsequent years.
To support the development of the new indoor leisure centre at Downham Road and ensure that it fulfils the Council's project objectives	A fantastic place to live, work and visit	Develop and implement contract management, operational arrangements and service plans in consultation with the appointed operator Six-monthly	Operator appointment finalised, discussions in progress regarding transitional arrangements, future operational & contract arrangements, activity programming and links to wider activity development processes	Victor Le Grand, Senior Leisure Services Officer Sally Bonnett, Infrastructure & Strategic housing Manager		Centre fully operational on schedule; transfer of operations from Paradise generally successful Usage programmes well developed including supportive arrangements for key clubs and junior development programmes; growing links to Let's Get Moving and ECDC strategic objectives

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline from previous year / output from previous year	Owner and co-owners	Status	Outcome or output (end of year)
		Engagement with Project Team to ensure that facility-mix, design and construction are carried through to optimise the operation and service outcomes from the centre Six-monthly	Work in progress, build close to completion, fit-out pending	Sally Bonnett, Infrastructure & Strategic housing Manager Victor Le Grand, Senior Leisure Services Officer		Construction completed; post-build snagging continues as necessary
		Ensure continuing high performance & service standards compliance at Paradise Pools (Hive from May 2018) Six-monthly	Ongoing through informal monitoring and responses to user / media enquiries or comments as required.	Victor Le Grand, Senior Leisure Services Officer		Responses provided to user and media enquiries as necessary following opening of new facility Service standards kept under review and discussion as required
To ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact	Delivering a financially sound and well managed Council	To regularly review higher level corporate risks, including: • Long-term closure of Mepal Outdoor Centre • Loss of facilities or services of trust-operated centres • Regulatory breaches at Council- or trust-operated facilities • Delays to completion or opening of new district leisure centre	Work continuing	Victor Le Grand, Senior Leisure Services Officer		Hive completed; other risks remain under review through normal work processes noted above
To ensure trained staff and a comprehensive understanding of service from the Service Delivery Champion	Delivering a financially sound and well managed Council	To support the professional development and work programming of the Physical Activity Coordinator	New objective	Victor Le Grand, Senior Leisure Services Officer		Continuing through regular informal review; training undertaken as required for the role
		To update Service Delivery Champion on how the service is being operated and budgetary updates. Service Delivery Champion to act as critical friend to meet at least bi-monthly	Ongoing through regular informal consultations & discussions	Victor Le Grand, Senior Leisure Services Officer		Continuing through regular informal consultations & discussions

Leisure Services – 2019/20

Service Overview

Sport and physical activity is recognised by policy-makers at every level – from the World Health Organisation to UK Government - as contributing to a range of wider policy outcomes including social and economic development, and physical and mental health. In East Cambridgeshire, this contribution is recognised in the Council's Health & Wellbeing Strategy. A rich range of leisure opportunities which can cater for everyone is therefore a key part of the quality of life which an authority can help to create for its community, whether through direct provision or by working with external partners.

The opening of the new leisure centre (the Hive) at Downham Road represents a step-change in leisure provision for the District; securing productive outcomes from this facility is a key service objective. However the wider facility network across the district – including the trust-operated sports centres, some key club facilities, and local halls and recreation areas – is equally essential for activities at local level. These facilities also present significant responsibilities for upkeep, management and periodic renewal. Support to this network is therefore as important as the successful operation of the Hive.

The built assets however are the means, not the end. Support for facilities must be integrated with our support for broader initiatives to develop and support participation levels - for example through the Let's Get Moving campaign which has now been extended to June 2020, and through programmes delivered at the Hive or at other partner sites.

In summary therefore, the team has three principal areas of activity:

- Working with the operator to optimise the outcomes of the Hive for the community.
- Working with the district's independent leisure centres to develop their financial sustainability and maximise their value to the community
- Working with partners to develop physical activity levels across the district

In respect of our corporate priorities, leisure services relate most closely to that of making East Cambridgeshire a fantastic place to live work and visit, but also contributes significantly to the delivery of a financially sound and well managed Council.

Cost of service

The net service budget for 2019-20 comprises:

Management and Administration	£48,340
Facility network and programme support	£42,981
Total	£91,321

Notes:

1. This does not include income or expenditure relating to the Hive, as that has been treated as a self-contained project for budgetary purposes
2. The Let's Get Moving programme (gross expenditure approximately £36,000 per annum) is wholly externally funded and therefore no net costs for this appear above.

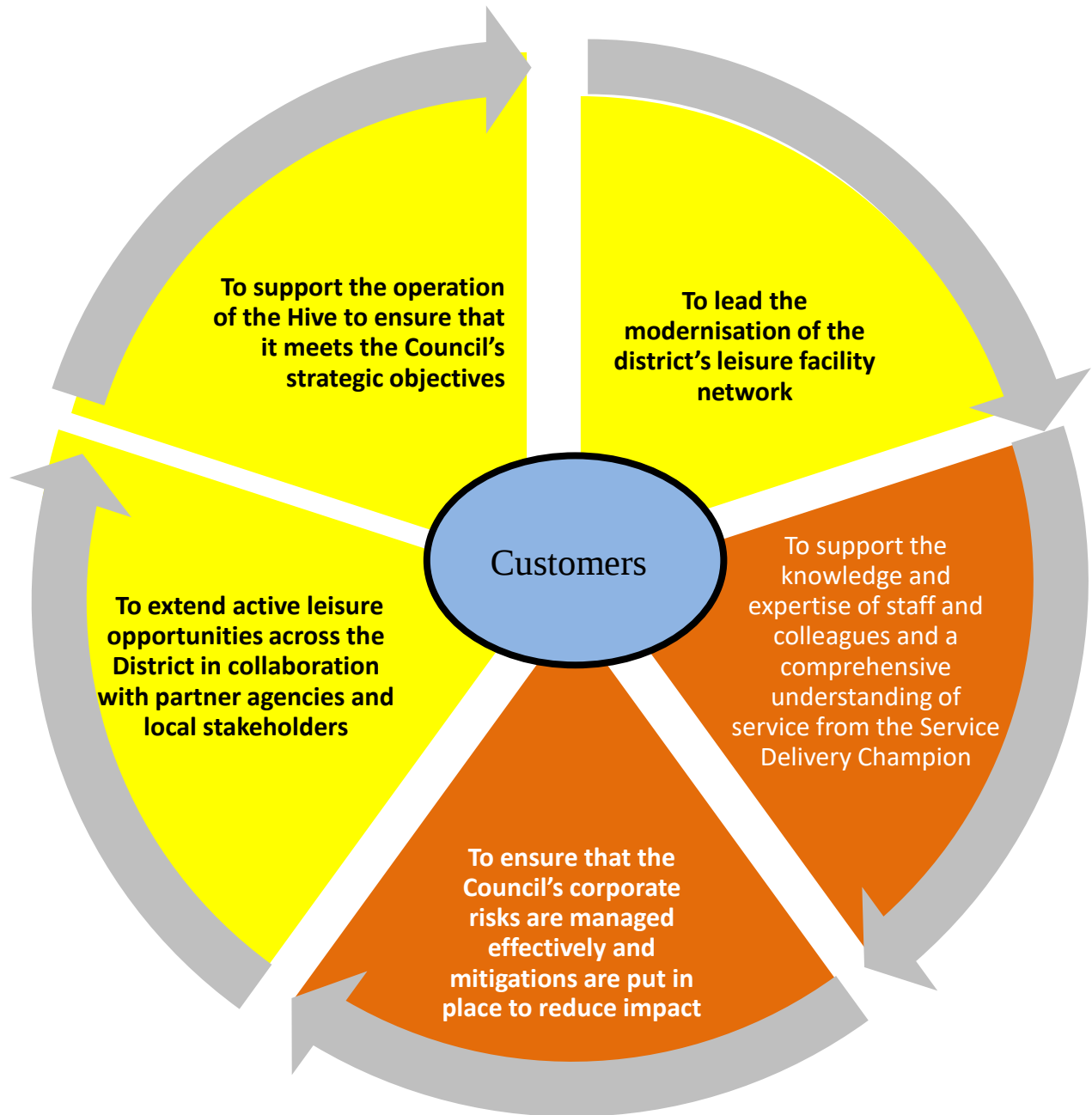
Staffing information

The leisure services team comprises a Senior Officer and a Physical Activity Coordinator – employed by the Authority, with external funding - who work in collaboration with colleagues and a range of external partners.

Post	Full/Part time	Area of Department
Senior Leisure Services Officer	Full time	All
Physical Activity Coordinator	Full time	Activity development

Forward planning for Councillors

Proposed date of decision	Item	Service Area	Committee
March 2019	Approval of Service Delivery Plan	Leisure Services	Community Services
Subsequent dates and tasks to be confirmed			



Commitments towards our Vision



East Cambridgeshire
District Council

Leisure Services- Service Delivery Plan 2019-2020

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
To lead the modernisation of the district's leisure facility network	A fantastic place to live, work and visit	To work with facility-providers to identify potential developments in their facilities, programmes and services, operations and organisational arrangements Annual review	Works at Burwell SC (roof) completed Positive operational and programming developments at Littleport LC Further discussions required to develop options and approach to Ross Peers SC	Victor Le Grand, Senior Leisure Services Officer
		To optimise the long-term impact and effectiveness of the Council's grant funding and other financial support to leisure centres and programmes Funding approvals to fit bid submissions and committee cycles Review six-monthly	Grants agreed for equipment at Bottisham and Ellesmere; and for new programme at Littleport. Proposed improvements at Ross Peers SC subject to review Process, criteria and objectives to be further reviewed for 2019-20	Victor Le Grand, Senior Leisure Services Officer

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		To support bids for external funding and investment as appropriate Annual review	Renewal of hockey pitch surface completed, works at Burwell completed Further projects to be supported as appropriate	Victor Le Grand, Senior Leisure Services Officer
To extend active leisure opportunities across the District in collaboration with partner agencies and local stakeholders	A fantastic place to live, work and visit	Implementation of Public Health funded Physical Activity ('Let's Get Moving') programme (2017-19) Six-monthly	Wide range of activities and marketing initiatives including walking, running, chair-based exercise, walking netball, after-school exercise club, and try-out fitness developed and supported in various locations across the district. Funding (County) extended to June 2020 Community-led Local Activity Partnership model to be developed and tested in Littleport, subject to partner commitments	Sophie Edwards, Physical Activity Coordinator Victor Le Grand, Senior Leisure Services Officer
		Development of programmes, services and facilities in accordance with the ECDC Sport & Physical Activity strategy Annual review	Programmes developing across work areas including support to facility network, Let's Get Moving and Hive operation	Sophie Edwards, Physical Activity Coordinator Victor Le Grand, Senior Leisure Services Officer

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		Monitor and pursue external resource opportunities in collaboration with partner agencies and authorities as appropriate Six-monthly	Countywide programme (development-led) currently focused outside of district, but some potential input in subsequent years.	Victor Le Grand, Senior Leisure Services Officer Sophie Edwards, Physical Activity Coordinator
To support the operation of the Hive to ensure that it meets the Council's strategic objectives	A fantastic place to live, work and visit	Develop and implement contract management, operational arrangements and service plans in consultation with the appointed operator Ensure continuing high performance & service standards compliance Six-monthly	Centre fully operational on schedule transfer of operations from Paradise generally successful Usage programmes well developed including supportive arrangements for key clubs and junior development programmes; growing links to Let's Get Moving and ECDC strategic objectives Service standards kept under review and discussion as required - responses provided to user and media enquiries as necessary	Victor Le Grand, Senior Leisure Services Officer

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
		Engagement with build and design teams to monitor and address any building issues Six-monthly	Construction completed; post-build snagging continues as necessary	Sally Bonnett, Infrastructure & Strategic housing Manager Victor Le Grand, Senior Leisure Services Officer
To ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact	Delivering a financially sound and well managed Council	To regularly review higher level corporate risks, including: • Loss of facilities or services of trust-operated centres • Regulatory breaches at Council- or trust-operated facilities	Hive completed; other risks remain under review through normal work processes noted above	Victor Le Grand, Senior Leisure Services Officer
To ensure trained staff and a comprehensive understanding of service	Delivering a financially sound and well managed Council	To support the professional development and work programming of the Physical Activity Coordinator	Continuing through regular informal review; training undertaken as required for the role	Victor Le Grand, Senior Leisure Services Officer

Commitments towards our Vision

Communities and Partnerships Service- End of Year report 2018-2019



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status	Outcome or output
Ensure that the district's green spaces meet the needs of the local community and empower local communities to improve opportunities for play	A Fantastic Place to Live, Work and Visit	Complete the works that form part of the Ely Country Park Improvement Plan 2017-20 - Provide toilet provision during the summer - Baby play equipment and new seating provision to be installed by August 2018 - Consultation with site users to identify potential opportunities by March 2019	Play boat installed Toilet and cleaning contracts secured until 2019/20 Ongoing consultation with site users Pathway improvement works complete	Michelle Burrell-Barnett - Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager		New picnic and play area installed in September as contractor advised elements of bespoke product unavailable before August. Toilet provision provided during summer months Ongoing consultation with site users to inform future priorities (all measures met the target on time)
		Installation of additional seating provision (new target) Conduct Toilet Feasibility Study (new target)	Memorial bench installed	Michelle Burrell-Barnett - Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager		Ongoing consultation with site users to inform Toilet Feasibility Study Additional seating provision installed
		Submit Green Flag accreditation applications for Ely Country Park and Jubilee Gardens by 31 st January 2019	Natural England application submitted in November 2017 Green Flag applications submitted in January 2018	Lewis Bage - Communities and Partnerships Manager		Successfully achieved Natural England Country Park accreditation for Ely Country Park Successfully achieved Green Flag Park accreditations for both Ely Country Park and Jubilee Gardens. Judge's feedback actioned.
		Enforce the Council's mooring management scheme at Ely Riverside ensuring that all timescales and procedures are adhered to during 2018-19	100% of enforcement timescales and procedures adhered:	Lewis Bage - Communities and Partnerships Manager Michelle Burrell-Barnett -		100% of enforcement timescales and procedures adhered: - 35 Mooring Charge Notices issued and processed

Maximise tourism experience and visitor spend Support community resilience and wellbeing		Link to ECDC Mooring Management Scheme webpage: https://www.eastcambs.gov.uk/content/council-owned-moorings	9 tickets issued	Communities and Partnerships Support Officer David Heighway - Ely Riverside Officer		
		Complete the works that form part of the Ely Riverside Improvement Plan 2017-19 - Removal of existing fendering and installation of new fendering by 31 st March 2019	New signage installed December 2017.	Michelle Burrell-Barnett - Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager		Fendering works completed in January 2019
		Develop a district-wide Tourism Strategy	N/A	Lewis Bage - Communities and Partnerships Manager		Strategy presented to Community Services Committee in March 2019.
		Deliver the Vulnerable Communities Action Plan	Draft circulated in December 2018 and draft strategy taken to committee in March 2018.	Lewis Bage - Communities and Partnerships Manager Michelle Burrell-Barnett - Communities and Partnerships Support Officer		Council-wide Action Plan to be delivered by end March 2020. Actions to date include development of Timebank initiatives, development of dementia webpages and preparation of a vulnerable communities signposting/referral document.
		All Assets of Community Value nominations are processed in accordance with the statutory obligations under the Localism Act during 2018-19	3 valid nominations determined.	Michelle Burrell-Barnett - Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager		4 nominations received, 100% of timescales met (decision made within 8 weeks of receipt of nomination). Nominations include Isleham Community Orchard, Isleham; The Carpenters Arms, Soham (two submissions) and East Fen, Qua Fen and Angle Common, Soham
		Manage Service Level Agreements between the Council and voluntary organisations to provide help and support residents in need during 2017-18.	SLAs in place Service monitoring and support ongoing.	Lewis Bage - Communities and Partnerships Manager		SLAs in place Service monitoring and support ongoing.
		Management of Section 106, Community Fund and Community Facilities Grant schemes and review the criteria and processes of	N/A	Michelle Burrell-Barnett - Communities and Partnerships Support Officer		8 Community Funds awarded. Grants were awarded to the following applicants: • East Cambridgeshire Arts Festival

Ensure that the Council engages effectively with Parish Council's and communities		these funds to ensure that they are fit for purpose.				• Wilburton Community Cinema • Stretham Youth Club • Relate Cambridge • Town Crier Championship in Ely • Standing Room Only - Little Downham Village Hall • Aldreth Community Association • Air Cadets 1094 ATC - Duke of Edinburgh programme 5 Section 106 grants awarded. Grants were awarded to the following projects: • Upgrade for Play Equipment New Barns Play Area • Outdoor Fitness Equipment for St Johns Play Area • Extension of Littleport CCTV Network • Additional Storage at Ely Cemetery • Bottisham Traffic Management Project 3 Facilities Improvement Grants awarded. Grants were awarded for the following projects: • EOSA Astroturf for hockey pitch • Littleport Village Hall Skylights Improvement Works • Interior Refurbishments of Haddenham Sports Pavilion Grants Review presented to Community Services Committee in January 2018.
		Deliver two East Cambs Parish Council Conferences to provide a forum for better communication across the district by March 2019	2 x Parish Conferences delivered in 2017/18.	Michelle Burrell-Barnett - Communities and Partnerships Support Officer		1 x Parish Conference delivered in January 2019. Autumn Parish Conference deferred due to clash with county conference and other key dates.
		Produce Council's Draft Consultation Policy by March 2019	Engagement complete – templates completed by Service Leads.	Lewis Bage - Communities and Partnerships Manager		Incorporated into Draft Community Engagement Strategy

			Consultation processes and methods identified for input into Consultation Policy.	Michelle Burrell-Barnett - Communities and Partnerships Support Officer		
		Draft Community Engagement Strategy to Community Services Committee by December 2018	Circulated to Service Leads in January 2018.	Lewis Bage - Communities and Partnerships Manager Michelle Burrell-Barnett - Communities and Partnerships Support Officer.		Draft Community Engagement Strategy presented to Community Services Committee in September 2018. Item deferred and approved by committee in January 2019.
Ensure that staff have all the necessary skills to maximise their input service delivery	Delivering a Financially Sound and Well Managed Council	Support the continued professional development of the team to ensure that they are meeting with personal and professional career development opportunities	Opportunities continually reviewed. Internal training provided.	Lewis Bage - Communities and Partnerships Manager		Opportunities continually reviewed. Internal training provided.
		Update Service Delivery Champion with the progress of the service, how the service is being operated and the direction it is going in	Quarterly meetings held	Lewis Bage - Communities and Partnerships Manager		Quarterly meetings held with Service Delivery Champion and Chairman
		To regularly review higher level corporate risks, including: - Assets of Community Value applications not managed in accordance with Localism Act statutory obligations - Mooring enforcement not compliant with the Council's contract law enforcement processes	100% compliance with obligations	Lewis Bage - Communities and Partnerships Manager		100% compliance with obligations

EQUALITY IMPACT ASSESSMENT (EIA) FORM

Name of Policy:	East Cambridgeshire Tourism Strategy
Lead Officer (responsible for assessment):	Lewis Bage, Communities and Partnerships Manager
Department:	Communities and Partnerships
Others Involved in the Assessment (i.e. peer review, external challenge):	
Date EIA Completed:	19.02.2019

What is an Equality Impact Assessment (EIA)?

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

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

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

The Strategy seeks to deliver the following aims:

- Maximise visitor spend for the benefit of local businesses and communities;
- Increase the footfall and spread of visitors across the district.

The Council will seek to achieve the aims of the strategy through the following three interdependent objectives:

- Increase awareness and promote a joined-up approach;
- Remove barriers and negative perception;
- Encourage visitors to stay longer and to come back.

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

Local businesses, residents, visitors/tourists

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

Primary research carried out with visitors, recommendations shared and consulted on with parish councils, tourist attractions and groups of interest.

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

Ethnicity
 Gender
 Disability
 Gender Reassignment
 Pregnancy & Maternity

X
X

Age
 Religion and Belief
 Sexual Orientation
 Marriage & Civil Partnership
 Caring Responsibilities

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

Promotion of baby changing facilities, accessible features and amenities

(e) Does the policy have a differential impact on different groups?

YES/NO/Na

(f) Is the impact *adverse* (i.e. less favourable)?

YES/NO/Na

(g) Does it have the potential to disadvantage or discriminate unfairly against any of the groups in a way that is unlawful?

YES/NO/Na

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

Primary research carried out with visitors, recommendations shared and consulted on with parish councils, tourist attractions and groups of interest.

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

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

Findings detailed in Strategy entitled Key Research Findings

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

Without the implementation of this strategy, some of the needs identified through research may not be addressed and the benefits not received.

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

Option 1:	No major change - the evidence shows that the policy is robust and no potential for discrimination.	X
Option 2:	Adjust the policy - to remove barriers or to better promote equality.	
Option 3:	Continue the policy - despite potential for adverse impact or missed opportunity to promote equality, provided you have satisfied yourself that it does not unlawfully discriminate.	
Option 4:	Stop and remove the policy – if the policy shows adverse effects that cannot be justified.	

(I) Where you have identified the potential for adverse impact, what action can be taken to remove or mitigate against the potential for the policy to unlawfully discriminate or impact less favourably on one or more communities in a way that cannot be justified?

Include key activities that are likely to have the greatest impact (max. 6). Identified actions should be specified in detail for the first year but there may be further longer term actions which need to be considered. To ensure that your actions are more than just a list of good intentions, include for each: the person responsible for its completion, a timescale for completion, any cost implications and how these will be addressed. It is essential that you incorporate these actions into your service plans.

N/A

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

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

Signatures:

Completing Officer: Lewis Bage **Date:** 19.02.2019

Director: Emma Grima **Date:** 19.02.2019

TITLE: Draft East Cambridgeshire Tourism Strategy and Action Plan

Committee: Community Services Committee.

Date: Wednesday 13th March 2019

Author: Lewis Bage, Communities and Partnerships Manager

[T218]

1.0 ISSUE

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

2.0 RECOMMENDATION(S)

- 2.1 Members are asked to:

- (i) To approve the Draft East Cambridgeshire Tourism Strategy and Action Plan

3.0 BACKGROUND

- 3.1 The East Cambridgeshire Tourism Strategy outlines the Council's commitment to ensuring that the value of tourism is recognised and that its economic value is maximised for the benefit of the entire district. This strategy draws upon the components that make up the area's unique tourism offer and identifies outcomes that will benefit the whole of East Cambridgeshire.

- 3.2 The Strategy seeks to deliver the following aims:

- Maximise visitor spend for the benefit of local businesses and communities;
- Increase the footfall and spread of visitors across the district.

- 3.3 The Council will seek to achieve the aims of the strategy through the following three interdependent objectives:

- Increase awareness and promote a joined-up approach;
- Remove barriers and negative perception;
- Encourage visitors to stay longer and to come back.

4.0 ARGUMENTS/OPTIONS

- 4.1 Research has been conducted to identify key information necessary for the planning and development of the Tourism Strategy, including the profiles of current visitors, gaps in the existing visitor base and the components of the existing visitor product.

800 visitors at key attractions across the district and the immediate surrounding area were surveyed.

Research findings include:

- There are 30 visitor attractions in East Cambridgeshire;
- There are 100 public houses, bars and eateries in East Cambridgeshire;
- East Cambridgeshire is perceived to have a number of key attributes for different visitor types including horse sport and culture, strong National Trust estate, heritage and historic architecture and the outdoors and unspoilt nature;
- More than two thirds of visitors are arriving as part of a group including immediate family;
- More than half of all visitors make their way homewards after leaving their current location;
- With the exception of gate fees, the highest spenders currently are the youngest type, and also the 45 to 55 age group;
- 1% of visitors were a part of a coach or minibus party;
- With the exception of visitors from the Norwich area, the district's most valuable visitors come from beyond East Anglia. The highest spending visitors were those that travelled the furthest to get here;
- There is no predominantly recognised name for the East Cambridgeshire area;

4.2 Recommendations have been carefully considered to add value to existing visitor provision and to provide an effective, joined-up approach for the benefit of the entire district. Recommendations include:

- Develop and launch a new tourism website for the whole of East Cambridgeshire
- Explore the feasibility of the development of a new district wide brand
- Engage with other organisations and neighbouring areas to explore opportunities to work collaboratively in order to achieve a stronger visitor economy

4.3 The recommendations of the strategy were shared with a range a stakeholders including attractions and parish councils. Generally there was there was support for the implementation this strategy from the attractions. Acknowledgements were received from some parish councils advising that they had no comments. Of the approximate 110 comments received, around 80% of them could be addressed through the implementation of the recommendations of the strategy.

4.4 An Action Plan (Appendix ii) has been formulated which sets out how the Council will seek to deliver the strategy's recommendations.

5.0 CONCLUSIONS

- 5.1 An East Cambridgeshire Tourism Strategy and Action Plan will seek to maximise visitor spend for the benefit of local businesses and communities and increase the footfall and spread of visitors across the district.
- 5.2 In October 2017 Council approved an allocation of £70,000 in 2018/19 to implement the strategy and £20,000 a year thereafter for the ongoing costs relating to the strategy. The table below identifies spend arising from the recommendations of implementing the initial recommendations of the strategy.

To date the Council has spent £25,000 on developing the strategy. This includes the cost of the research identified in 4.1 above.

Website Development	£10,000
Operating Costs (Domain and Hosting)	£1,200 per annum
Search Engine Ranking	£700
Temporary Staff Resource (6 month fixed term)	£13,000
Branding/Logo Design	£5,000
Estimated Total	£29,900

6.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

- 6.1 The financial implications are identified in 5.2 above. The underspend in 2018/19 will be carried forward to 2019/20. These costs can be met from the existing budget allocation. The ongoing resources required following the launch of the new website will be assessed in due course. The level of resource required will reflect the budget allocation of £20,000 per annum.

7.0 APPENDICES

- 7.1 Appendix i – Draft East Cambridgeshire Tourism Strategy
Appendix ii – East Cambridgeshire Tourism Action Plan
Appendix iii – EIA
Appendix iv – EIA - Full Assessment

Background Documents

Draft East Cambridgeshire
Tourism Strategy
East Cambridgeshire
Tourism Action Plan

Location

Room
F008, The
Grange

Contact Officer

Lewis Bage
Communities and Partnerships
Manager
(01353) 665555
E-mail:
lewis.bage@eastcambs.gov.uk

Draft East Cambridgeshire Tourism Strategy

Forward

I am pleased to present the East Cambridgeshire Tourism Strategy which outlines the Council's commitment to ensuring that the value of tourism is recognised and that its economic value is maximised for the benefit of the entire district.

The strategy draws upon the many strengths and assets of the district's diverse and unique tourism offer and seeks to deliver outcomes that will ensure that the benefits of tourism are seen by visitors, businesses and residents.

Extensive primary and secondary research has been carried out to inform the development of this strategy which is vital to meeting the needs of a wide variety of stakeholders.

The launch of this strategy and its associated outcomes endorse the Council's commitment to making East Cambridgeshire a fantastic place to live and visit.

Councillor David Ambrose-Smith
Chairman of Community Services

Table of Contents

Section	Page
Introduction	3
Strategic Outcomes	4
National and Regional Context	5
Tourism in East Cambridgeshire • Mapping of the Current East Cambridgeshire Tourism Offer • Commissioned Research • SWOT Analysis	7
Implementation	19
Monitoring and Evaluation	22

Introduction

The District Council aims to ensure that East Cambridgeshire is a fantastic place to live, work and visit, so much so, that it is listed as a priority in the Council's Corporate Plan 2017-2019. In order to achieve this goal, the Council has identified a number of actions that will directly improve the lives of residents, businesses and visitors.

The Council recognises that East Cambridgeshire has something for everyone, and therefore has developed the East Cambridgeshire Tourism Strategy that has drawn upon all of the components that make up the area's unique tourism offer and identifies outcomes that will benefit the entire district.

The strategy will outline the current state of tourism in East Cambridgeshire and will identify how the Council will support the sector for the benefit of a wide range of stakeholders.

Extensive research has been conducted to ensure that the needs of the whole district have been considered which has informed how to most effectively and sustainably maximise the benefits of tourism. The research found that East Cambridgeshire is perceived to have a number of key attributes for different visitor types including horse sport and culture, strong National Trust estate, heritage and historic architecture and the outdoors and unspoilt nature. More than two thirds of visitors interviewed arrived as part of a group (including immediate family), with more than half of all visitors make their way homewards after leaving their current location. The highest spending visitors were those that travelled the furthest to get here and there is no predominantly recognised name for the East Cambridgeshire area.

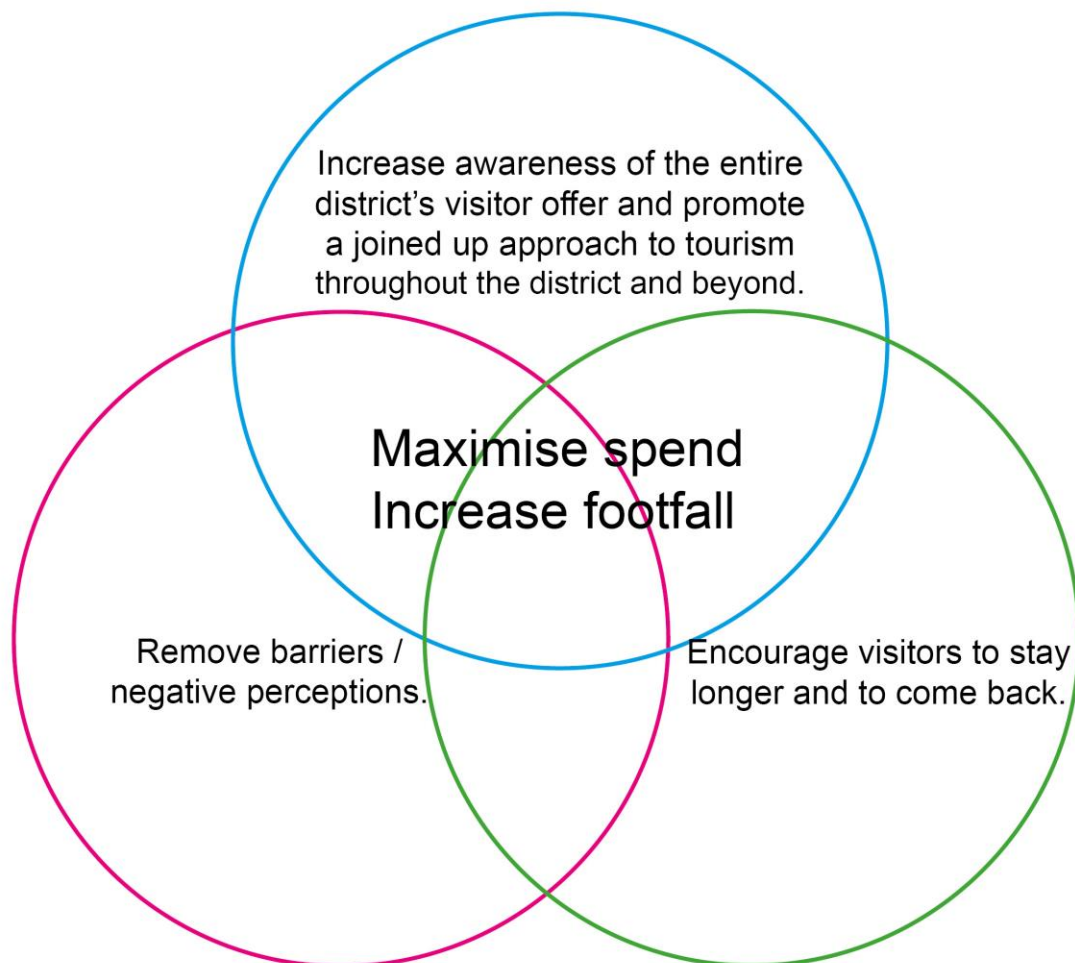
The strategy has considered the research findings and the plan of how the Council proposes to address them is outlined in the Implementation section.

Strategic Outcomes

The District Council recognises the value of tourism to the entire district and has developed this Strategy which seeks to deliver the following aims:

1. Maximise visitor spend for the benefit of local businesses and communities;
2. Increase the footfall and spread of visitors across the district.

The Council will seek to achieve the aims of the strategy through three interdependent objectives, illustrated below:



National and Regional Context

Tourism is currently worth £127 billion to Britain's economy¹, and is forecast to be worth over £257 billion by 2025.² Tourism is Britain's seventh largest export industry and is the fastest growing sector in the UK in employment terms. It accounts for 9.6% of all employment and 9% of GDP. 39.2 million overseas visitors came to the UK in 2017 and spent £24.5 billion.³ In 2017, England received 34,304,000 visitors spending £21,360,000.⁴

In 2010, Visit England published their strategy 'England: A Strategic Framework for Tourism 2010-2020' which set out the following four objectives:

- To increase England's share of global visitor markets
- To offer compelling destinations of distinction
- To champion a successful thriving tourism industry.
- To facilitate greater engagement between the visitor and the experience.

It is important that this strategy recognises the aspirations of VisitEngland to understand where resources will be focused at a national level for the benefit of the whole country, and to understand where we can potentially add value to these efforts by aligning our own ambitions.

The In 2017, the value of tourism for the East of England is £6.4 billion⁵. Cambridgeshire Economic Impact of Tourism report 2013 states that there were 23,943,000 trips in Cambridgeshire in 2013, (90% of trips were day trips). Day trippers spent £820,425,000 compared to visitors that stayed overnight who spent £492,995,000. The report states that "most spend by staying visitors occurs in the accommodation, shopping and food and drink sectors, whilst day trippers spend most on shopping and food and drink". 52% of staying visitors were on holiday, 26% were on visits to friends and relatives and 18% were on business trips. The report advises that the impact of day visitor spend is relatively greater than stay visitor spend in turnover terms.

In January 2017, an Industrial Strategy green paper was published by the Government. Following this, it was agreed at the Tourism Industry Council that the tourism sector would develop a bid for a tourism sector deal that would provide a one-off opportunity for tourism to be recognised as an industry of the future, competing globally and backed by Government. The bid is being facilitated by VisitBritain (the name used by the British Tourist Authority) who is helping the industry-led working groups develop proposals for the final submission.⁶

The Cambridgeshire and Peterborough Combined Authority is developing a local Industrial Strategy and are working with Visit Cambridge and a range of local tourism stakeholders to

¹ <https://www.visitbritain.org/visitor-economy-facts>

² <https://www.visitbritain.org/sector-deal-uk-tourism>

³ <https://www.visitbritain.org/visitor-economy-facts>

⁴ <https://www.visitbritain.org/2017-snapshot>

⁵ Figures provided by VisitEngland (September 2018)

⁶ <https://www.visitbritain.org/industrial-strategy-tourism>

include a collaborative approach to tourism to achieve the area's ambitions for a stronger visitor economy.

Tourism in East Cambridgeshire

East Cambridgeshire receives around 4 million visitors per year. There are 271,600 overnight trips and 3.76 million day trips to the district per year. The total visitor spend of both day visitors and overnight tourism is £172 million. The total value of tourism for the district is over £201 million. There are 4,350 tourism related jobs in East Cambridgeshire (this equates to 9.3% of all employment)⁷.

Inbound visitors to the district has dramatically increased, between 2010 and 2016, the number of international visitors to Ely increased from 7,000 to 18,000.⁸

Mapping of the Current East Cambridgeshire Tourism Offer

In July 2018, the Council carried out a mapping exercise to establish the area's current tourism offer. The exercise included the mapping of tourism related businesses (attractions, eateries, public houses, accommodation providers).

Key observations from mapping exercise⁹:

- There are 30 visitor attractions in East Cambridgeshire.
- There are 4 larger attractions located just across the district's border.
- There are 100 public houses, bars and eateries in East Cambridgeshire
- There are 53 accommodation providers in East Cambs ranging from bed and breakfasts, campsites and hotels.
- 43% of all attractions, 47% of all public houses, bars and eateries are located in Ely. The district's accommodation is clustered in Ely (30% of all accommodation) however is sparsely spread throughout the rest of the district.
- There are 11 public houses and 4 accommodation providers in the lower south east of the district. Those public houses and accommodation providers could benefit from attractions located just across the district's border, especially visitors to Newmarket Racecourse and the National Heritage Centre for Horseracing and Sporting Art.
- Soham has 2 visitor attractions, 10 public houses, bars and eateries and 1 accommodation provider.
- Littleport has 1 attraction, 4 accommodation providers, and 5 public houses, restaurants and eateries. The accommodation, public houses and restaurants in Littleport could benefit from visitors to Welney Wetland Centre (located in West Norfolk), directly connected by the A1101.
- Burwell has 1 attraction, 5 public houses, restaurants and eateries and 2 accommodation providers. Burwell is centrally between 3 of the 4 most popular visitor attractions (Newmarket Racecourse, Anglesey Abbey and Wicken Fen).

⁷ Economic Impact of Tourism - East Cambridgeshire 2016

⁸ https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/detailed_towns_data_2010_-_2016.xlsx

⁹ Figures illustrated are approximations taken from a particular point in time using secondary information.

Commissioned Research

In the summer of 2018, a team of researchers were commissioned by the Council to conduct primary research at key visitor destinations throughout East Cambridgeshire and the immediate surrounding area.

Objectives of Research

The research sought to identify key information necessary for the planning and development of the Tourism Strategy, as detailed below:

Profile of Current East Cambs Tourists	• Demographics • Where they come from • Group types and sizes • Visiting habits, preferences and expectations • Spending habits and reaction to entry prices • Accommodation, eating and drinking habits • Reaction to stimuli (advertising, promotions, co-promotions) • Knowledge of East Cambs places and attractions • Preferred attractions outside East Cambs
Gaps in the current visitor base	• How gaps might be addressed – gaps in visitor profile, where new visitors may come from, attracting new visitors

Research Approach

800 visitors at key attractions were surveyed face to face using questionnaires. 44 depth interviews also took place at these locations to obtain a deeper understanding of the views of current visitors, probing especially their perceptions and reactions. The locations where engagement took place include Anglesey Abbey, Wicken Fen, Ely Market and historic city centre, Burwell Windmill and Rural Museum, Ely Cathedral, Stained Glass Museum, July Racecourse, Ely Riverside, National Heritage Centre, Ely Museum, Fenland Country Fayre and Welney Wetlands.

Key Research Findings

Visitor Types

Using ACORN's Lifestyle Profiling tool¹⁰ that analyses significant social factors and behaviour, the majority of visitors to East Cambridgeshire identified as 'Executive Wealth' and 'Mature Money' (over 55, retired, and with accumulated wealth). The other most popular visitor segments were 'Striving Families', 'Steady Neighbourhoods' and 'Modest Means'. 22.2% of visitors surveyed were categorised as 'Affluent Achievers' who have lots of available spend.

The East Cambridgeshire area is perceived to have a number of key attributes different visitor types:

¹⁰ <https://www.gov.uk/government/publications/quality-assurance-of-administrative-data-in-the-uk-house-price-index/acorn-consumer-classification-caci>

- Horse sport and culture
- Strong National Trust estate
- Heritage and historic architecture
- Outdoors and unspoilt nature

Further to this, distinct groups of lifestyles types were identified linked to these attributes, which have been defined as follows:

Visitor Lifestyle Type	Description	Typical Visitor Lifestyle Profile
Horse sport Enthusiasts	These visitors mostly inhabit the upper reaches of the rural social set – though many also keep a base in London for professional reasons. They have the wealth to support large and extended families, and many of their horse related activities involve dependent children from the youngest years up to at least 30.	Successful professional families, plus thriving managers and tradespeople Travelling by car Live in the countryside (within one hour of East Cambs) Refreshments provided at the premises
Culture Vultures	These people are fanatical about art and culture, especially English historic buildings and architecture. They thrive on making visits, usually as part of larger groups, to renowned attractions such as Ely Cathedral and Anglesey Abbey.	55+ years old Male Many retired Travelling by Private Coach Pub lunches and picnics
National Trust Groupies	Distinctive group whose visiting pattern is driven by their membership of the National Trust. They are delighted that membership gives them an opportunity to visit National Trust attractions across the UK, providing unlimited itineraries for day trips and even for longer trips involving overnight stays.	Retired couples Small family groups Travelling by car Genteel tea and cakes in the NT cafe
Nature Lovers	These visitors are attracted to East Cambs because they like tranquillity, natural settings, wildlife, and outdoor activity. They like to be active and especially to do things that are low cost, so are often found as walkers, and cyclists.	Younger people, many students and junior academics Small groups / solo visitors Travelling by bicycle and on foot Flasks, sandwiches, picnics
Families	Family groups, especially parents with younger children, looking to give the family an enjoyable day out without breaking the bank. Events that are free to enter, especially if you can bring a picnic to avoid high catering costs, are an	Parents with young children Financially stretched Travelling by car

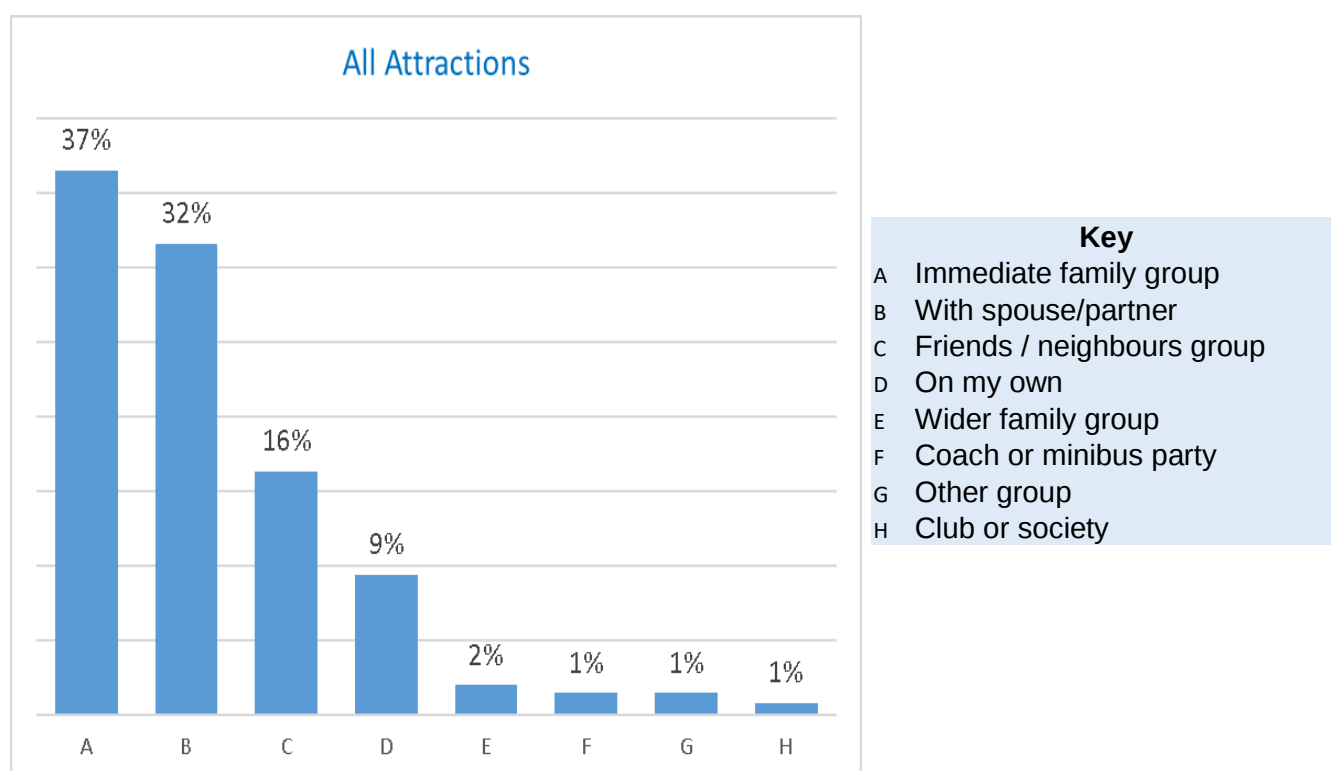
	attractive draw. Parents want to relax as well, so low cost events that provide something to entertain a range of ages are perfect.	Budget options, picnics
--	---	-------------------------

Reasons for visiting East Cambs attractions

Forward planning and personal recommendation are the two main triggers for selecting where to go and what to do. This indicates a need for information about what is available, such as opening hours and entry fees.

Make-up of visitor groups

More than two thirds of visitors are arriving as part of a group including immediate family. 1% of visitors were a part of a coach or minibus party.



Graph illustrating the make-up of visitor groups

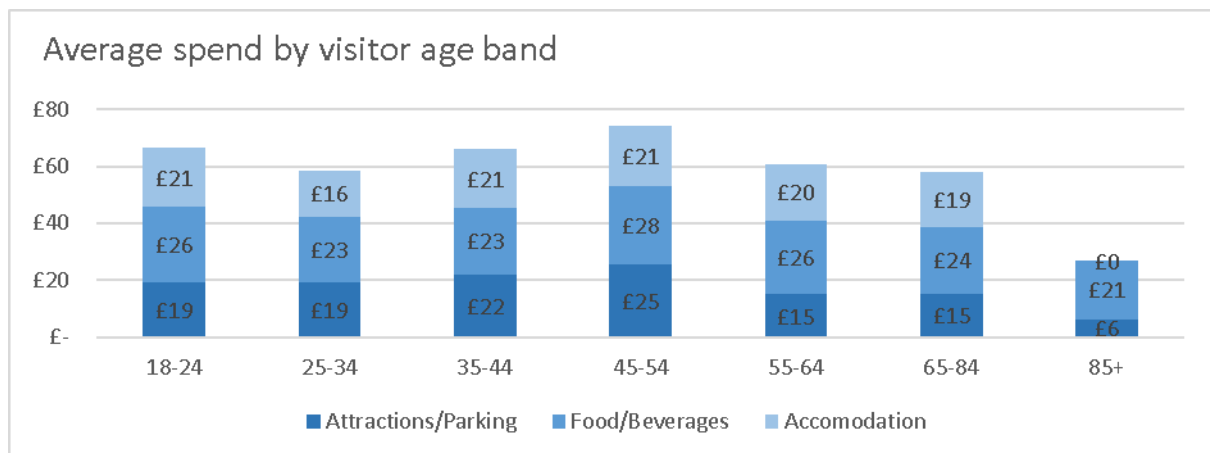
Visitors' post-attraction plans

More than half of all visitors make their way homewards after leaving their current location, rather than have something to eat or explore the area further. In Newmarket, two thirds of visitors make their way straight home after leaving their chosen attraction.

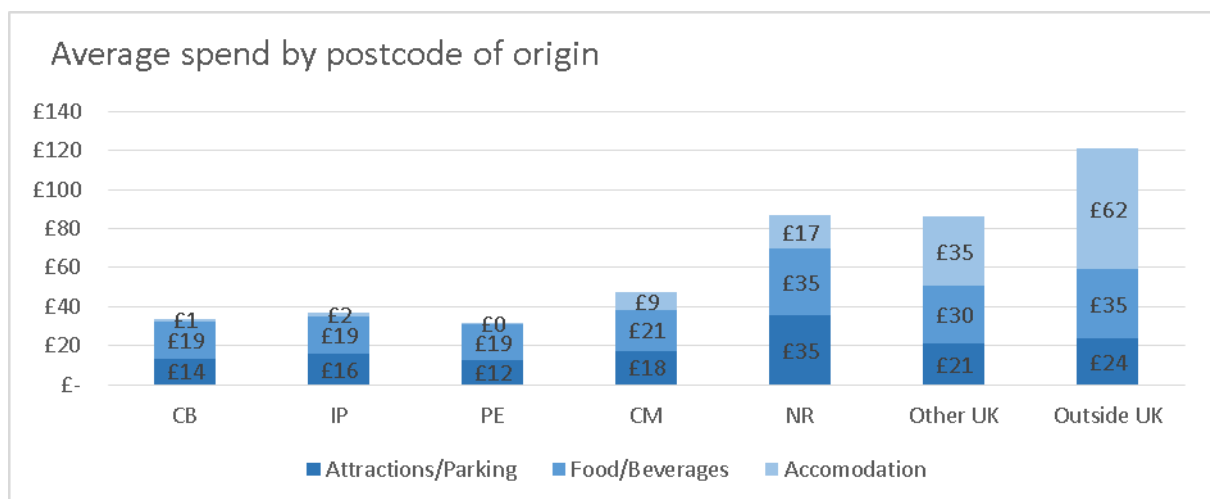
Visitor spend habits

Currently visitors to National Trust properties are modest spenders on food and beverage, with more than half (Wicken Fen) and more than a third (Anglesey Abbey) spending less than £10. At both Ely and Newmarket two thirds of visitors spend between £10 to £60, however at all attractions very few visitors spend more than £60 during their trip.

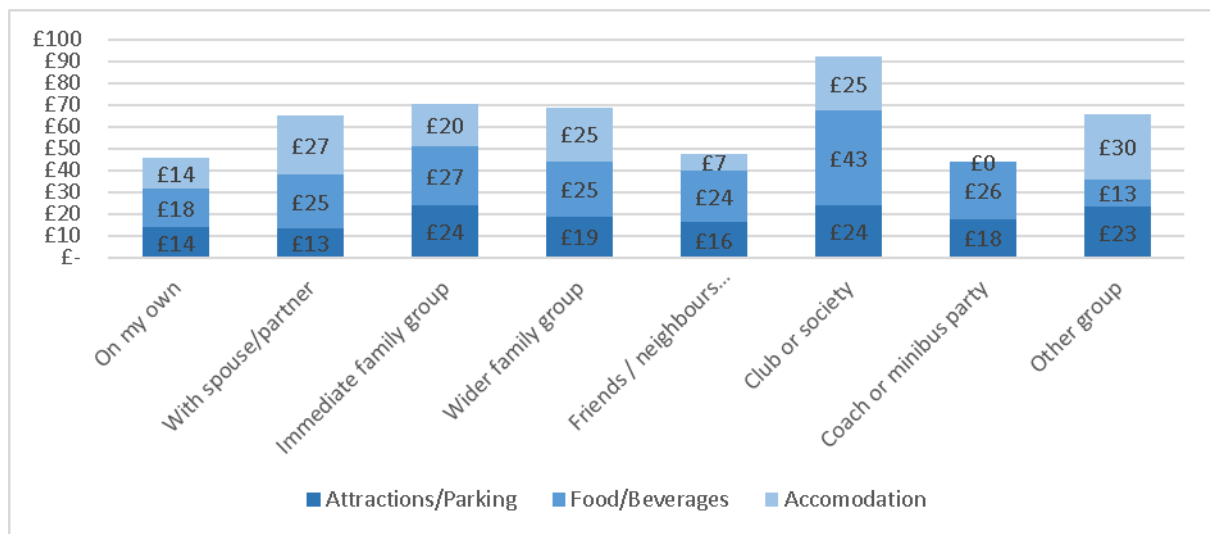
With the exception of gate fees, the highest spenders currently are the youngest type (18-24 years), and also the 45 to 54 age group, at the height of their earning power and with lower family expenses.



With the exception of visitors from the Norwich area, the district's most valuable visitors come from beyond East Anglia.



The highest spending visitors are those visiting as part of a club or society.



Visitors from beyond the immediate catchment spend twice as much as local visitors per visit. Overseas visitors constitute 8% of all visitors (during summer months) and are economically even more valuable.

Visitors' identification of the local area

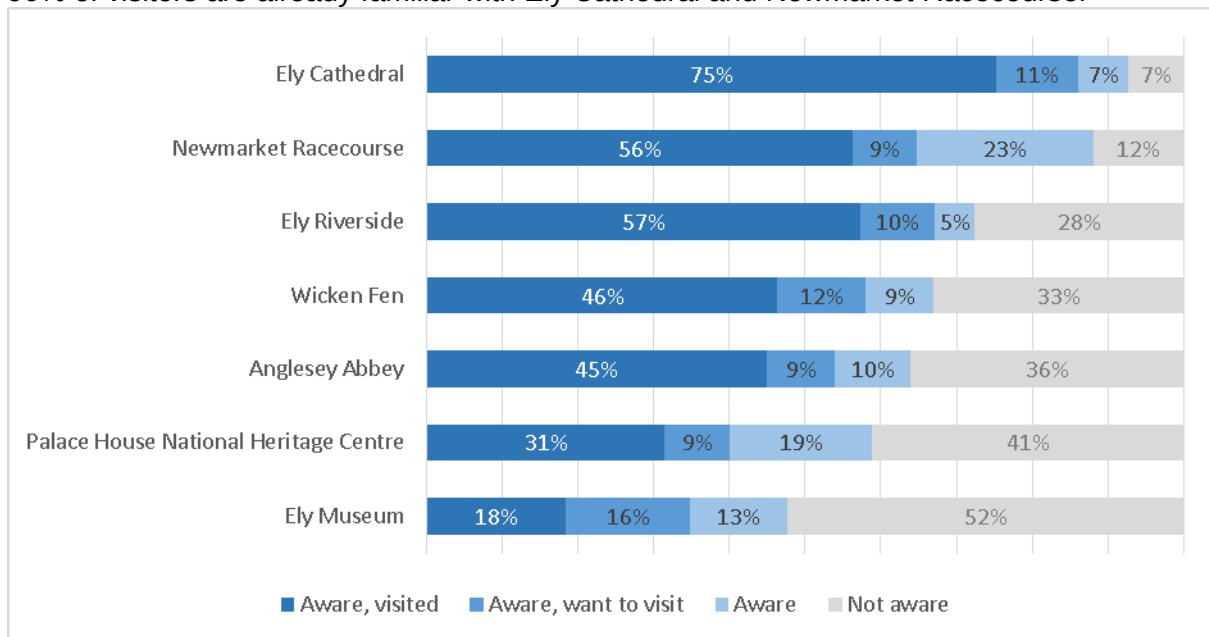
There is no predominantly recognised name for the East Cambridgeshire area. Visitors use a range of names to define the area, with only 1 in 50 using the name 'East Cambridgeshire'. 36% of visitors identified their location as 'Cambridgeshire' and 16% identified their location as 'Ely area.'

Overnight stays

At least during the summer months, overnight stays are an important contributor to the East Cambs tourism economy. Across all locations 1 in 5 visitors will stay over, with more than half spending more than £60 on accommodation. 4 out of 10 visitors that stayed overnight choose a traditional hotel.

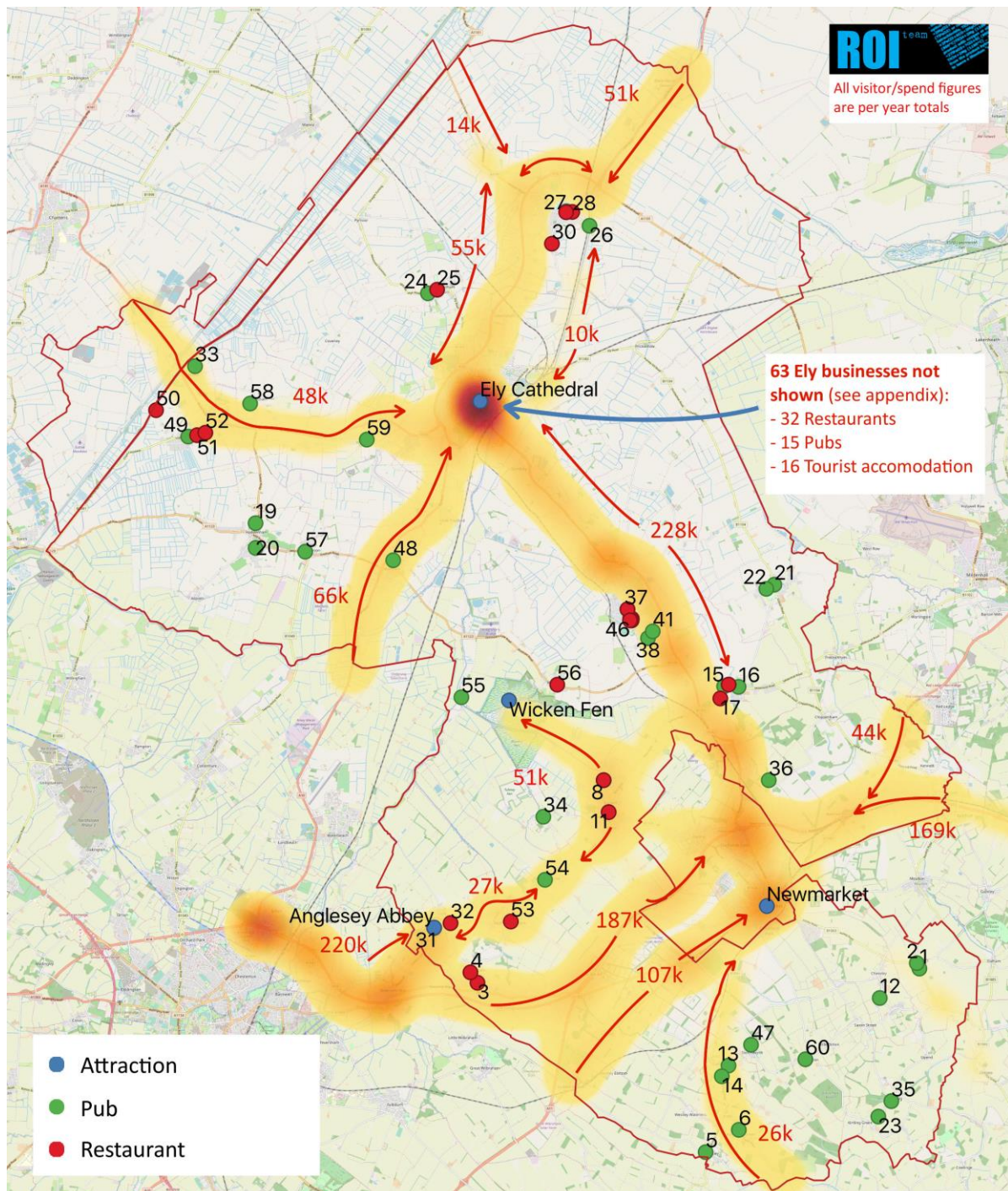
Visitor awareness of East Cambs attractions

90% of visitors are already familiar with Ely Cathedral and Newmarket Racecourse.



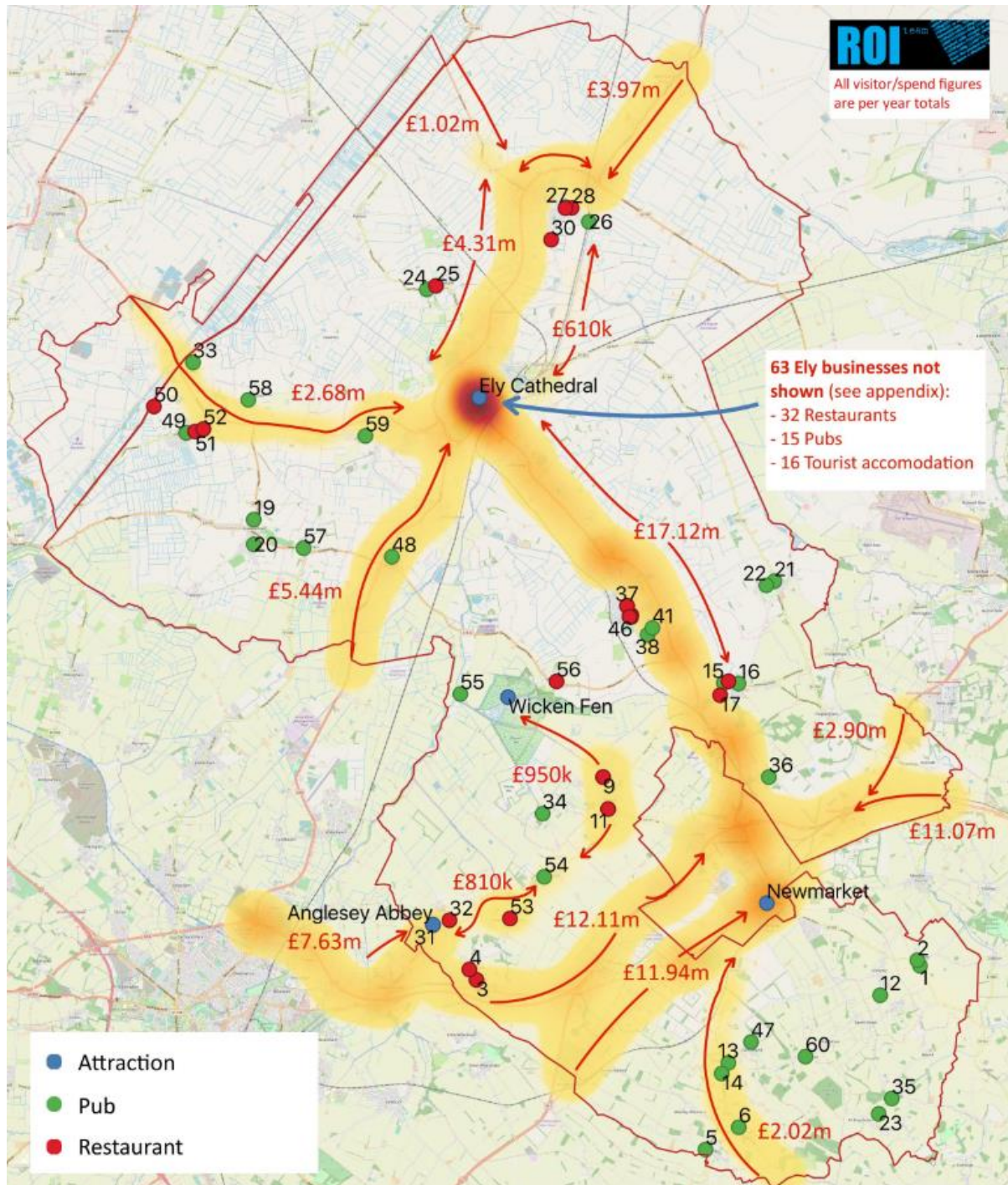
Tourist Flow

The map illustrates leisure and pleasure visitor trips into and around East Cambs with the shaded routes showing the most popular visitor routes identified by survey participants. The numbers in red indicate the number of tourists per year using that route. It can be seen that the strongest flow of visitors enters East Cambs from the South West (from the Cambridge area).



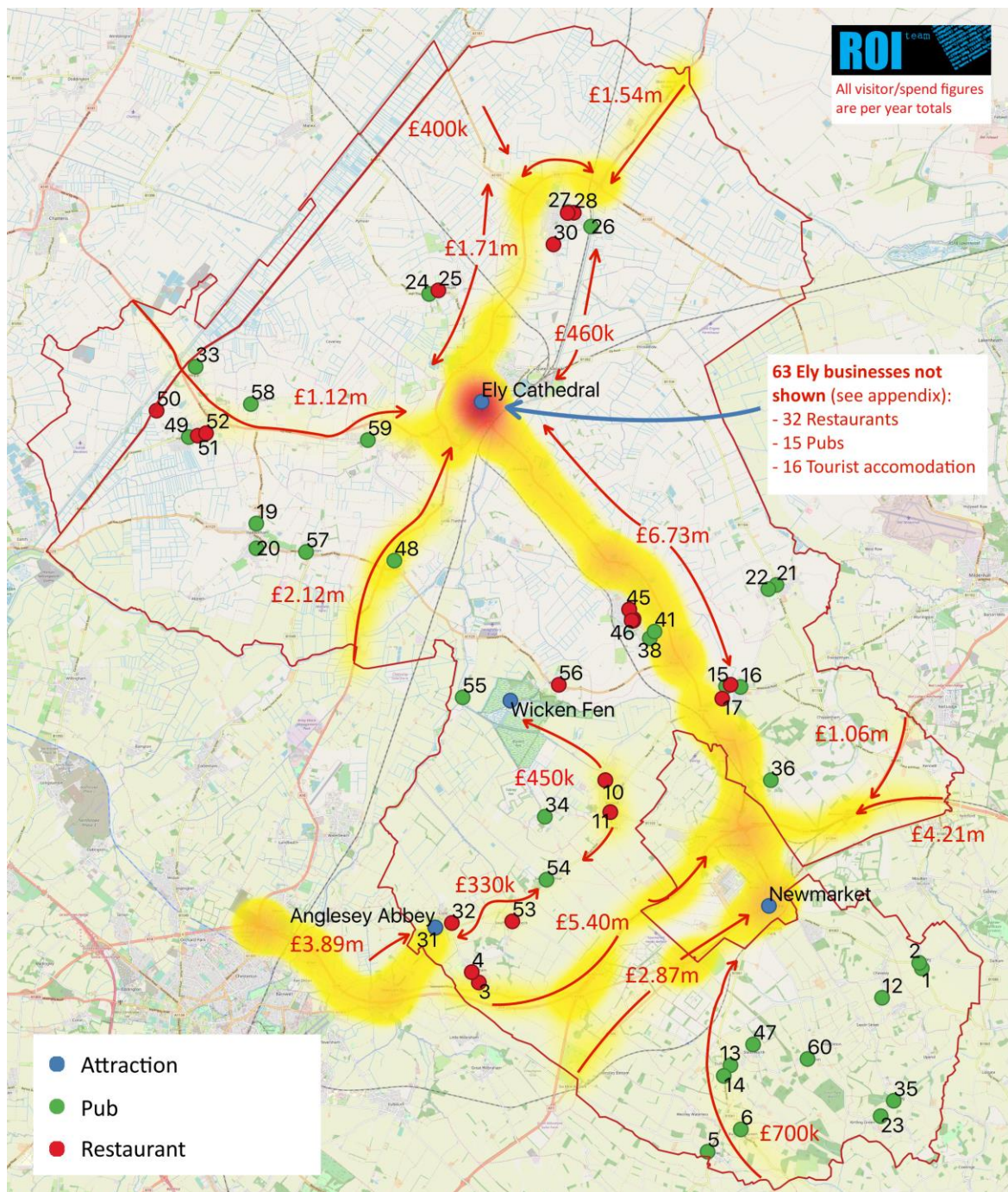
Tourist Total Spend

The map illustrates the aggregate of available visitor spend into and around East Cambridgeshire. The shaded routes show the volume of spend by leisure and pleasure tourists carried along the most used routes which is therefore available to be captured by tourism assets location adjacent to key routes. Figures in red show the amount of spend per year available along key routes identified by survey participants. Arrows show the direction from which spend enters East Cambridgeshire and then within East Cambridgeshire.



Tourist Spend on Food & Beverage

The map illustrates the aggregate of available visitor Food & Beverage spend into and around East Cambs. The shaded routes show the volume of tourist Food & Beverage spend by leisure and pleasure tourists carried along the most used routes which is therefore available to be captured by tourism assets location adjacent to key routes. Figures in red show the amount of spend per year available along a key route. Arrows show the direction from which spend enters East Cambs and then within East Cambs.



SWOT Analysis of the Current East Cambridgeshire Tourism Offer

Strengths	Weaknesses
• Variety and range of attractions, events and accommodation • Catchment includes large proportion of 'mature money' • Area perceived to be rich in historic architecture • High proportion of summer visitors plan to stay overnight • Over 100 public houses and restaurants • Strong Ely brand and tourism infrastructure. Ely is on existing tour itineraries with Ely Cathedral being a strong pull for visitors and tour groups • Independent and specialist shops and businesses • Area rich in wild countryside • Good train links to Cambridge, London, the Midlands, Stansted and the East • Tranquil countryside provides good country cycling and walking • Recent visitors research findings available • Free Car Parking at some key visitor destinations • Established and popular market in Ely providing a variety of themes (Vegan Fairs, Continental Markets) • High National Trust membership provides framework for building visiting programmes	• Visitor perception of distances • Lack of joined up partnership working • Area lacks a clear identity and label • Cambridge seen as the indispensable anchor of the area • Weak knowledge of attractions and food and beverage premises and what they offer • Many National Trust members see no reason to stray beyond the National Trust network • Of dominant visitor types, few are natural spenders – some can't and some won't • More than half of existing visitors visit only one attraction and then make their way home • Lack of large scale conference and event venues for business tourism • Weak mobile phone coverage in some areas • Numerous brands providing a service to visitors
Opportunities	Threats
• Development of a joined up, effectively marketed district package • Huge bank of Cambridge visitors on the doorstep looking to extend their visit • Influence large numbers of potential visitors via tour organisers and society tours • Actively recruit more lucrative visitors from outside the area • Emergence of new, unique attractions • Potential Tourism Sector Deal which could see the emergence of	• Perception that prices for entry and food and beverages are too high • Nearby tourist locations (especially Cambridge) have stronger awareness and identify • Fragmented and disjointed product • Some organisations may be reluctant to engage and collaborate • Strong culture of self-catering tourism (e.g. picnics and budget day trips) • Economic crisis or slow down • Desire and ability of some businesses to embrace technological developments • Unpredictable British weather –

Tourism Zones • Opportunities for tourism interventions through the Combined Authority's local Industrial Strategy • Improvements to mobile phone and Internet coverage • Co-promotional opportunities • Capitalise on event footfall	seasonality • Competition from other destinations where children go free • Competition from overseas (budget airlines) • Desire and ability to embrace new market trends (e.g. Airbnb)
---	---

Implementation

This strategy will be driven and monitored by the District Council, however its success will be dependent on effective collaboration from a range of partners and its approach adopted by tourism stakeholders.

This section outlines how specific areas of focus could achieve the three strategic objectives.

Strategic Objective	Areas of Focus	How the Areas of Focus could be implemented
Increase awareness and promote a joined-up approach	Research findings suggest that there is a lack of awareness of various aspects of East Cambridgeshire's tourism product. A joined up approach could improve the visibility of unknown aspects of the district's tourism offer and improve the accessibility of information required for visitors to explore other areas that they are currently unaware of. The development of co-promotional opportunities between providers with an ethos on helping each other could be encouraged, this may be in the form of discounted rates and special offers that could entice visitors to visit other places that they wouldn't have otherwise done so. The development of a district wide brand could be used by providers as a recognisable and credible common link, making use of associated tags/hashtags. The development of visitor packages tailored to enhance the appeal of East Cambridgeshire to existing and new visitors, taking into consideration gaps in existing visitor profiles could be explored. Visitors from beyond the immediate catchment spend twice as much as local visitors per visit. Overseas visitors constitute 8% of all visitors (during summer months) and are economically even more valuable. Promotion of the area to these more distant visitors could be implemented alongside local and national promotion.	The recommendations listed below have been carefully considered to add value to existing visitor provision and to provide an effective, joined-up approach for the benefit of the entire district. The development and launch of a new tourism website for the whole of East Cambridgeshire would enable the areas of focus identified within the strategy to be implemented and would seek to complement existing services by way of signposting. The website would seek to add value to existing provision and will seek to fill gaps, being mindful of what else is out there so not to replicate or duplicate. Specific areas of focus that a new district wide tourism website could address include the promotion of the entire East Cambridgeshire tourism offer; the promotion of basic visitors needs such as transport options, car
Remove barriers	By being aware of gaps in the current visitor base e.g. gaps in age profile, we	

and negative perception	could tailor marketing efforts and showcase what East Cambridgeshire has to offer for these groups with the intention of attracting them to the district. There are essential facilities and services that people need when visiting somewhere that are not always promoted or accessible, such as toilets, baby changing facilities, petrol stations, accessibility information, car parks, cyclist friendly public houses, dog and child friendly public houses and restaurants. Promotion of these basic visitor needs would make life easier for visitors and may encourage them to take a trip to somewhere they otherwise may not have. Basic needs could be illustrated using a system of symbols. Appropriate and up-to-date visitor information could be encouraged such as sample menus, details of surrounding amenities, seating areas, prices and Wi-Fi provision. Promoting the range of experiences, attractions, accommodation types and other components of the district's tourism offer is likely to widen the area's appeal, and raise awareness of elements of the district that may be unknown to some groups e.g. promotion of luxury and unique accommodation, nighttime industry, that may have not been apparent. The promotion of events, markets and festivals throughout the year would demonstrate that the area is a year round destination. The promotion of events may attract niche audiences into the district that may not have previously considered visiting e.g. Vegan Markets, park runs, cycle race events. There may be opportunities for local businesses to capitalise on the visits of niche markets and tailor services to meet the needs of these groups, which may encourage repeat business. It is important to recognise the strengths and assets of neighbouring areas and to understand their ambitions as there may be opportunities to explore collaborative working that could add value to achieving the aims of this strategy. A joined up approach to establishing a wider visitor package could raise awareness of the area to visitors that may not usually have considered a trip here. Visitors may be more inclined to visit if they are initially drawn to	parking, petrol stations and cyclist friendly public houses; mapping tools to illustrate travel times and distances; and tailored packages orientated to specific groups e.g. East Cambridgeshire for historians, cyclists, families, walkers and boaters. The website could promote special offers and incentives between tourism providers enticing visitors to stay longer and visit places they may not have otherwise. The website could be used to promote elements of district's tourism offer that appeals to gaps in the current visitor base. Public houses, accommodation, restaurants and eateries could feature prominently on the website. Links to other websites would create opportunities for online booking and access to further information. The development of a strong, recognisable district wide brand could be used to unify the entire East Cambridgeshire visitor package, emphasising that the whole district forms part of the offer. The branding could be used on marketing materials by stakeholders as a show of partnership ethos and collaboration.
--------------------------------	--	---

	neighbouring areas and learn that there is something of interest in East Cambridgeshire. Visitors may also stay longer as they become aware of what more there is to see and do in the wider area. There is a perception that components of the district's tourism product are too far to travel, therefore there may be an opportunity to utilise visual aids to illustrate travel distances/times.	Engagement with neighbouring areas and other organisations to understand their aspirations and to provide opportunities to explore ways of adding value to the East Cambs and wider visitor offer and how working collaboratively could achieve a stronger visitor economy.
Encourage visitors to stay longer and to come back	The development and promotion of longer term visitor passes e.g. annual passes which are value for money (whether joint or individual) may encourage repeat business. The promotion of events, markets and festivals throughout the year may encourage people to come back to the area if something is going on that appeals to them, when they have not have considered to do so otherwise. Information regarding events, markets and festivals can be promoted and also shared to businesses to capitalise on event footfall (e.g. join in with the theme and promoted jointly). Efforts could be tailored to target specific visitor profiles identified through this strategy's research. Some of the group trips to the area include commercial tours and some are linked with a club or society. This offers a route for introducing additional locations and sampling of existing tourism resources to trip organisers.	An Action Plan (Appendix i) has been developed that outlines how the District Council will implement the Areas of Focus detailed in this section.

Monitoring and Evaluation

A variety of methods will be used to assess whether the aims of this strategy are being achieved, including:

- Delivery of the East Cambridgeshire Tourism Action Plan (Appendix i)
- Monitoring and reporting on the performance of this strategy and action plan annually through the Service Planning Process
- Repeat research with visitors
- Website hits

Appendix 1

East Cambridgeshire Tourism Action Plan

This Action Plan sets out how the Council will seek to deliver the aims of the East Cambridgeshire Tourism Strategy.

Outcome	Actions	Timescale
Develop and launch a new tourism website for the whole of East Cambridgeshire	Appoint resources	End March 2020
	Identify events, markets and festivals and visitor services, facilities and travel distances/times	
	Engage with stakeholders to encourage the development of co-promotional opportunities and the development of longer term visitor passes	
	Develop visitor promotional packages/themes	
	Engage with partner agencies to develop cross border initiatives and promotional packages	
	Produce content for website	
	Commission web developer to build website	
	Launch and promote new website	
Explore the feasibility of the development of a new district wide brand	Conduct exercises to determine brand	
	Develop brand (logo, slogan, name)	
Engage with other agencies and neighbouring areas to explore opportunities to work collaboratively in order to achieve a stronger visitor economy	Identify stakeholders	
	Identify opportunities for co-promotion, sharing of survey findings, signposting	

EQUALITY IMPACT ASSESSMENT – INITIAL SCREENING TEMPLATE (IST)

Initial screening needs to take place for all new/revised Council policies. The word ‘policy’, in this context, includes the different things that the Council does. It includes any policy, procedure or practice - both in employment and service delivery. It also includes proposals for restructuring, redundancies and changes to service provision. This stage must be completed at the earliest opportunity to determine whether it is necessary to undertake an EIA for this activity.

Name of Policy:	East Cambridgeshire Tourism Strategy
Lead Officer (responsible for assessment):	Lewis Bage, Communities and Partnerships Manager
Department:	Communities and Partnerships
Others Involved in the Assessment (i.e. peer review, external challenge):	
Date Initial Screening Completed:	18.02.2019

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

The Strategy seeks to deliver the following aims:

- Maximise visitor spend for the benefit of local businesses and communities;
- Increase the footfall and spread of visitors across the district.

The Council will seek to achieve the aims of the strategy through the following three interdependent objectives:

- Increase awareness and promote a joined-up approach;
- Remove barriers and negative perception;
- Encourage visitors to stay longer and to come back.

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

Local businesses, residents, visitors/tourists

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

Primary research carried out with visitors, recommendations shared and consulted on with parish councils, tourist attractions and groups of interest.

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

Ethnicity

Gender

Disability

Gender Reassignment

Pregnancy & Maternity

☐
☐
☒
☐
☒

Age

Religion or Belief

Sexual Orientation

Marriage & Civil Partnership

Caring Responsibilities

☐
☐
☐
☐
☐

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

Promotion of baby changing facilities, accessible features and amenities
--

(e) Does the policy affect service users or the wider community?

YES

(f) Does the policy have a significant effect on how services are delivered?

NO

(g) Will it have a significant effect on how other organisations operate?

NO

(h) Does it involve a significant commitment of resources?

YES

(i) Does it relate to an area where there are known inequalities, e.g. disabled people's access to public transport etc?

NO

If you have answered **YES** to any of the questions above, then it is necessary to proceed with a full equality impact assessment (EIA). If the answer is **NO**, then this judgement and your response to the above questions will need to be countersigned by your Head of Service and then referred to the Council's Equal Opportunities Working Group (EOWG) for scrutiny and verification. Please forward completed and signed forms to the Principal HR Officer.

Signatures:

Completing Officer: Lewis Bage **Date:** 18.02.2019

Director: Emma Grima **Date:** 18.02.2019

Communities and Partnerships Service Delivery Plan 2019/20

Overview of Service

The Communities and Partnerships Services team comprises 4 members of staff: 1 Communities and Partnerships Manager FT, 1 Communities and Partnerships Support Officer (P/T), 2 Ely Riverside Enforcement Officers (PT).

The remit of the team is to lead the Council's statutory obligations under the Localism Act and develop and implement Council strategies and policies that promote community partnerships, resilience and engagement.

The work of the team includes:

- the delivery of the district's Tourism Strategy;
- delivery of the Council's Vulnerable Community Strategy which seeks to address the needs of communities most at risk of vulnerability;
- consultation and engagement with communities;
- management of community grants and Asset of Community Value nominations;
- support to key voluntary sector bodies;
- development of the District's award winning Ely Country Park; and,
- management the Council's mooring enforcement scheme.

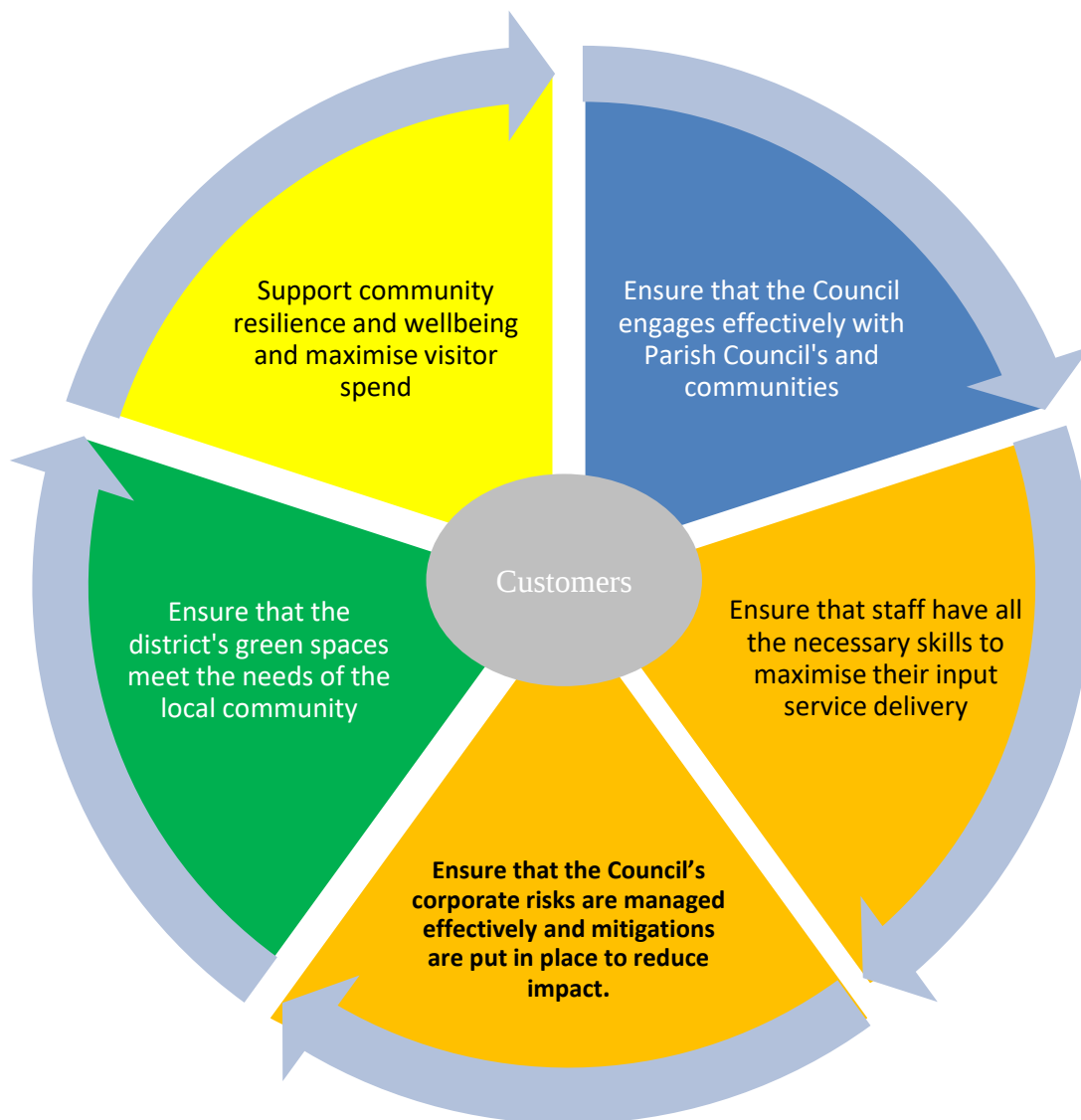
How does the Service link in with our Corporate Plan?

We contribute to the Council's Corporate Plan in the following areas:

- Delivering a Financially Sound and Well Managed Council.
- Making East Cambridgeshire "A Fantastic Place to Live, Work and Visit."

The cost to run the service each year totals: £272,241.00

Strategy Map 2019/20



Commitments towards our Vision

Communities and Partnerships Service Delivery Plan 2019/2020



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners
Ensure that the district's green spaces meet the needs of the local community	A Fantastic Place to Live, Work and Visit	Ensure that Ely Country Park continues to serve as a destination for the entire district and beyond to enjoy by delivering the Improvement Plan 2017-20, projects include: - Provide toilet provision during the summer months - Consultation with site users to identify potential opportunities to inform future improvement plans by March 2020 - Identify external funding opportunities for Ely Country Park	New picnic and play area installed Toilet provision provided during summer months Ongoing consultation with site users to inform future priorities and Toilet Feasibility Study Additional seating provision installed	Michelle Burrell-Barnett - Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager
		Conduct Toilet Feasibility Study for Ely Country Park by March 2020	Consultation carried out with site users to inform study and research into options conducted	Lewis Bage - Communities and Partnerships Manager
		Submit Green Flag accreditation applications for Ely Country Park and Jubilee Gardens by 31st January 2020	Successfully achieved Natural England Country Park accreditation for Ely Country Park Successfully achieved Green Flag Park accreditations for both Ely Country Park and Jubilee Gardens	Lewis Bage - Communities and Partnerships Manager
		Enforce the Council's mooring management scheme at Ely Riverside ensuring that all timescales and procedures are adhered to during 2019-20 Link to ECDC Mooring Management Scheme webpage: https://www.eastcambs.gov.uk/content/council-owned-moorings	100% of enforcement timescales and procedures adhered 35 Mooring Charge Notices issued and processed	David Heighway and Roland Perry - Ely Riverside Officers Michelle Burrell-Barnett - Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager
		New commercial operator in place at Ely Riverside during 2019.	Invitation for expressions of interest issued	Michelle Burrell-Barnett - Communities and Partnerships Support Officer
		Conduct consultation to ensure that Ely Riverside is meeting the needs of users.	Replacement of fendering complete	David Heighway and Roland Perry - Ely Riverside Officers Michelle Burrell-Barnett - Communities and Partnerships Support Officer

Support community resilience and wellbeing and maximise visitor spend		Deliver the outcomes of the district-wide Tourism Strategy	No baseline data was identified in the previous 12 months due to research and consultation exercises being conducted to inform the strategy.	Lewis Bage - Communities and Partnerships Manager
		Deliver the Vulnerable Communities Action Plan, projects include production of signposting documents, development of community resilience plans and exploration of Timebank initiatives, encouraging dementia friendly communities	Council-wide Action Plan to be delivered by end March 2020	Lewis Bage - Communities and Partnerships Manager Michelle Burrell-Barnett - Communities and Partnerships Support Officer
		Ensure that all Assets of Community Value nominations are processed in accordance with the statutory obligations under the Localism Act and that a decision is made within 8 weeks of receipt of application	4 nominations received, 100% of timescales met	Michelle Burrell-Barnett - Communities and Partnerships Support Officer
		Manage Service Level Agreements between the Council and voluntary organisations to provide help and support residents in need during 2019/20.	SLAs in place Service monitoring and support ongoing	Lewis Bage - Communities and Partnerships Manager
		Management of Section 106, Community Fund and Community Facilities Grant schemes and the implementation of the Grants Review recommendations including signposting to other funding sources	8 Community Funds awarded. 5 Section 106 grants awarded. 3 Facilities Improvement Grants awarded. Grants Review completed in January 2018.	Michelle Burrell-Barnett - Communities and Partnerships Support Officer
Ensure that the Council engages effectively with Parish Council's and communities		Deliver one East Cambs Parish Council Conference to provide a forum for better communication across the district by March 2020	1 x Parish Conference delivered in January 2019.	Michelle Burrell-Barnett - Communities and Partnerships Support Officer
		Delivery of Community Engagement Action Plan including development of a community engagement toolkit	Community Engagement Strategy approved by Community Services Committee in January 2019.	Lewis Bage - Communities and Partnerships Manager Michelle Burrell-Barnett - Communities and Partnerships Support Officer
Ensure that staff have all the necessary skills to maximise their input service delivery	Delivering a Financially Sound and Well Managed Council	Support the continued professional development of the team to ensure that they are meeting with personal and professional career development opportunities	Opportunities continually reviewed. Internal training provided.	Lewis Bage - Communities and Partnerships Manager

Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.		To regularly review higher level corporate risks, including: • Assets of Community Value applications not managed in accordance with Localism Act statutory obligations • Grants not managed in accordance with procedures • Mooring enforcement not compliant with the Council's contract law enforcement processes	100% compliance with obligations	100%	100% compliance with obligations and Partnerships Manager	L
--	--	---	----------------------------------	------	--	---

EQUALITY IMPACT ASSESSMENT – INITIAL SCREENING TEMPLATE (IST)

Initial screening needs to take place for all new/revised Council policies. The word ‘policy’, in this context, includes the different things that the Council does. It includes any policy, procedure or practice - both in employment and service delivery. It also includes proposals for restructuring, redundancies and changes to service provision. This stage must be completed at the earliest opportunity to determine whether it is necessary to undertake an EIA for this activity.

Name of Policy:	Grants to Voluntary Organisations
Lead Officer (responsible for assessment):	Lewis Bage, Communities and Partnerships Manager
Department:	Communities and Partnerships
Others Involved in the Assessment (i.e. peer review, external challenge):	
Date Initial Screening Completed:	21.02.2019

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

The paper seeks approval for an annual grant contribution as part of the 2019/20 Service Level Agreements with Citizens Advice Rural Cambs, Citizens Advice Suffolk West and Voluntary and Community Action East Cambs (VCAEC).

The District Council recognises that the voluntary and community sector (VCS) plays a crucial role in meeting a wide variety of community needs, including supporting vulnerable communities. The Council has historically supported the VSC through the provision of funding linked to Service Level Agreements with Voluntary and Community Action East Cambs, and to the Citizens Advice services that support clients living within East Cambridgeshire.

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

The main beneficiaries are the residents, community and voluntary groups who access the services provided by the three organisations. Typically those accessing the Citizens Advice services are some of the most vulnerable in the community – those in debt, often with mental health issues.

VCAEC provides support to voluntary groups and also runs two of its own projects which support older people, those without their own transport, people with disabilities and with mental health issues.

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

The Council has been working closely with the three emerging issues to consider emerging issues, such as the unknown impacts of when Universal Credit.

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

Ethnicity	☒	Age	☒
Gender	☐	Religion or Belief	☐
Disability	☒	Sexual Orientation	☐
Gender Reassignment	☐	Marriage & Civil Partnership	☐
Pregnancy & Maternity	☐	Caring Responsibilities	☐

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

The Citizens Advice services and VCAEC rely on core funding from the District Council to continue to operate. If the grant was not awarded there is a high probability that some - if not all - of the services would cease to exist in East Cambs.

(e) Does the policy affect service users or the wider community?	YES/NO/Na
(f) Does the policy have a significant effect on how services are delivered?	YES/NO/Na
(g) Will it have a significant effect on how other organisations operate?	YES/NO/Na
(h) Does it involve a significant commitment of resources?	YES/NO/Na
(i) Does it relate to an area where there are known inequalities, e.g. disabled people's access to public transport etc?	YES/NO/Na

If you have answered **YES** to any of the questions above, then it is necessary to proceed with a full equality impact assessment (EIA). If the answer is **NO**, then this judgement and your response to the above questions will need to be countersigned by your Head of Service and then referred to the Council's Equal Opportunities Working Group (EOWG) for scrutiny and verification. Please forward completed and signed forms to the Principal HR Officer.

Signatures:

Completing Officer: Lewis Bage **Date:** 21.02.2019

Director: Emma Grima **Date:** 21.02.2019

EQUALITY IMPACT ASSESSMENT (EIA) FORM

Name of Policy:	Grants to Voluntary Organisations
Lead Officer (responsible for assessment):	Lewis Bage, Communities and Partnerships Manager
Department:	Communities and Partnerships
Others Involved in the Assessment (i.e. peer review, external challenge):	
Date EIA Completed:	21/02/2019

What is an Equality Impact Assessment (EIA)?

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

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

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

The paper seeks approval for an annual grant contribution as part of the 2019/20 Service Level Agreements with Citizens Advice Rural Cambs, Citizens Advice Suffolk West and Voluntary and Community Action East Cambs (VCAEC).

The District Council recognises that the voluntary and community sector plays a crucial role in meeting a wide variety of community needs, including supporting vulnerable communities. The Council has historically supported the VCS through the provision of funding linked to service level agreements with Voluntary and Community Action East Cambs, and to the Citizens Advice services that support clients living within East Cambridgeshire.

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

The main beneficiaries are the residents, community and voluntary groups who access the services provided by the three organisations. Typically those accessing the Citizens Advice service are some of the most vulnerable in the community – those in debt, often with mental health issues.

VCAEC provides support to voluntary groups and also runs two of its own projects which support older people, those without their own transport, people with disabilities and with mental health issues.

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

The Council has been working closely with the three voluntary organisations to consider emerging issues, such as the unknown impacts of when Universal Credit.

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

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

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

The Citizens Advice services and VCAEC rely on funding from the District Council to continue to operate. If the grant was not awarded there is a high probability that some - if not all - of the services would cease to exist in East Cambs.

- (e) Does the policy have a differential impact on different groups?**

YES/NO/Na

- (f) Is the impact *adverse* (i.e. less favourable)?**

YES/NO/Na

- (g) Does it have the potential to disadvantage or discriminate unfairly against any of the groups in a way that is unlawful?**

YES/NO/Na

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

As part of the Service Level Agreements, the Citizens Advice services and VCAEC are required to highlight emerging areas of concern. In addition to providing a feel for the direction of travel for the organisation, the reports identify community issues that the Council could help address through partnership working or by changing the way we deliver council services.

The performance monitoring data supplied by the three organisations also provides evidence of the high level of demand for the services they provide.

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

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

If the SLAs are renewed for a further year with the associated grant funding, there will be no negative impact on the three organisations, and thus no negative impact on the communities or individuals that would be affected if their services were withdrawn.

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

If the SLAs were not renewed and support was no longer provided by the Citizens Advice service and VCAEC to residents and communities in East Cambs, there would be a significant impact on community resilience and an increased reliance on the public sector to provide solutions (and funding) to address a wide variety of social issues.

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

Option 1:	No major change - the evidence shows that the policy is robust and no potential for discrimination.	X
Option 2:	Adjust the policy - to remove barriers or to better promote equality.	
Option 3:	Continue the policy - despite potential for adverse impact or missed opportunity to promote equality, provided you have satisfied yourself that it does not unlawfully discriminate.	
Option 4:	Stop and remove the policy – if the policy shows adverse effects that cannot be justified.	

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

If the SLAs are renewed for a further year with the associated grant funding, there will be no negative impact on the three organisations, and thus no negative impact on the communities or individuals that would be affected if their services were withdrawn.

If the recommendation is approved, new SLAs will be drawn up by the Communities and Partnerships Manager ready to take effect from 1st April 2019.

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

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

Signatures:

Completing Officer: Lewis Bage Date: 21.02.2019

Director: Emma Grima Date: 21.02.2019

TITLE: Grants to Voluntary Organisations

Committee: Community Services Committee

Date: Wednesday 13th March 2019

Author: Lewis Bage, Communities and Partnerships Manager

[T219]

1.0 ISSUE

- 1.1 To note the performance and emerging issues identified by the three voluntary organisations funded by East Cambridgeshire District Council, and to agree their funding allocations for 2019/20.

2.0 RECOMMENDATION(S)

2.1 Members are asked to:

- i) Note the latest performance information relating to Voluntary & Community Action East Cambridgeshire and the Citizens Advice organisations.
- ii) Note the emerging issues identified by the voluntary organisations.
- iii) Approve the grant contributions for the 2019/20 Service Level Agreements as set out in 6.0.

3.0 PERFORMANCE BETWEEN APRIL – OCTOBER 2018

3.1 Citizens Advice Newmarket

188 East Cambridgeshire residents were assisted (37% of clients were aged between 50 - 64) and 223 issues were dealt with (debt and benefits being the most frequent). 126 clients were supported with some element of welfare benefit issue and 26 clients received general debt advice incorporating financial capability services. 9 clients were supported with debt advice at a specialist level, totalling £20,380. 4 clients supported with council tax arrears at specialist level. 10 clients have been supported for rent arrears and 5 clients were supported with mortgage arrears that have reached re-possession stage and may otherwise lead to homelessness. 27 volunteers support the service.

Using a treasury approved formula, it has been calculated that in 2016/17, for every £1 invested, £19.15 in benefits was recovered to individuals.

The main communities of concern are Burwell, Cheveley, Soham South and

Fordham. 125 of the 188 unique clients supported by Citizens Advice Newmarket came from these four areas.

The service has adopted a 'quick enquiry' model where information and signposting is provided, without taking any monitoring information, leaving advisors to support those who have greater needs. More people are accessing information via the website which is freeing up resources for those who need more extensive support with face to face assistance.

3.2 Citizens Advice Rural Cambridgeshire

982 East Cambridgeshire residents were assisted (12% of clients were aged between 35 - 39). 3,710 issues were dealt with (the most common issues dealt with were debt; benefits and tax credits; and relationships and families). 805 issues of debt were dealt with. Citizens Advice Rural Cambridgeshire employs a specialist debt adviser (funded by the Money Advice Service) to support clients with unmanageable debt that helps to prevent homelessness or non-payment of priority bills such as council tax.

Using the Manchester New Economics Model approved formula; Citizens Advice Rural Cambridgeshire have calculated that for every £1 spent on the Citizens Advice Rural Cambridgeshire service, there was a fiscal benefit to clients of £21.60, this means income gained through benefits, debts written off and consumer problems resolved.

Citizens Advice Rural Cambridgeshire act as a registered agent for the Cambridgeshire Local Assistance Scheme and combine advice services for clients before issuing vouchers for household items and supermarket vouchers.

The service takes part in local campaigns, in 2018 they took part in the Energy Best Deal Extra and the Big Energy Savings Week campaign.

The communities that received the most support from the service were Soham South, Ely North and Burwell).

3.3 Voluntary & Community Action East Cambridgeshire (VCAEC)

VCAEC provided training for 28 people on issues including safeguarding adults and child protection. VCAEC has placed 33 volunteers into local projects and businesses, with 80 volunteer enquiries dealt with.

52 enquiries from voluntary and community groups were dealt with, enquiries included GDPR and setting up a new group and funding. 17 groups were assisted with funding searches and 6 new groups were supported. VCAEC brought in £23,000 external funding into East Cambridgeshire.

The Social Car scheme remains in great demand, with 26 drivers completing

3,872 journeys, travelling 59,068 miles, volunteering a total of 4,851 hours, adding £58,212 value to the service. The service enables residents without access to a vehicle and/or unable to use public transport to meet medical appointments. Approximately 70% of the journeys undertaken are health related.

The Helping Hands service is generally aimed at elderly residents and helps sustain people in their own homes as well as supporting the social housing sector. The service has seen a positive effect on volunteers who come from a variety of backgrounds including people in long term unemployment and with learning difficulties. Volunteers working on the Helping Hands gardening project between April and the end of September 2018 have given 3,560 hours of their time to complete 174 jobs for clients, who would not otherwise have been able to get the work done. This has generated added value of £42,720 to the service.

4.0 EMERGING ISSUES

4.1 Universal Credit Support - Citizens Advice Newmarket and Citizens Advice Rural Cambridgeshire

In October 2018, the Department of Work and Pensions announced that from 1st April 2019, it will be providing funding to Citizens Advice services to help claimants through every step of making a Universal Credit claim. It will offer people the comprehensive and practical support they need to get their first payment on time and be ready to manage it when it arrives. It is envisaged that this move will provide a more consistent and streamlined service for claimants.

Citizens Advice Rural Cambridgeshire have reported that despite the roll out of Universal Credit being in its infancy in East Cambs, they have already seen an increase in issues relating to Universal Credit and they expect that trend to continue.

Citizens Advice Newmarket has some anticipated concerns relating to the roll out of Universal Credit, which was rolled out in particular postcodes around the Newmarket area in December 2018. The concerns are that there could be an increase in demand for the services provided by Citizens Advice Newmarket; with some individuals not having access to internet; people not having the capacity to manage an extended period of time without money; and difficulties with Housing Benefit such as identifying social landlords and producing tenancy agreements.

4.2 Citizens Advice Newmarket (Suffolk West Citizens Advice Bureau)

The service has some anticipated concerns relating to Brexit that may result in an increased demand for their services; concerns include people seeking

reassurance about their status post Brexit, people wishing to “fast-track” the British Citizenship process and people experiencing hate crime and discrimination.

In November 2018, Citizens Advice Newmarket announced that it will merge with Suffolk West Citizens Advice Bureau, taking effect from 1st April 2019. The organisations do not foresee any negative impacts on East Cambs clients, and it envisaged that service delivery may improve for East Cambs clients such as having access to specialist advisors currently based at Suffolk West Citizens Advice Bureau.

4.3 Citizens Advice Rural Cambridgeshire

In 2017/18, the Service Level Agreement between the Council and Citizens Advice Rural Cambs was reviewed to ensure that the services of both organisations complement one another and that the needs of clients continue to be met with consideration of emerging issues, such as the unknown impacts of when Universal Credit is extended to all claimants.

During 2018/19, Citizens Advice Rural Cambs has been providing both general and more focused, specialist advice including debt advice, welfare and benefits, bankruptcy, debt relief orders, consumer advice, immigration advice, pension advice and education related advice. A reviewed Service Level Agreement has meant that any duplication of services such as housing advice has been minimised and better value for money achieved.

Citizens Advice Rural Cambridgeshire’s new website has had over 8,500 visits in its first full year, empowering residents to find information to help address their problems themselves. The website has a webchat service that is becoming increasingly popular since it was launched. These online services will free up resources to respond to clients with more complex needs and potentially those requiring support with Universal Credit.

4.4 Voluntary & Community Action East Cambridgeshire (VCAEC)

VCAEC has recognised that attendance at local events is an effective method of engaging with community groups and potential volunteers therefore efforts will be focused in this way moving forward. VCAEC is continuing to develop an events team of volunteers with the aim of the team being on hand to assist with community events and initiatives when required.

As a member of the East Cambridgeshire Community Safety Partnership’s Delivery Group, VCAEC is signed up as a partner of the Eyes and Ears scheme and will be training their staff and volunteers in the referral process.

5.0 ARGUMENTS/CONCLUSIONS

The District Council recognises that the voluntary and community sector plays a crucial role in meeting a wide variety of community needs, including supporting vulnerable communities. The Council has historically supported the sector through the provision of funding linked to Service Level Agreements with Voluntary and Community Action East Cambridgeshire, and to the Citizens Advice services that support clients living within East Cambridgeshire.

During 2019/20, the Council will continue to work closely with the three funded voluntary organisations to monitor the impacts of the emerging issues identified at 4.0, to ensure that clients are receiving the support and advice that they require through the Service Level Agreements

The outputs of the 2018/19 Service Level Agreements will be used as the baselines for 2019/20.

6.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

It is proposed to maintain the same level of grant funding for 2019/20 as was awarded in 2018/19. This can be funded from existing resources in the Communities & Partnerships budget:

Citizens Advice Rural Cambridgeshire: £47,346.80
Suffolk West Citizens Advice Bureau: £23,166.03
VCAEC: £19,928

Equality Impact Assessments attached as appendices A and B.

7.0 APPENDICES

- 7.1 Appendix A - EIA - Grants to Vol Orgs 2019/20
- Appendix B - Full EIA Form - Grants to Vol Orgs 2019/20

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
Service Level Agreement 6 month monitoring reports	Room F008, The Grange	Lewis Bage Communities and Partnerships Manager (01353) 665555 E-mail: lewis.bage@eastCambridgeshire.gov.uk

TITLE: The Hive: Progress Report

Committee: Community Services Committee

Date: 13th March 2019

Author: Victor Le Grand, Senior Leisure Services Officer

[T220]

1. ISSUE

- 1.1. To report on the progress of the Hive.

2. RECOMMENDATION

- 2.1. Members are asked to note the contents of this report.

3. BACKGROUND

- 3.1. The Hive has now been operating for almost ten months. The purpose of this report is to report on the progress of the centre, and to identify any issues emerging.

4. ARGUMENTS AND CONCLUSIONS

- 4.1. Total visits in January were a little under 27,000, a rise of about 10% from November (figures for December are not comparable due to Christmas). About half of the increase was for fitness attendances.
- 4.2. Programme development continues: the Back to Swimming programme has been successful, and GLL plan to continue it on an indefinite basis. It takes place in the training pool, with an instructor available to provide informal advice, and therefore sits between structured lessons and open sessions in the programme, and seems to be working well for less confident swimmers. Walking Football will be introduced shortly, by GLL in collaboration with the Norwich City Regional Development team; and a 'Leisure Club' session (based around badminton and short mat bowls, but also with a social element) is also being introduced, aimed at older people who may not have been active for some time. The intention is to continue piloting initiatives and developing the programme with a view to broadening the participation-base.
- 4.3. The working relationship between ECDC and GLL remains good. Further reports will be provided on a regular basis.

5. FINANCIAL IMPLICATIONS / EQUALITY IMPACT ASSESSMENT

- 5.1. No new financial commitments or equalities considerations arise from this report.

Background Documents

None

Contact Officer

Victor Le Grand
Senior Leisure Services Officer
01353 666655

Victor.legrand@eastcambs.gov.uk