



East Cambridgeshire District Council

Meeting: Operational Services Committee

Time: 4:30pm

Date: Monday 24 June 2024

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

Enquiries regarding this agenda: Jane Webb

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Committee membership

Quorum: 5 members

Conservative members

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

Conservative substitutes

Cllr Anna Bailey
Cllr James Lay
Cllr David Miller

Liberal Democrat members

Cllr Christine Colbert
Cllr Kathrin Holtzmann
Cllr Mark Inskip (Lead Member)
Cllr Mary Wade
Cllr Christine Whelan

Liberal Democrat substitutes

Cllr Lorna Dupré
Cllr Caroline Shepherd
Cllr John Trapp

Lead Officer: Isabel Edgar, Director Operations

AGENDA

- 1. Public question time** [oral]
The meeting will commence with up to 15 minutes of public question time.
- 2. Apologies and substitutions** [oral]
- 3. Declarations of interests** [oral]
To receive declarations of interests from Members for any items on the agenda in accordance with the Members Code of Conduct.

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| 4. Minutes | P5 |
| To confirm as a correct record the minutes of the meeting of the Operational Services Committee held on 25 March 2024. | |
| 5. Chairman’s announcements | [oral] |
| 6. Budget Outturn Report | P43 |
| 7. Q4 203/24 Waste Service Performance and Project Highlight Report | P49 |
| 8. Review of Planning Services Pre-application Fees | P61 |
| 9. Representation on Outside Bodies and Annual Reports | P71 |
| 10. Member Waste Working Party Minutes- April & May 2024 | P89 |
| 11. Forward Agenda Plan | P105 |

Exclusion of the public including representatives of the press

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

12. Exempt – ECTC Management Accounts

Notes

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

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

The livestream of this meeting will be available on [the committee meeting’s webpage](https://www.eastcamb.gov.uk/meetings/operational-services-committee-240624) (<https://www.eastcamb.gov.uk/meetings/operational-services-committee-240624>). Please be aware that all attendees, including those in the public gallery, will be visible on the livestream.

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

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

3. The Council has adopted a ‘Purge on Plastics’ strategy and is working towards the removal of all consumer single-use plastics in our workplace. Therefore, we do not provide disposable cups in our building or at our meetings and would ask members of the public to bring their own drink to the meeting if required.

4. Fire instructions for meetings:

- if the fire alarm sounds, please make your way out of the building by the nearest available exit, which is usually the back staircase or the fire escape in the Chamber and do not attempt to use the lifts
- the fire assembly point is in the front staff car park by the exit barrier
- the building has an auto-call system to the fire services so there is no need for anyone to call the fire services

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

5. Reports are attached for each agenda item unless marked “oral”.

6. If required, all items on the agenda can be provided in different formats (such as large type, Braille or audio tape, or translated into other languages), on request, by calling main reception on (01353) 665555 or e-mail: translate@eastcambs.gov.uk

7. If the Committee wishes to exclude the public and press from the meeting, a resolution in the following terms will need to be passed:

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



East Cambridgeshire District Council

Minutes of a meeting of the Operational Services Committee held in the Council Chamber, The Grange, Nutholt Lane, Ely on Monday 25 March 2024 at 4:30pm

PRESENT

Cllr Christine Ambrose Smith
Cllr Charlotte Cane
Cllr Christine Colbert
Cllr Martin Goodearl
Cllr Julia Huffer (Chair)
Cllr Mark Inskip
Cllr Kelli Pettitt
Cllr Alan Sharp (Vice-Chair)
Cllr Caroline Shepherd
Cllr Lucius Vellacott
Cllr Christine Whelan

OFFICERS

Lewis Bage - Communities & Partnership Manager
Marie Beaumont – Senior Caseworker Officer
Stewart Broome – Senior Licensing Officer
Tracy Couper - Democratic Services Manager
Isabel Edgar – Director, Operations
Stephanie Jones - Communities and Partnerships Support Officer
Liz Knox – Head of Environmental Services/Head of Street Scene
David Morren – Interim Planning Lead
Angela Parmenter - Housing and Community Service Manager
Annette Wade – Customer Services Manager
Kerrie Wall - Project Co-ordinator (Health & Wellbeing)
Hannah Walker – Trainee Democratic Services Officer

IN ATTENDANCE

Nigel Ankers – Finance Manager, ECSS
Emma Grima – Director Commercial, ECSS
Lucy Flintham - Office Team Leader, Development Services
John Hill – Managing Director, ECSS
Annalise Lister – Communications Manager
Paul Remington – Chairman ECSS
Angela Haylock – VCAEC Chief Executive Officer
Melanie Wright - Communications Officer

80. Public Question Time

No public questions were submitted.

81. Apologies and Substitutions

The Democratic Services Manager advised the Committee that there had been a change to the Membership of the Committee - Cllr Caroline Shepherd replaced Cllr Lorna Dupré as a Substitute Member.

Apologies for absence were received from Cllr Mary Wade and Cllr Kathrin Holtzmann.

Cllrs Charlotte Cane and Cllr Caroline Shepherd were attending as substitutes.

82. Declarations of Interest

There were no declarations of interest.

83. Minutes

It was resolved:

That the minutes of the meeting of the Committee held on 31 January 2024 be confirmed as a correct record and be signed by the Chair.

84. Chair's Announcements

The following announcements were made by the Chair:

- The Chair welcomed Paul Remington and Nigel Ankers from ECSS to the Committee.
- The Council had successfully secured £134,710 from the Sports England Swimming Pool Support Fund to improve energy efficiency for local pools: the money would go towards the solar panel project at The Hive and provide Bottisham pool with a replacement boiler and triple glazing.
- There were two upcoming Member seminars, the first on 25 April at 6pm on Domestic Abuse Awareness and the second, ECSS/ECTC shareholder on 9 May at 6pm, both via Teams.

85. VCAEC Update

The Chair invited Angela Haylock to provide an update on the work carried out by VCAEC for the period 1 November 2023 to 31 January 2024.

Before commencing her presentation, Angela raised questions on the funding level and period and requirement for presentations to the Committee.

Angela thanked the Committee for agreeing to fund the VCAEC for another 2 years. She explained that the car scheme bar chart depicted ECDC targets and VCAEC progress at 10 months in respect of journey's undertaken, number of miles driven, and amount of hours of work provided. Angela commented that the

miles driven were less than required as they had struggled with recruitment of volunteers. There was currently a total of 22 drivers and 1 new driver was awaiting a DBS check. In addition, the service had been unable to recruit to an administrative role to work on Mondays and Tuesdays, although VCAEC had received funding from Cambridgeshire County Council to fund a paid position Wednesdays and Thursdays for 12 hours a week for three years.

With regard to the volunteer centre, the greatest level of volunteer interest came from online. In relation to the gardening scheme, a garden shredder had been acquired but there had been a significant reduction in the hours provided and discussions would take place with the ECDC Communities and Partnerships Manager on this. Reasons for the reduction included a van having been off the road in July and August 2023 and that the 2023/24 winter had been considerably wetter than usual.

As part of their CVS function, VCAEC delivered training and produced newsletters and included a number of partnership meetings attended by Angela on behalf of the voluntary sector. On overall statistics, Angela explained there were 42 volunteers in total who provided 6,117 hours over the past 10 months.

The Chair confirmed to Angela that the questions she raised before the presentation would be answered after the meeting in writing.

A Member queried whether Angela could provide the car scheme figures from last year to compare against 2023/24 and how the service was publicised. Angela informed Members that this information could be circulated to Members after the meeting and explained that the newsletter, Twitter and Facebook were used to spread awareness.

A Member queried the logistics and the finance involved in the car and gardening schemes. Angela confirmed the mileage rate followed the HMRC rates at 45p per mile and passengers would pay the driver directly. There was a £1 booking fee and a minimum spend of £7 for a journey, with journeys to Addenbrookes hospital the most frequent service. For the gardening scheme, VCAEC asked for a donation of £25 per hour and usually there would be up to 3 volunteers per garden. A free service could not be provided, as there was no source of funding for this.

The Chair thanked Angela for her presentation.

86. End of Year Reports 2023/24 and Services Delivery Plans 2024/25

The Committee considered a report, Y168 previously circulated, containing the Service Delivery Plans 2024/25 and End of Year reports 2023/24 for services reporting to Operational Services Committee.

The Director Operations introduced the report and explained the plans had been updated to reflect the revised corporate plan themes.

The Officer's recommendation was proposed by Cllr Huffer and seconded by Cllr Sharp.

A number of questions relating to this Agenda item had been submitted by Members prior to the meeting and these, along with answers provided by officers, were set out in Appendix 1 to these minutes.

The Chair invited Members to ask questions of clarification to Officer's responses on the Member questions submitted before the meeting.

Members raised the following questions:

- With regard to the response to a question as to how the Building Control Manager and Management Accountant could ensure a break-even budget being that it was not possible, the Member asked why then it was a performance target. The Director Operations stated that it was a performance target based upon the previous year's performance and was intended to be a target to focus upon, to look at identifying additional income streams to offset the loss of fee income, by increasing levels of other chargeable work. The Member commented that they were pleased that qualitative items would be included in the Sustainable Communities performance measures in the future.

The Member queried the response to the question regarding what evidence was there that only 14 people were unable to vote due to not having voter ID. The Member believed that the statement should more accurately read that only 14 people were turned away from Polling Stations - this did not represent the numbers actually unable to vote as some people would not have attended Polling Stations because they were already aware that they did not have the necessary Voter ID.

- The Member queried why a LinkedIn performance measure was not included in the Economic Development Service Plan, as it had been passed to them from the Comms Team. Similarly, another Member referred to the 200 LinkedIn followers when the measure was the responsibility of Communications Team and asked what the target figure would be now it was to move to Economic Development. The Chair confirmed that a response would be provided in writing to Members of the Committee after the meeting.
- A Member raised questions on the duration and nature of the telephone fault experienced by customers. The Customer Services Manager reported that this had been from 9 September to 2 October 2023, was an intermittent line-supplier fault whereby some customers could not hear properly or were cut-off and, whilst it was believed that a significant number of customers may have been affected, no data on the actual level was available. The Member requested that such data be sought.

- In response to a question regarding the reasons for unsatisfied customer service, the Member queried what remedial action was taken to address poor customer feedback. The Customer Services Manager explained that the feedback was followed up, the customer was spoken to, and the information was then passed to the relevant service for a response, with Customer Services to be copied in.
- A Member highlighted that the response to a question regarding the top 3 risks for service areas was that staffing issues occurred multiple times as a risk - what was the Council doing to mitigate this. The Director Operations confirmed that staffing appeared on the Council's corporate risk register and a number of actions were taken to mitigate the risk - the Council reviewed exit interviews to find out why an employee left the Council, the Council also undertook role specific marketing for advertising vacancies or market supplements where appropriate and the full list of actions was included in the corporate risk register.
- A Member queried the response to their question regarding why there were no plans to produce a schedule that identified when individual streets would be cleaned. The Chair responded to advise that a cleansing schedule had been circulated to all Councillors, but specific streets were not identified. The Environmental Services Manager confirmed that they were unable to provide street level information, but area level information had already been provided.

The Chair then opened the debate.

A Member reiterated the importance of increasing the followers on LinkedIn and commented that the ECSS waste and street cleansing services end of year best value performance had not independently measured, and therefore asked how such performance could be evidenced and verified. The Member suggested that benchmarking could be undertaken.

Another Member commended the Youth Fusion Events, the fact that homelessness relief had doubled, the Ross Peers Centre was to lead on the Active for Health project, and that funding had been allocated to improve the Council's website. The Member requested that Councillors be kept updated on the website implementation.

It was resolved (unanimously):

That the Service Delivery Plans and End of Year Performance reports attached at Appendix 1 to the submitted report be approved.

87. ECSS Business Plan 2024/25

The Committee considered a report, Y169 previously circulated, detailing the ECSS Business Plan 2024/25. The Chair welcomed the ECSS Head of Street Scene, the Director Commercial ECSS, the Managing Director, Finance Manager ECSS, and the Chairman ECSS.

The ECSS Head of Street Scene introduced the report and explained that the ECSS Business Plan 2024/25 was recommended for Members approval following the approval by the Board on 7 March 2024. During 2023/24, ECSS had seen the introduction and implementation of the Street Smart project which enabled ECSS to build on improved performance of the service. A new management structure was successfully introduced and provided additional specialised resource at operational management level which led to improved performance and resilience of the service. ECSS increased the number of directly employed staff, and therefore were less reliant on agency workers, resulting in a more stable workforce. The progress against targets was reported to Council every year, the annual performance showed positive improvements, the business plan indicated productive days had increased as the new operations manager had implemented a new sickness absence policy to reduce reliance on agency workers.

Other areas around waste collection performance also should improve when the BARTEC system was implemented, but it was recognised there still was room for improvement. Going into the final year of the MOA, ECSS would consolidate and build on the delivery of waste services, deliver high quality services, work with ECDC to agree service specification costs, and continue to review street cleansing services.

The Finance Manager explained the budget for the ECSS Business Plan 2024/25 which was prepared on a break-even basis, the management fee had been agreed with ECDC for £4.6 million, key estimates in their costings included a recycling credit rebate was assumed. The staffing budget was based on 60 full time operatives plus 5.8 agency staff, pay increases were budgeted in line with the last 2 years pay awards. The vehicle debt repayment increased to £360,000 because of the 10 RCV's purchased in 2023, however it would decrease the budget for vehicle repairs and vehicle hire by £177,000. The fuel had been budgeted at £200,000 of HVO, the price difference to diesel was 35p more, the diesel price was assumed at £1.32 per litre.

The Officer's recommendation was proposed by Cllr Huffer and seconded by Cllr Goodearl.

A number of questions relating to this Agenda item had been submitted by Members prior to the meeting and these, along with answers provided by officers, were set out in Appendix 1 to these minutes.

The Chair invited the Committee to ask questions of clarification to Officer's responses on the Member questions submitted before the meeting.

Members asked the following questions:

- A Member queried why the overtime and agency costs remained high, and why 5.8 agency staff per week still had been budgeted for. The ECSS Finance Manager confirmed they were currently fully staffed, however,

this could change within any year, and it was prudent to budget for a level of vacancy cover.

- The Member asked for clarification that the budget had already included 60 full time staff, the ECSS Manager confirmed that they budgeted extra as agency staff cost more.
- The Member queried why in the Business Plan HVO was costed at £1.67 per litre and diesel at £1.32 per litre, whereas the ECSS Finance Director had budgeted diesel at £1.19 per litre and HVO at £1.55 per litre. The ECSS Finance Manager advised that typically there was usually a 35p difference, diesel price assumed at £1.32 per litre for diesel in case prices increased.
- A Member highlighted that within the Governance Report, some of the recommendations had to be approved by Council, but some did not, asked if all recommendations had been completed before the 31 March deadline, and what training had Directors undertaken. The Director Commercial ECSS confirmed that all actions due for 31 March had been completed and training was delivered by an external provider on roles and responsibilities of a Director.
- A Member queried whether there was a timeline for when the new BARTEC in cab digital system would be implemented. The Director Commercial ECSS advised that a written response would be sent to Members after the meeting.
- A further question from the Member was raised regarding the review of street cleansing. The Director Commercial ECSS advised the review would look at the purchase of new vehicles and whether they would be more efficient, the review would be concluded in the next few weeks and presented at the next ECSS Board meeting in June.

The Chair then opened the debate.

A Member commented on the importance of having regard to the Environment Act and was pleased to see lower sickness rates and financial robustness within the Business Plan.

Another Member highlighted that 2 years ago the Business Plan included a management fee of £3 million, 2 years later the management fee had increased to £4.6 million to deliver the same service. They commented that the budget also provided for a large contingency of Council Tax payers money, which was why robust questions needed to be asked on the Business Plan.

A Member stated that the expenses for 2023/24 were £4.2 million and for 2024/25 were £5.4 million which was more than a 25% increase. The Member expressed their belief that the fuel budget was incorrect, and they were concerned about the agency costs within the budget which included the full costs

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of staff and vacancies. The Member believed that it was not a robust budget, which was why they could not support the Business Plan.

A Member reiterated to Committee that it was prudent to have budget cover for wages and agency staff in the event of sickness and vacancies.

Another Member commented that if the Council went to an external company to provide a waste service the costs would be higher, ECSS was wholly owned by the Council for the benefit of residents.

A Member stated that it was important to ask questions regarding the budget and why certain costs had increased and, whilst they appreciated that the ECSS Team worked hard, the budget should be regularly reviewed to ensure it met performance statistics.

A Member commented that the ECSS Management fee was debated at Council and the Committee was considering the Business Plan.

Another Member reiterated that circumstances had changed significantly in the last 2 years, which included staff pay increases, growth in District population, a changeover to HVO to reduce the carbon footprint of the Council, all of which supported the need to increase the management fee within the budget.

It was resolved:

That that ECSS Business Plan 2024/25 attached at Appendix 1 to the submitted report be approved.

88. Housing Adaptations and Repair Policy 2019

The Committee considered a report, Y170 previously circulated, containing proposed amendments to the Housing Adaptations and Repair Policy 2019.

The Senior Caseworker for ECDC HIA introduced their report and explained that they currently administrated disabled facilities grants for adaptations to people's homes which included level access shelves, stair lifts, and ramps. The legislation relating to the delivery of the grants had not kept pace with inflation and building works frequently cost more than the grants allocation because of increases in materials and labour. There was currently an underspend in the capital budget and therefore the increase in allocation would not impact on the budget. The recommendation asked to increase the top-up amount to £30,000 for exceptional cases.

The Officer's recommendation was proposed by Cllr Sharp and seconded by Cllr Goodearl.

A number of questions relating to this Agenda item had been submitted by Members prior to the meeting and these, along with answers provided by officers, were set out in Appendix 1 to these minutes.

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The Chair invited the Committee to ask questions of clarification to Officer's responses on the Member questions submitted before the meeting.

A Member queried whether households that previously had not been able to proceed with adaptations would have to apply again and was there anything that the Council could do to help with the new application. The Senior Caseworker advised that the application would have to be reassessed by occupational health and they would need to speak to OH therapists with regard to closed cases, but recent cases would still retain the notes and the process could be streamlined as much as possible.

A Member queried whether Attendance Allowance was a qualifying criterion. The Senior Caseworker confirmed that Attendance Allowance was not a qualification for grant funding.

Another Member highlighted that the document was a 2019 policy and asked whether this would be reviewed more regularly in future. The Senior Caseworker confirmed that it was currently a County-wide policy, to which ECDC could add their own amendments, and this review was part of a wider update.

It was resolved (unanimously):

1. That the amendments to the Housing Adaptations and Repair Policy 2019 as set out in paragraph 2.2.2 within Appendix 1 to the submitted report be approved.
2. That, in exceptional cases, officers have the discretion to award top-up grant up to a maximum of £30k without the repayment condition.

89. Community Engagement Strategy 2024-2028

The Committee considered a report, Y171 previously circulated, containing the Council's Community Engagement Strategy and Action Plan.

The Communities and Partnerships Support Officer introduced the report and highlighted 2 typographical corrections to the strategy. The Council's Community Engagement Strategy had been updated and included an Action Plan which set out what the Council would do to achieve the aims of the strategy.

A number of questions relating to this Agenda item had been submitted by Members prior to the meeting and these, along with answers provided by officers, were set out in Appendix 1 to these minutes.

As a result of a Member question and discussion at the meeting, further consideration would be given to the wording of a target to identify and engage with Houses in Multiple Occupation (HMO's).

The Officer's recommendation was proposed by Cllr Pettitt and seconded by Cllr Vellacott.

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A Member queried why the target to identify the most common non-English languages spoken in the district to inform translation services had a target date of December 2025. The Communities and Partnerships Manager advised that the targets may be achieved before the dates set out in the document and that deadline dates had been determined and agreed by the responsible Teams.

Another Member commended the excellent strategy but recommended that the Committee receive a bi-annual update and it be added to the Committee's forward plan accordingly.

It was resolved (unanimously):

That the Council's Community Engagement Strategy and Action Plan 2024-24 attached at Appendix 1 to the submitted report be approved, subject to minor amendment to the wording of the fourth target in the Community Engagement Action Plan relating to Houses of Multiple Occupation.

90. Vulnerable Community Strategy 2024-2029

The Committee considered a report, Y172 previously circulated, containing an updated version of the Council's Vulnerable Community Strategy and Action Plan. The strategy set out what the Council would do to ensure it understands, considers, responds to, and prevents issues affecting residents that are, or could, contribute towards vulnerability. The Action Plan set out what more the Council could do to add value to existing efforts.

The Officer's recommendation was proposed by Cllr Vellacott and seconded by Cllr Pettitt.

A number of questions relating to this Agenda item had been submitted by Members prior to the meeting and these, along with answers provided by officers, were set out in Appendix 1 to these minutes.

The Chair requested that the strategy also be subject to a bi-annual update and be added on the forward plan accordingly.

A Member queried why no formal assessment was carried out on the number and location of disabled parking spaces, why restrictions for disabled spaces finished in the evenings, and queried the enforcement action undertaken on disabled car parking spaces to prevent misuse. The Director Operations confirmed that they would direct that query to the appropriate Team and circulate the response to Committee Members.

The Chair then opened the debate. A Member confirmed to Committee that they had no problems parking in a disabled car parking spot in Ely and surrounding areas in the evening.

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A Member welcomed the strategy and action plan update and suggested it would be beneficial to have a periodic update.

Another Member raised the problem of loneliness and how it was not well researched in all age brackets.

Members also commented on the number of ex-armed forces soldiers affected by loneliness.

It was resolved (unanimously):

That the Council's Vulnerable Community Strategy and Action Plan 2024-29 attached at Appendix 1 to the submitted report be approved.

91. Health and Wellbeing Strategy and Action Plan

The Committee considered a report, Y173 previously circulated, containing the Health and Wellbeing Strategy and Action Plan 2024-2027.

The Environmental Services Manager introduced the report and highlighted that the Health and Wellbeing Strategy and Action Plan had been developed in line with the Corporate Plan for 2023/24. The Strategy outlined how the Council worked collaboratively with partners to help residents live happy and healthy lives, the Council was committed to working towards priorities from the Cambridgeshire and Peterborough Health and Wellbeing Integrated Care Strategy.

The Council Strategy set out how the Council played an important role within the wider health landscape. The integrated care system and public health recognised the Council's role in the prevention of ill health and unique position at community level. Funding received through the Integrated Care System (ICS) and public health resulted in the ability to fund 13 warm funds in 2023, whereby 9 had continued as community spaces. The Officer's report contained the three main goals for 2022-2030 and four priorities to help achieve those goals.

The Officer's recommendations were proposed by Cllr Goodearl and seconded by Cllr Vellacott.

A number of questions relating to this Agenda item had been submitted by Members prior to the meeting and these, along with answers provided by officers, were set out in Appendix 1 to these minutes.

The Chair invited the Committee to ask questions of clarification to Officer's responses on the Member questions submitted before the meeting.

A Member commended the Strategy and Action Plan but asked why the budget was only £5,000. The Environmental Services Manager explained that specific projects attracted external funding. The Director Operations also confirmed that other Council services contributed to the budget, such as leisure services, and the Council's Strategy and Action Plan was part of a wider County-Wide and

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regional strategy. The £5,000 budget was more for supplementary events and activities that could add value, such as the Health and Welfare Day. Members suggested that this should be clarified in the Strategy.

The Chair opened the debate. A Member raised a typographical error on page 155 of Appendix 1.

A Member commended the Strategy and Action Plan and agreed that, whilst the budget was small, this could be increased in the light of experience.

A Member welcomed the Strategy but raised a concern about asking smaller Parish Councils to sign a pledge, as some Councils could see that as a burden. The Leisure & Active Lifestyles Manager clarified that the pledge would not have to be a big commitment but had a purpose of identifying the needs of the Parish.

A Member commented that they were pleased to see a focus on collaboration and partnership working with local stakeholders.

It was resolved (unanimously):

That the draft Health and Wellbeing Strategy and Action Plan 2024-2027 attached at Appendix 1 to the submitted report be approved.

92. Anglia Revenues Partnership Joint Committee Minutes

The Committee received the Minutes of the ARP Joint Committee meeting held on 5 March 2024.

A number of questions relating to this Agenda item had been submitted by Members prior to the meeting and these, along with answers provided by officers, were set out in Appendix 1 to these minutes.

It was resolved:

That the Minutes of the ARP Joint Committee meeting held on 5 March 2024 be noted.

93. Waste Service Review Working Party

The Committee received the Notes of the Waste Service Review Working Party meetings held on 8 January and 6 February 2024.

A number of questions relating to this Agenda item had been submitted by Members prior to the meeting and these, along with answers provided by officers, were set out in Appendix 1 to these minutes.

A Member raised concerns that Parish Councils could be requested to pay for extra dog bins. The Chair reiterated that it was only a discussion at this stage and recommendations would come forward to Members for consideration.

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It was resolved:

That the Notes of the Waste Service Review Working Party meetings held on 8 January and 6 February 2024 be noted.

94. Forward Agenda Plan

The Chair confirmed that the next meeting of the Committee was scheduled for the 24 June 2024.

It was resolved:

That the Forward Agenda Plan be noted.

95. Exclusion of the Press & Public

It was resolved unanimously:

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

96. ECSS Board Meeting Minutes

The Committee received the Minutes of the ECSS Board Meeting held on 18 January 2024.

It was resolved:

That the Minutes of the ECSS Board meeting held on 18 January 2024 be received.

The meeting concluded at 6:27pm.

Chairman:

Date:

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Operational Services Committee
25 March 2024
Questions from Members of Committee

| Questioner | Question | Response |
|---|---|---|
| Agenda Item 7 – End of Year Reports 2023/24 and Service Delivery Plans 2024/25 | | |
| Cllr Charlotte Cane | 1. Why no equality impact assessments? | An EIA is carried out at a service change/project/ new policy level. Rather than at a global level for all services reporting to Operations Committee |
| Cllr Charlotte Cane | 2. Why no carbon impact assessments? | A CIA is carried out at a service change/project/ new policy level. Rather than at a global level for all services reporting to Operations Committee |
| Cllr Vellacott | Can we have a breakdown of the colour coding used in the document? | The colours align to the colours of the New Corporate Plan (2023 – 2027) Themes: Blue: Sound financial Management Green: Cleaner Greener East Cambridgeshire Burgandy: Sustainable Communities |
| 2.1a Building Control | | |
| Cllr Charlotte Cane | 3. What lessons were learnt from the end of year Performance report for this service? | The whole Building Control Industry has underestimated the seismic changes it is currently going through. We are at the forefront of change, and Government are looking to us to implement better and safer ways of working across the construction industry. Our overall performance is better than most of the Local Authorities across the country. We must not rest on our laurels – we must continue improving to make Building Control the exemplar department of ECDC. |
| Cllr Charlotte Cane | 4. What contribution did Building Control make to the Sustainable Communities Corporate Priority? | Building Control delivers statutory requirements that contribute to sustainable and safe homes for our residents through the Building Regulations. We |

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| | | advise/suggest further upgrades and improvements where possible but anything above and over Building Regs requirements are not enforceable. |
| Cllr Charlotte Cane | 5. How has the budget been adjusted to cover training costs and staff time to meet new requirements, ways of working and reporting? | Training costs are covered under SR21 New Burdens Funding from Government, free online seminar and CPD sessions or through the overall main Council training budget. |
| Cllr Charlotte Cane | 6. How have filing/archiving procedures been updated to reflect digitisation of service? | Procedures are in the process of being reviewed and adjusted accordingly to take these, and other BSR (Building Safety Regulator) requirements into account. A new QMS (Quality Management System) policies and procedures manual will be created over the coming year aligned to new requirements. |
| Cllr Charlotte Cane | 7. What has been the impact of not replacing the member of staff who left in 2023? | Other staff have had to pick up some aspects of work, but this has been balanced by a slight decrease in application numbers. We also have a fully funded trainee through LABC national office who is helping with workload. |
| Cllr Charlotte Cane | 8. Does Building Control consider that it has a role in protecting people's health and safety in the built environment? | Yes. The integral facet of Building Control and the Building regs is to ensure the health and well-being of people who live in and/or use buildings. It underpins all that we do. |
| Cllr Charlotte Cane | 9. Why is it important to maintain market share? | Market share can be a useful barometer as to current and future potential workloads. It is one way, but not the only way to measure performance, but the less percentage we have the less people are using our service. ECDC has one of the highest market shares in the country and this is due to the positive reputation we have and quality service we deliver. |
| Cllr Charlotte Cane | 10. Should the market share target be increased from 80% as we have achieved that for at least 2 years? | This is extremely high already for a Local Authority. It is unrealistic to think we can obtain much more due to competitors and National Contracts already in place. 80% is our minimum target. Getting all the market share is not realistic or workable. |

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| Cllr Charlotte Cane | 11. How can the Building Control Manager and Management Accountant ensure a break-even budget when it is heavily dependent on the number of planning applications? | To “ensure” is not possible, as borne out of COVID and cost of living. There are no certainties, it is an unpredictable industry that we always strive to keep on top of. Planning applications alone is not a driver towards Building Control income. There are applications which do not require Planning. We work together to look at ways to increase revenue streams and create savings. |
| Cllr Charlotte Cane | 12. How will improvements to the website be measured? | Through social media departments stats on usage and visitors. Satisfaction feedback survey. |
| Cllr Charlotte Cane | 13. How do the prompt registering of applications, compliance checks within timescales, delivering KPIs within timescales and carrying out inspections within timescales deliver Sustainable Communities? | Some of these individually do not deliver but overall meeting all timescales means buildings are checked, inspected, and completed in a timely manner and help with planning targets and Government requirements on new builds. |
| Cllr Charlotte Cane | 14. All the Sustainable Communities performance measures are about timescales, why are there no measures of quality of the work? | The performance measures were set in line with Building Regs reporting requirements on statutory functions. These will be refined during 2024/25 to meet new BSR guidelines, and there are some quality-based items within the new OSR’s. |
| Cllr Charlotte Cane | 15. Is the digitisation to save money or to be greener? If the latter, why is there no measurement of the environmental net savings? | Neither – it is being done to improve our customer experience and offer as effective and efficient service as we can. “Savings” and “greener” will be positive outcomes from this – expenditure on folders, printing etc. |
| Cllr Charlotte Cane | 16. Why no target for the mileage reduction? | Impossible to set a reduction figure as we have no way of knowing how many inspections we will have to do. We are led by customer requirements. Efficiencies will be through streamlining inspection routes and matching up inspections (ie 2 visits to same village in a day rather than 1 each day where practical or possible). |
| Cllr Charlotte Cane | 17. Why no reference to the Health & Wellbeing Strategy, e.g. “Implement government initiatives which promote a better, energy efficient way of building”p159? | No reference because that is precisely what Building Control do – we ensure compliance with the Building Regulations and contents of Approved Documents in |

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| | | areas like Energy efficiency – our job is to oversee these initiatives. |
| Cllr Charlotte Cane | 18. What are the 3 top risks for delivery of this service plan? | <ol style="list-style-type: none"> 1. Change of National Government leading to further amendments/changes in legislation. 2. Competition from Private companies 3. Resilience being tested through sickness/retirement/staff leaving. |
| Cllr Charlotte Cane | 19. What improvements will residents see as a result of this service plan? | Our service delivery to our customers is extremely good and consistently commented on positively. Over the next 12-24 months electronic working will streamline our processes and customers will benefit in many ways (expedited processes etc). |
| 2.1b Communications | | |
| Cllr Charlotte Cane | 20. What lessons were learnt from the end of year Performance report for this service? | <ol style="list-style-type: none"> 1) There is a need to adopt an agile approach when it comes to the delivery of comms at the council. Large projects can dramatically impact the ability of the team to deliver business as usual 2) While the comms team is ever mindful of the need to reach all user groups (using digital and traditional methods of communication) how we use social media will be reviewed in light of performance over the previous year to ensure we are maximising opportunities for interactive engagement 3) There is a fine balance between delivering comms ourselves and working with service leads who are increasingly able to deliver their own comms. We need to continue to work in collaboration, so the public messages and branding is consistent. |
| Cllr Charlotte Cane | 21. Why does Comms provide a monthly newsletter from Anna Bailey? | This is something the comms team has been producing for a number of years and is an opportunity for the council to share with community groups and residents who request it, the work the council has been and is undertaking, therefore it is appropriate to include a short foreword from the Leader of the Council updating |

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| | | residents, businesses and partners on corporate priorities. |
| Cllr Charlotte Cane | 22. What has the Council put in place to ensure community engagement while the residents surveys, focus groups and residents panel are on hold? | Please refer to the new Community Engagement Strategy. In addition to this the comms team regularly engages with residents and community representatives at public events, via social media and from ad-hoc enquires. It invites comments and feedback on all its newsletters and toolkits. |
| Cllr Charlotte Cane | 23. What is the evidence that “only 14 people were unable to vote due to not having voter ID”? | This is the number of people who were reported to having been turned away by Presiding Officers from polling stations due to not having Voter ID |
| Cllr Charlotte Cane | 24. Why no targets or reporting timescales? | It is challenging to assign reporting targets and timescales to the comms Service Delivery Plan outside of a specific project campaign. * Comms plans need to be agile to reflect decisions made by committees, central government, the workload of service leads, the wider news and community agenda and pre-election periods. It is therefore challenging to attribute meaningful targets or timescales to the workloads. * The comms teams has assigned targets where appropriate, such as a desire to increase social media followers, attend engagement events and hold Twitter (X) takeover days. |
| Cllr Charlotte Cane | 25. Why aren't residents surveys, focus groups and residents panel in the Service Plan? | The Council's updated Community Engagement Strategy sets out how the Council will engage with residents. The facilitation of resident's surveys, focus groups and resident's panels would require significant additional resource, and although they are not in the Strategy, if a specific need arises, they could be considered. The Communications team is working with Service leads to run smaller surveys as part of its Business-as-Usual approach. |
| Cllr Charlotte Cane | 26. Why isn't LinkedIn in the Service Plan? | In 2023 the Comms team worked with the Economic Development team to launch LinkedIn. This was |

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| | | achieved, albeit at a later date than was originally planned. The comms team continues to work closely with Econ Dev to promote the channel however, this has largely been handed over to the Econ Dev team |
| Cllr Charlotte Cane | 27. Why no reference in the Service Plan to the Community Engagement Strategy? | The Community Engagement Strategy is owned and managed by the Communities and Partnerships team. The comms team supports this team, and therefore the plan, as part of its Business as Usual. Indeed the comms team has been assigned tasks as part of this plan and will be working with the Communities and Partnerships Team to deliver these as required. |
| Cllr Charlotte Cane | 28. Will comms attend 6 engagement events as per their Service Plan p24 or 2 as per the Community Engagement Action Plan p123? | The comms team will always strive to deliver what appears in its own Service Delivery Plan, so on this basis we expect to attend a minimum of 6 events. |
| Cllr Charlotte Cane | 29. What are the 3 top risks for delivery of this service plan? | The top three risks are: 1) Unforeseen circumstances - the comms team is required to focus its efforts on something it is unable to predict, eg emergency incident. (risk Medium) 2)* Resource - being a team of two means if one member is sick or unable to work this can dramatically affect the output of the team 3) Messaging control - clear consistent comms is vital. Limited resource means the team is reliant on other officers to deliver their own comms messaging. Ensuring this messaging is consistent and branding is aligned is a constant challenge for the comms team (risk Medium) |
| Cllr Charlotte Cane | 30. What improvements will residents see as a result of this service plan? | This Service Delivery Plan focuses on delivering business as usual and providing supporting comms for the Corporate Plan alongside the known projects the council has planned for this year. For example, the new website, changes to waste collection, greener East Cambs, the bereavement centre and ECDC@50. The comms team's aim is to assist with the successful delivery of all these projects which in turn will have notable and multiple benefits for residents. |

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| Cllr Mark Inskip | Why does the 2024 – 2025 miss measurable performance targets? Will these be developed and added? | The two missed KPI's are : X – When twitter moved to the new X platform they changed the way posts would appear in the feed, due to a change in prioritisation in the algorithms (e.g any posts with links external to X were downgraded) , therefore the target was not achievable. A 2% increase target is included for next year. LinkedIn – Since launch this has now been passed to Economic Development for further development, due to resource capacity in the comms team. |
| 2.1c Communities & Partnerships | | |
| Cllr Charlotte Cane | 31. What lessons were learnt from the end of year Performance report for this service? | Improved forward planning with additional consideration of 'pinch points'. Last year's three youth events were resource heavy and came at a time when the team were busy managing other projects. |
| Cllr Charlotte Cane | 32. What are the 3 top risks for delivery of this service plan? | Unforeseen staff absence. Unforeseen additional work requiring prioritisation e.g. increase in criminality and anti-social behaviour which may require urgent attention. Unforeseen issues with external organisations impacting their ability to deliver services, including those which we work in partnership with and those which ECDC provide funding towards, which may require intervention. |
| Cllr Charlotte Cane | 33. What improvements will residents see as a result of this service plan? | Improved engagement (benefits to communities are set out in the Community Engagement Strategy). Vulnerable Community Strategy provides a point of reference to inform communities of support available. Reduction in crime and anti-social behaviour. Funding awarded for local community projects. |
| 2.1d Customer Services | | |
| Cllr Charlotte Cane | 34. What lessons were learnt from the end of year Performance report for this service? | Transferring our website Domain Name System to another provider may take 24 – 48 hours to take complete and can result in the website, council email |

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| | | <p>and remote access being unavailable during this time. A managed plan agreed by all parties involved will minimise any downtime.</p> <p>Being a frontline service it is essential to test our contingency plans at least twice a year as well as before any major system upgrade. When the phone lines went down, we experienced an issue with the signal within the customer services back office ICT enabled calling over wi-fi which resolved the issue.</p> |
| Cllr Charlotte Cane | 35. Good that customer satisfaction is improving. What were the main reasons given by the unsatisfied? | Poor communication, response times or lack of response to service requests. |
| Cllr Charlotte Cane | 36. What are the 3 top risks for delivery of this service plan? | <p>Lack of trained staff to maintain frontline service.</p> <p>Unplanned website downtime or website cyber security attack.</p> <p>Loss of customer contact method i.e. phones, email.</p> |
| Cllr Charlotte Cane | 37. What improvements will residents see as a result of this service plan? | A new high-quality website that is both well designed and functional, easy to use, accessible to all and appealing to all customers. |
| Cllr Mark Inskip | In the "Customer Services end of the year report 2023 to 2024" for the performance for answering calls it states, "September figures unavailable due to problem with telephone line". What was the problem? And did this mean that the telephone line was unavailable to callers? | A BT fault caused an intermittent problem with the council's telephone system. It affected internal and external calls. Customers who experienced problems advised that they were unable to hear anything once they got through or picked up the phone or were getting cut off mid conversation. |
| Cllr Vellacott | Can we have a progress update towards the new website? | The project is in 'discovery phase,' and we have completed some preliminary work i.e. issued a staff survey, spoken to other councils re: content management and provider experience and are still |

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| | | evaluating our options. The formal project kick off will be in late April. |
| Cllr Vellacott | Could you summarise the telephone line issue in September? | 9 Sept 23 – 2 October 23. A BT fault caused an intermittent problem with the council's telephone system. It affected internal and external calls. Customers who experienced problems advised that they were unable to hear anything once they got through or picked up the phone or were getting cut off mid conversation |
| 2.1e Environmental Services | | |
| Cllr Charlotte Cane | 38. What lessons were learnt from the end of year Performance report for this service? | Partnership working across both internal departments and external organisations leads to joined up outcomes delivering benefits for the council and our residents, a good example of this is the health and wellbeing Strategy. |
| Cllr Charlotte Cane | 39. What is the 3 rd performance measure on p63 | Certain industrial processes must hold an environmental permit from the local authority, termed either a Part A (2) or Part B permit. The permit requires measures to be in place to control emissions of pollutants to the air. The legislation requires LAs to risk assess their permitted processes and undertake an inspection regime as a result of the risk assessment. 6 of our permitted sites were identified by their risk assessment to need an inspection this year. |
| Cllr Charlotte Cane | 40. What are the 3 top risks for delivery of this service plan? | Not being able to recruit to deliver home improvement Agency service for Fenland. Deliver on take up of HUG2 funding through the Cambs retrofit partnership consortium Impact on service delivery around new legislation |
| Cllr Charlotte Cane | 41. What improvements will residents see as a result of this service plan? | Delivery of Health and Wellbeing Action plan should lead to improved health outcomes for residents. Continued implementation on the Environmental Crime Action plan will lead to raised awareness and better compliance, and an improvement in the environment |

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| Cllr Vellacott | Do the figures at the top of page 63 represent 40% of the cost of disabled adaptations? | The total cost of the works plus our fee (inc vat) makes up the total cost. Sanctuary Housing pay 40% of this total cost |
| Cllr Vellacott | Please note a typo on page 67 'disabeld' should read 'disabled' | Noted |
| Cllr Vellacott | What is the remit of the fees and charges review, and when will Members be notified about it? | The council is required to review its fees and charges on an annual basis. The review considers any increases to the level that needs to be set for the following year to take into consideration any uplift in cost associated with administering the fees and charges. This would usually relate to increased hourly rate due to wage increase for officers involved with enforcement or the administration of an application. Members are notified of any changes to the fees and charges within the budget report taken to Full Council in February. |
| 2.1f Housing and Community Advice | | |
| Cllr Charlotte Cane | 42. What lessons were learnt from the end of year Performance report for this service? | That advice and assistance to all of our residents needs to be accessible and to continue to ensure a fully holistic service is available. |
| Cllr Charlotte Cane | 43. P87 why prevent a fixed number, of households becoming homeless rather that a percentage? | It shows the exact number of residents that have had their homelessness prevented or relieved |
| Cllr Charlotte Cane | 44. How do we help tenants with housing quality issues, e.g. damp? | There is the new leaflet which has been produced and placed on the website as of start of this year, which is easier to read and accessible to all. Telephone advice is provided and/or inspections are undertaken of rented properties where there is a complaint of damp and mould. We request evidence in the form of photos, if possible, to make a judgement and to help prioritise inspections. Advice is provided to tenants and to landlords on how to treat and help prevent damp and mould, and formal action is taken against the landlord where applicable. |

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| Cllr Charlotte Cane | 45. What are the 3 top risks for delivery of this service plan? | <p>Changes in legislation resulting in new policy and procedures</p> <p>Increased demand including refuge/asylum schemes and having to use B&B accommodation for families</p> <p>Lack of properties available in the private rented sector</p> |
| Cllr Charlotte Cane | 46. What improvements will residents see as a result of this service plan? | Ongoing monitoring that the service is fit for purpose, can cope with the increase in demand and that it remains fully accessible for all of our residents. |
| 2.1g Leisure Services | | |
| Cllr Charlotte Cane | 47. What lessons were learnt from the end of year Performance report for this service? | <p>Some mapping is required across the district to determine physical activity offers, particularly for older adults, to ensure focus is in right areas of need and to avoid duplication from providers.</p> <p>Collaboration is key to achieve shared goals in schemes such as the new Active for health programme. Without the joined-up approach it is unlikely the scheme would have run.</p> |
| Cllr Charlotte Cane | 48. What are the 3 top risks for delivery of this service plan? | <p>Staffing – with only a team of two any changes to the team will significantly impact delivery of the service.</p> <p>Buy in from partners – a collaborative approach is required to deliver physical activity programmes so if we don't have the partners to support it is a risk against the delivery targets.</p> <p>Funding – suitable funding opportunities being available for leisure facility improvements.</p> |
| Cllr Charlotte Cane | 49. What improvements will residents see as a result of this service plan? | <p>Increase in opportunities and access to be physically active, supporting health inequalities and health outcomes. As well as social inclusion and mental health.</p> <p>Good quality leisure provision and services offered across the district.</p> |

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| Cllr Vellacott | What plans are on the horizon in relation to Ross Peers Sports Centre in the next 2 years? | Support is currently being provided to try and attract new members whilst addressing health issues. The Active for Health scheme started at Ross Peers in March and runs for 12 weeks. As part of the Healthy You programme older adult activities are being reviewed and this may provide opportunity at the centre. The centre is looking at options to refurbish or replace the sports hall floor and applying for funding to do so. This will be a key facility improvement project for them. |
| 2.1h Licensing | | |
| Cllr Charlotte Cane | 50. What lessons were learnt from the end of year Performance report for this service? | Whilst all performance measures were met, the recording of accurate data remains critical to every aspect of what the licensing authority does, especially at a time of expansion. Work on improving the recording of complaints and inspections has begun, as this is an area which is not as streamlined as it could be. |
| Cllr Charlotte Cane | 51. What are the 3 top risks for delivery of this service plan? | <ol style="list-style-type: none"> 1) IT systems, delays due to system outages or ineffective software cause officers and the trade business continuity problems. 2) Resourcing – licensing is an expanding service with no control over how quick or slow this occurs. Predicting future resource needs can be very difficult. 3) The on-going and continual changes to licensing legislation. |
| Cllr Charlotte Cane | 52. What improvements will residents see as a result of this service plan? | Residents who are conducting licensable activities will see more transparency in how officers enforce matters, and less-able bodied residents will see improvements in the way they can interact with taxi services as a result of the planned introduction of a taxi inclusivity service plan. |
| Cllr Vellacott | What are the required animal welfare inspections? | All new and renewal applications must be inspected, and periodic unannounced inspections should be carried out, the frequency of which is determined by the star rating of the premises. |

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| 2.1i Planning | | |
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| Cllr Charlotte Cane | 53. What lessons were learnt from the end of year Performance report for this service? | The Planning Review has noted that there are cultural lessons to be learned around the way that planning applications are handled by the department. A negotiation protocol has been drafted to ensure clear guidelines for officers and customers and to ensure efficient decision making. |
| Cllr Charlotte Cane | 54. When will the review of the Planning Services be reported to members? | The review undertaken by an external consultant was signed off in February. Staff have had the opportunity to look at the findings and a briefing note is currently being drafted. This will be with members in the next couple of weeks. |
| Cllr Charlotte Cane | 55. What are the 3 top risks for delivery of this service plan? | <ol style="list-style-type: none"> 1) The ongoing and continual changes to planning legislation 2) The current economy meaning that housebuilding slows down and therefore the Councils ability to meet its statutory targets in that regard and therefore being at risk of speculative development in inappropriate locations. 3) That application fee income continues to drop therefore making funding the service more challenging. |
| Cllr Charlotte Cane | 56. What improvements will residents see as a result of this service plan? | <p>A further reduction in the backlog which will mean that officers are able to get to newer applications quicker and rely on extensions of time less.</p> <p>A change in culture where applications are assessed and determined earlier and where significant changes are required applicants will be guided through the pre-app process allowing officers to deliver the statutory function inline with government targets (current and proposed).</p> |

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| Cllr Vellacott | Can we have a progress update on the local heritage project? | <p>Cambridgeshire Local Heritage List Project (all ECDC figures as of 21/3/24)</p> <p>Total entries = 698 Locally listed = 89 (2017 adoptions) Ready for adoption = 264 Rejected = 12 Candidates in progress = 333</p> <p>Parishes ready for consultation = 15 (out of 35)</p> <p>At the 2023 parish forum several PCs (Swaffham Prior, Haddenham & Stretham) expressed an interest in being 'guinea pigs' for the adoption consultations, and priority has been given to vetting these. Coveney has also since come forward and its assessment has been completed. It should be emphasised that the CLHLP is a county-wide project and the vetting panel has to divide its time currently between East Cambs, South Cambs & Fenland, and with approaching 2000 candidates to work through, it is necessarily a slow process. However ECDC is much further forward as the survey for the district is now effectively complete, so the focus of effort can shift to adoption.</p> |
| 2.1j Waste Collection & Street Cleansing | | |
| Cllr Charlotte Cane | 57. What lessons were learnt from the end of year Performance report for this service? | <p>The market for recyclables remains volatile due to changes in legislation. This has increased risk around procurement for the provision of Transfer stations and Material Recycling Facilities (MRF)</p> <p>By working effectively with ECSS and other external organisations and undertaking effective awareness campaigns the desired outcomes can be achieved e.g. reduction in fly tipping</p> |

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| Cllr Charlotte Cane | 58. What are the 3 top risks for delivery of this service plan? | Procurement of the Materials Recycling Facility. Planning for the changes to service delivery in line with requirements of the Environment Act 2021 Ensuring that the review of the Cambridgeshire and Peterborough aligns with the ambitions of ECDC |
| Cllr Charlotte Cane | 59. What improvements will residents see as a result of this service plan? | Continued improvements in waste and street cleansing services, increase in the amount of waste sent for recycling. |
| Cllr Christine Whelan | Has a planned works document been produced yet for street cleaning and when will communications be put out to the public on when their street will be cleaned? | Members were provided with the Street Cleansing Schedule as set out in the MoA which provides information on the frequency of street cleansing in the different zones. There are currently no plans to produce a schedule that identifies when individual streets will be cleaned. |
| Cllr Mark Inskip | In the “Waste and Street cleansing services end of the year report 2023 to 2024” there is a performance measure “To provide best value services through East Cambridgeshire Street Scene Ltd”. The outcome listed is “Reports submitted as required to Operational Services Committee.” There have been reports on ECSS service performance and on unplanned overspends. Where has Best Value been addressed? | Best Value is not independently measured. The Council has a contract with East Cambs Street Scene until 31 March 2025. |
| Agenda Item 8 - ECSS Business Plan 2024/25 | | |
| Cllr Charlotte Cane | 60. Why is an Equality Impact Assessment not required? | The Business Plan 2024/25 does not seek to change any of the services that are being delivered to residents therefore it was not necessary to complete an Equality Impact Assessment. |
| Cllr Charlotte Cane | 61. Why is a Carbon Impact Assessment not required? | The Carbon Impact Assessment was completed at the time the Council took the decision to use HVO fuel and therefore it was not necessary to complete one as part of the Business Plan. |

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| Cllr Charlotte Cane | 62. What is the evidence that ECSS has been delivering high quality services since 2018? | It is widely recognised and accepted that there was a period of time since 2018 that service delivery fell below the stated high-quality service. Prior to and since ECSS has been delivering a high-quality service. Members will note through performance reports that performance continues to improve and ECSS remain committed to delivering a high-quality service. |
| Cllr Charlotte Cane | 63. Why are Management & Administration costs increasing by £212k (58%) since 2023/24? | Compared with the 2023/24 business plan there are 3 additional staff in the 2024/25 business plan for management & administration, two of which are senior management. There is also a sum allocated for increased overtime for supervisors to cover weekend working. Finally, actual increases for 2023/24 were higher than budgeted. |
| Cllr Charlotte Cane | 64. Why are overtime and Agency costs increasing despite increased core staff costs? | As has been previously documented, overtime in last year's business plan was understated as overtime was calculated at the incorrect rate. Compared with 2023/24 forecast a £16k increase has been budgeted for, 8%. The budget pay increase is 6.8%. Last year's plan was based on 2.5 agency staff per week but given that the 2023/24 average has been 6.5 agency staff per week it was felt prudent to budget for 5.8 agency staff per week in 2024/25. (The number has fallen from 8.5 in Q1 23-24 to just under 5 in the last quarter) Compared with 2023/24 latest forecast, it is expected to spend less on agency staff in 2024/25. |
| Cllr Charlotte Cane | 65. Why are fuel costs increasing over budget when actual costs in 2023/24 were well below budget and were sufficient to cover the additional costs of HVO? | The 2023/24 Business Plan was 22k litres per month at £1.36 per litre plus 20p uplift for HVO. The price for HVO is now 35p per litre higher than diesel. The 2024/25 Business Plan is based on 17k litres per month of HVO at £1.67 per litre and 7k litres per month of diesel at £1.32 per litre. |

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| Cllr Charlotte Cane | 66. Why have supplies and services costs for street cleansing increased to £21k from £0.75k? | A budget of £20k has been allocated for cleaning the verges on the A11 & A14 by a specialist contractor. |
| Cllr Charlotte Cane | 67. How does the section on Governance reflect the recent review by ECDC's internal auditor? | Some of the recommendations made by Internal Audit will need to be approved by Council (as there will be a need to amend the shareholder agreement and the Memorandum of Agreement.) If approved, these will be reflected in the Governance section. The arrangements in place presently do not conflict with the recommendations from the Internal Audit process. |
| Cllr Mark Inskip | 1. Has the Depot improvement now been finished? And in summary what has been improved? | The internal works have now completed and include improved staff welfare facilities & changing rooms, improved and additional office/meeting space. Some external works have completed, i.e. drainage and security. The next phase is to improve the car parking areas across the site. This will be completed within the pre agreed budget allocation. |
| Cllr Mark Inskip | 2. What is the status of the integration of the new Bartec in cab digital system with the council's CRM system? | Multiple integrations have been created, we are awaiting confirmation from Bartec that the resolution codes are available for final testing. |
| Cllr Mark Inskip | 3. Street Cleansing review stage 1 has been completed. How many stages are remaining and when will the review be complete and implemented? | It is envisaged that there will be 1 more stage in the review which is likely to conclude in the next few weeks. The implementation date will depend on the outcome of the review. |
| Cllr Vellacott | What fuel price per litre has been used to calculate the 16 RCVs on HVO? | The 2024/25 Business Plan is based on 17k litres per month of HVO at £1.67 per litre and 7k litres per month of diesel at £1.32 per litre. |
| Cllr Vellacott | How do risks in this document correspond to the risk numbers on the ECDC risk register? | The risks in the ECSS Business Plan 2024/25 are the risk associated with ECSS as a business. The risks in the Council's Risk Register are a matter for the Council. |
| Cllr Vellacott | Why is the impact of the Environment Act rated 5 for risk? | At this moment in time ECSS should keep this risk at the highest rating as the Council continues to develop the specification for the Waste, Recycling & Street |

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| | | Cleansing Service. Once received the implications can be assessed and factored into risk management. |
| Cllr Vellacott | What potential for commercialisation reasonably exists in the current MTFS period? | ECSS is focused on improving the performance of the service provided to the Council. At this moment in time, it is too early to provide any indication of a timeframe as to future commercial opportunities. |
| Agenda Item 9 – Housing Adaptations and Repair Policy 2019 | | |
| Cllr Charlotte Cane | 68. How many households are waiting for adaptations, as per para 3.6? | Currently all adaptations of this nature, where a compromised scheme could not be achieved, have been closed. |
| Cllr Charlotte Cane | 69. Are officers confident that a £30k top-up will be sufficient to allow those works to go ahead? | Yes |
| Cllr Vellacott | Is the £30k value sufficient to cover all the needs described in section 3.6? | Yes |
| Agenda Item 10 – Community Engagement Strategy 2024-2028 | | |
| Cllr Charlotte Cane | 70. Why does it take to March 2027 to identify registered HOMs when we already have the register (Service Plans p67) | We will target HMO's that are on the register immediately, this was very successful in getting COVID messages out during the pandemic. We will continue to identify potential HMO that are not yet licensed to increase opportunities to engage tenants. |
| Cllr Charlotte Cane | 71. Why only attend 2 community events and which team(s) will attend? | As part of the delivery of the action plan, the Communities and Partnerships team will coordinate an exercise to map and categorise local events by end of April 2024. Once done, relevant teams will be identified to potentially attend events that are relevant to them. Consideration will be given to linking the engagement activities of specific teams with events taking place that are relevant and fit with engagement timescales. The target is 2 however more could be attended, if appropriate and where capacity allows. Examples of public facing teams are Communities and Partnerships, and Housing and Community Advice. |

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| Cllr Mark Inskip | Why does it take so long to “Identify the most common non-English languages spoken in the district to inform translation services” with a target date of December 2025? | The Council is aware of common non-English languages spoken in the district and already uses translation services to meet the needs of non-English speakers, however this will be reviewed and updated by December 2025. This target date was selected with consideration of the Housing and Community Advice team's other priorities and workloads. Targets may be achieved before the target date. |
| Cllr Mark Inskip | In general, why are many of the target dates for relatively straightforward actions so far in the future? | Target dates have been agreed by the individual teams that are leading on the particular target, and consideration has been given to the other priorities and workloads of each service. Targets may be achieved before the target date. |
| Cllr Christine Whelan | Appendix 1 p123 The target is to attend 2 community events to engage with the public. Is this ambitious enough as there are more than 2 events in Ely and other events in other parts of the district. Do you think more events should be attended? | The target is 2 however more could be attended, if appropriate and where capacity allows. |
| Cllr Christine Whelan | Which public facing teams will attend? this is not clear in the document but is in other parts of the document. | As part of the delivery of the action plan, the Communities and Partnerships team will coordinate an exercise to map and categorise local events by end April 2024. Once done, relevant teams will be identified to potentially attends events that are relevant to them. Consideration will be given to linking the engagement activities of specific teams with events taking place that are relevant and fit with engagement timescales. Examples of public facing teams are Communities and Partnerships, and Housing and Community Advice. |
| Cllr Vellacott | Will a press release accompany this strategy to boost engagement? | An action in the Action Plan is to “Create a community engagement Communication Plan to promote the strategy and the council’s engagement activities” The Communities and Partnerships team will liaise with the |

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| | | Communications team to discuss the most effective ways of publicising this strategy in advance of the production of the Communication Plan. |
| Cllr Vellacott | P.3 of Appendix 1: What is 'quarterly detached youth engagement' and can we have a breakdown of it? | Detached youth engagement is engagement that takes place in areas where young people feel most comfortable such as on the street, in parks and around their neighbourhood. Detached engagement can provide informal education by bringing information to young people, listening and hearing their needs. A plan setting out the locations for detached youth engagement is to be worked up. |
| Agenda Item 11 – Vulnerable Community Strategy 2024-2029 | | |
| Cllr Charlotte Cane | 72. Have ECDC assessed whether there are sufficient disabled parking spaces in Ely and across the district? | No formal assessment is carried out. There is continuous monitoring through feedback from Car Parking Wardens and customer comments through the CRM system. |
| Cllr Charlotte Cane | 73. Why do the restrictions finish in the evening, leaving disabled people without priority parking? | Disabled parking bays are marked out so that it is clear that the space is a disabled parking bay. There are no complaints or concerns raised to the Council which identify this a need to extend the restrictions. |
| Cllr Charlotte Cane | 74. How does ECDC enforce the restrictions to ensure that the priority parking is available for disabled residents? | The Council employs car parking wardens who patrol all Council owned car parks. Where vehicles are parked in contravention of the parking order a fixed penalty notice is issued. |
| Cllr Charlotte Cane | 75. How do ECDC define 'genuinely affordable housing'? | Homes that are available for less than the market price and can be offered by renting, part-ownership, buying or self-build. Generally: <ul style="list-style-type: none"> • mortgage repayments are lower than 20% of the household disposable income, or • rent is lower than 25% of the household disposable income |

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| Cllr Charlotte Cane | 76. How many affordable houses do ECDC plan to provide each year? | None. ECDC do not directly deliver affordable homes. However, we facilitate the delivery through areas such as: <ul style="list-style-type: none"> • Local Plan Policy to deliver 30% affordable houses across the district • Direct support and policies to encourage CLT development • Our wholly owned company Palace Green Homes |
| Cllr Charlotte Cane | 77. How have officers ensured that this policy follows Plain English advice? | Written, reviewed and checked by officers that have received accessibility training. |
| Cllr Mark Inskip | 1. What are the figures “No. of unique clients provided with advice by ECDC’s Housing and Community Advice department in 2022/23*” for all wards in the district? | Bottisham – 24 Burwell – 29 Downham – 25 Ely – 651 Fordham and Isleham – 72 Haddenham – 62 Littleport – 208 Soham – 301 Stretham – 121 Wooditton – 1 Misc (address not given) - 163 |
| Cllr Christine Whelan | P 135 Supporting Vulnerabilities It states in the document that there will be a free drop in services at ECDC offices Monday to Friday. What provision is there for vulnerable people seeking advice outside these office hours? | Housing & Community Advice drop in Monday to Friday 10am-4pm. We have an out of hours emergency number for all other times as per our website. |
| Cllr Vellacott | Why is this strategy to 2029 where other items are to 2028 or 2027 (end of current administration)? | This is to balance the workload of the team. |
| Cllr Vellacott | Will updates be provided on this strategy (and on Item 10)? | Progress made against the strategies will be reported back to Members through the Service Delivery Plan process. |

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| Cllr Vellacott | What signposting methods does the Council use in relation to preventing homelessness? | All aspects of preventing homelessness are dealt with within the Housing & Community Advice team, if a client has additional support needs, we work with all of our partner agencies to provide wrap around support for the client. Our website offers advice and support, leaflets etc and we use social media through the comms team to promote our services and partner agencies. Food banks, doctors surgery's, parish councils all have our drop in posters promoting this service. |
| Agenda Item 12 – Health and Wellbeing Strategy and Action Plan | | |
| Cllr Charlotte Cane | 78. How does asking Parishes to sign pledges support them to enable their residents to access health and wellbeing services? | The aim is for the strategy to be collaborative. Parishes may have a better understanding of local need and therefore supports a bottom up approach in addressing the health and wellbeing agenda. Buy in from partners such as parish councils will enable suitable service delivery at a local level. |
| Cllr Charlotte Cane | 79. Why are we only aiming to support 100 residents to have safe, warm affordable housing by March 2025, and is that 100 residents or 100 households? | The target of 100 refers to the number of households we want to have accessed the HUG2 funding for residential retrofits. |
| Cllr Vellacott | Please note a typo on page 2 'Annna Bailey' should read 'Anna Bailey' (other questions have been asked under Item 11) | Noted |
| Agenda Item 13 – ARP Joint Committee Minutes: 5 March 2024 | | |
| Cllr Charlotte Cane | 80. Is ARP targeting charities for NNDR? | ARP does not target charities in terms of registering them for Non-Domestic Rates. When a firm registers for Rates, ARP establishes the type of business they are to ensure that the billing name is correct, for example a Ltd or PLC, a private partnership, sole trader, members club, charity or other. Should it be established that the liable party is a charity then the organisation will be |

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| | | directed to fill in the appropriate application form for Mandatory and/or Discretionary relief. |
| Cllr Charlotte Cane | 81. How does it work with cross border charities? | Discretionary and Mandatory relief is based on the activity taking place within each individual property. Therefore, it is not necessary to consider properties outside East Cambridgeshire when assessing relief within the council area. |
| Cllr Charlotte Cane | 82. How does it assist small charities in applying for mandatory and discretionary rate relief? | Reference is made on the individual bills issued to all ratepayers. This invites customers to visit the East Cambridgeshire DC website that links to Anglia Revenues Partnership where full details of the reliefs available, including how to apply are provided. Furthermore, we have a team of specialist NDR officers within ARP whom answer telephone enquires and correspondence giving professional advice. |
| Agenda Item 14 – Minutes of the Waste Service Review Working Party: 8 January 2024 and 6 February 2024 | | |
| Cllr Charlotte Cane | 83. Why was a member of staff from our current waste services contractor present at the Waste Services Review Working Party Meetings? | The Waste Development and Support Manager has been seconded 2.5 days per week to the Council to support in the development of the new Waste Service options |
| Cllr Charlotte Cane | 84. Why should a Parish Council with a lot of public footpaths pay extra for dog bins which are mainly used by visitors to the Parish? | Many Local Authorities charge for the provision and emptying of dog waste bins and/or street litter bins, where there is a request for optional or additional bins by a Parish. The cost of the bin is already covered by the Parish Council, whereas the collection costs sit with the district. As a Litter Authority, ECDC are required to keep certain land free of litter as is practical and empty bins. Any optional/additional bins that are requested can be charged back to the requestee, to prevent the issue of revenue costs rising for ECDC without check. |
| Cllr Charlotte Cane | 85. Why is there a lack of equipment to collect fly tipped waste? | Depending on the nature of the fly tip, it may require specialist equipment (e.g. grab lorry) to remove it from the land. This is not equipment that a waste collection |

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| | | authority would routinely own simply due to cost of purchasing this equipment and the sporadic nature of fly tipping. Therefore, it is generally hired in as and when required. |
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TITLE: YEAR END BUDGET REPORT

Committee: Operational Services Committee

Date: 24th June 2024

Author: Director, Finance

Report number: Z15

Contact officer: Ian Smith

Director, Finance

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Room 104, The Grange, Ely

1.0 Issue

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

2.0 Recommendations

2.1 Members are requested to note that Committee had a £135,580 yearend overspend on revenue, when compared to its approved budget of £6,907,262.

2.2 Members are further requested to note that the Committee had a capital programme outturn of £2,861,753. This is an underspend of £2,776,060 when compared to its revised budget.

3.0 Background/Options

3.1 Under Financial Regulations each policy committee is required to consider projections of financial performance against both its revenue and capital budget on a quarterly basis.

3.2 This is the final report for Operational Services Committee for the 2023/24 financial year and details the yearend position incorporating actual expenditure incurred, income received and accruals as at 31st March 2024.

3.3 Revenue

3.3.1 The net revenue expenditure for this Committee at yearend was £7,042,842 an overspend of £135,580 when compared to the approved budget. This represents a combination of variations on each service line.

3.3.2 The revenue budget and net expenditure for each service that falls under the stewardship of this Committee are detailed in appendix 1.

3.3.3 Explanations for the larger yearend variances are detailed in the table below:

| Service | Forecast Outturn Variance £ | Explanation |
|---|--------------------------------|---|
| Building Control | £40,155 | Overspend on budget has been caused by a two-fold decrease in both applications being received in 2023/24 and the delay / postponement on several sites starting work due to the current cost of living and financial situation. A lot of applications are based on a 2-stage payment, initial payment upon submission followed by an inspection payment when work commences on site. A lot of developers have delayed their start on site, and this has a knock-on effect on projected and received income. Actual income year on year was within £1,000, but delays and reduced application numbers contributed heavily to the end overspend. |
| Community Projects & Grants | (£19,268) | Grants were promoted throughout the year, which generated interest and enquiries, however these did not all materialise into applications, therefore only two Facilities Improvement Grants were awarded. |
| Environmental Issues / Health – Admin & Misc | £25,156 (£26,317) | This represents our share of the expected costs to procure a new Materials Recycling Facility (MRF) contract from September 2024. The underspend in Health was due to reduced staff costs. |
| Homelessness | (£504,610) | Unspent external ringfenced grants from DLUHC and the County Council have been rolled forward into 2024/25. But Un-ringfenced funds, especially in relation to support to Ukrainian visitors, has been left as an underspend. |
| Leisure Centre | (£69,196) | Since COVID no formal management fee has been in place for the leisure centre, instead the yearend surplus has been determined on an open book approach. Participation at the Hive has increased more than forecast in 2023/24 and consequently, the |

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| | | surplus paid across to the Council has increased. |
| Licencing | (£45,571) | As per the report to Licencing Committee, Private Hire, Vehicle and Driver applications are increasing. This has led to an increase in income and Expenditure in 2023/24. This increase is likely to continue through the next three years, but exact numbers are not identifiable at this moment in time. |
| Planning | £563,795 | <p>Planning fee income was significantly below budget during the year as the underlying level of activity in construction, planning and particularly small to medium size house building was subdued due to the macro-economic picture.</p> <p>Consequently, Planning finished with a budget shortfall of £564,000 despite the introduction of cost saving measures during the year, starting with the cessation of a full-time agency contract at the end of 2023; less use of consultants and the introduction of more efficient ways of determining planning applications to generate more fee income on repeat applications.</p> |
| Travellers | £30,182 | Income received was lower than budgeted. The income budget for future years has been revised lower to reflect this position moving forward. |
| Refuse Recycling / Refuse Collection / Street Cleansing | £154,439 | ECSS had a yearend overspend of £164,009. The Council at its meeting on the 20 th February 2024 agreed to cover any overspend up to £200,000 by an increase in Management Fee on an open book approach. |

3.4 Capital

- 3.4.1 The revised capital budget for Operational Services stands at £5,637,813; including £956,307 of slippage brought forward from 2022/23 and a reduction of £5,793 on Disability Facilities Grant spend, where the capital element of the grant received from the County Council is lower than predicted in the budget.

- 3.4.2 The outturn position for Committee was £2,861,753, an underspend of £2,776,060. The main elements of the underspend are in relation to:
- 3.4.3 The purchase of Waste vehicles where the price agreed for the ten refuse collection vehicles was lower than that included in the budget. See report to Committee on the 27th March 2023.
- 3.4.4 The purchase of Waste bins, £1,000,000 was built into the budget as a contingency if the Government’s Strategic Waste Review progressed. While the Waste Review is now progressing, this was not spent in 2023/24 and was carried forward into 2024/25 as part of the budget setting process.
- 3.4.5 A significant underspend on Disability Facilities Grant expenditure occurred during the COVID years and this has until now, been rolled over year to year. However, it is now felt unlikely that this work will ever catch up completely and as new funding is available in future years, it is proposed to only carry forward a proportion of the recorded underspend.

4.0 Arguments/Conclusions

- 4.1. The Committee’s net revenue position is a yearend overspend of £135,580.

5.0 Additional Implications Assessment

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

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

5.2 Financial Implications

The Committee overspend will be incorporated into the overall 2023/24 Council finance report, which is to be presented to Finance and Assets Committee on the 27th June 2024.

6.0 Appendices

- 6.1. Appendix 1 – Revenue budget monitoring report – 31st March 2024.
- 6.2. Appendix 2 – Capital budget monitoring report – 31st March 2024.

7.0 Background documents

Council Budget approved by Full Council on the 21st February 2023

OPERATIONAL SERVICES COMMITTEE BUDGET MONITORING REPORT - 2023/24

| Revenue | Total Budget 2023/24 | Actual to 31 March 2024 | Variance | Variance between Total Budget & Projected Outturn December 2023 |
|------------------------------|---------------------------------|------------------------------------|-----------------|--|
| | £ | £ | £ | £ |
| Building Regulations | 36,736 | 76,891 | 40,155 | 30,000 |
| CIL | -- | -- | -- | |
| Civic Amenities Act | -- | -- | -- | |
| Climate Change | 100,000 | 100,000 | -- | |
| Community Projects & Grants | 195,322 | 176,054 | (19,268) | |
| Community Safety | 62,133 | 61,937 | (196) | |
| Cons.Area & Listed Buildings | 69,861 | 71,989 | 2,128 | |
| Customer Services | 543,885 | 551,148 | 7,263 | |
| Dog Warden Scheme | 43,226 | 45,774 | 2,548 | |
| Ely Markets | -- | -- | -- | |
| Emergency Planning | 30,024 | 29,155 | (869) | |
| Environmental Issues | 147,961 | 173,117 | 25,156 | 32,000 |
| Health - Admin. & Misc. | 529,805 | 503,488 | (26,317) | |
| Homelessness | 247,158 | (257,452) | (504,610) | (50,000) |
| IT | 1,011,782 | 1,016,032 | 4,250 | |
| Leisure Centre | (301,550) | (370,746) | (69,196) | |
| Licencing | 19,067 | (26,504) | (45,571) | |
| Marketing & Grants | 42,192 | 35,444 | (6,748) | |
| Neighbourhood Panels | 1,500 | 1,018 | (482) | |
| Nuisance Investigation | 103,673 | 105,100 | 1,427 | |
| Pest Control | 11,033 | 9,119 | (1,914) | |
| Planning | 253,594 | 817,389 | 563,795 | 500,000 |
| Public Relations | 109,883 | 108,923 | (960) | |
| Refuse Recycling | 1,276,987 | 1,267,064 | (9,923) | |
| Refuse Collection | 1,497,443 | 1,651,882 | 154,439 | |
| Street Cleansing | 876,471 | 876,471 | -- | |
| Street Naming & Numbering | 16,704 | 6,995 | (9,709) | |
| Travellers Sites | (17,628) | 12,554 | 30,182 | 35,000 |
| | | | | |
| | | | | |
| Revenue Total | 6,907,262 | 7,042,842 | 135,580 | 547,000 |

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Appendix 2

CAPITAL BUDGET MONITORING 2023/24

| Capital | Published Budget 2023-24 £ | Slippage from 2022-23 £ | Approved Additions £ | Revised Budget 2023-24 £ | Outturn £ | Variance between Revised Budget & Outturn £ | Carry forward into 2024/25 £ |
|--|----------------------------------|-------------------------------|-------------------------|--------------------------------|------------------|--|---------------------------------|
| Conservation Area Schemes - 2nd round | | 27,506 | | 27,506 | 0 | (27,506) | 27,506 |
| Refuse & Cleansing Vehicles | 2,775,000 | | | 2,775,000 | 1,947,470 | (827,530) | (35,136) |
| Waste - Wheelied Bins | 1,040,000 | | | 1,040,000 | 50,760 | (989,240) | |
| Mandatory Disabled Facilities Grants | 697,299 | 928,801 | (5,793) | 1,620,307 | 617,925 | (1,002,382) | 388,864 |
| Empty Properties, Discretionary DFGs, Minor Works, Home Repair Asst. | 75,000 | | | 75,000 | 77,532 | 2,532 | |
| Vehicle Etc. Replacements | 100,000 | | | 100,000 | 168,066 | 68,066 | |
| Leisure Centre | | | | 0 | 0 | 0 | |
| Total | 4,687,299 | 956,307 | (5,793) | 5,637,813 | 2,861,753 | (2,776,060) | 381,234 |

| SOURCES OF FINANCING | Published Budget 2023-24 £ | Slippage from 2022-23 £ | Approved Additions £ | Revised Budget 2023-24 £ | Variances £ | Outturn £ | Carry forward into 2024/25 £ |
|------------------------------|----------------------------------|-------------------------------|-------------------------|--------------------------------|--------------------|------------------|---------------------------------|
| Revenue Contributions | 0 | 0 | | 0 | 5,661 | 5,661 | |
| Grants / Contributions (DFG) | 608,471 | 404,111 | (5,793) | 1,006,789 | (388,864) | 617,925 | 388,864 |
| Capital Receipts | 203,828 | 552,196 | | 756,024 | (647,732) | 108,292 | 27,506 |
| Borrowing | 3,775,000 | 0 | | 3,775,000 | (2,218,848) | 1,556,152 | (35,136) |
| Section 106 / CIL | 100,000 | 0 | | 100,000 | 473,723 | 573,723 | |
| Capital Funding Total | 4,687,299 | 956,307 | (5,793) | 5,637,813 | (2,776,060) | 2,861,753 | 381,234 |

TITLE: QUARTER 4 2023/24 PERFORMANCE REPORT FOR THE WASTE AND STREET CLEANSING SERVICES

Committee: Operational Services Committee

Date: 24 June 2024

Author: Waste Development and Support Manager

Report number: Z16

Contact officer: Catherine Sutherland, Waste Development and Support Manager
Catherine.sutherland@eastcambsstreetscene.co.uk, 01353 616262, ECSS Depot, Littleport

1.0 Issue

- 1.1. To provide Members with the Quarter 4 performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS).

2.0 Recommendations

- 1.2. Members are requested to note the performance of service delivery for quarter 4 (January to March) 2023/24.

3.0 Background/Options

- 3.1. Waste collection, recycling and street cleansing are all services provided by East Cambs Street Scene Ltd. The trading company was set up on April 1st, 2018.
- 3.2. The Council continues to operate these services through ECSS and is committed to provide high levels of performance and service delivery, delivering best value for money under the Memorandum of Agreement and through the Service Delivery Plan.
- 3.3. Key Performance Indicators of the service provided by ECSS ensure performance levels are managed and monitored.
- 3.4. The Key Performance Indicators (KPIs) were changed in April 2023 following approval by Members of both the Operational Service Committee and ECSS Board through the 2023/24 ECSS Business Plan. This was to give stakeholders a more accurate and clearer record of the performance of the service.
- 3.5. Members of the Board will note an improving performance of the waste collection service. The performance of the street cleansing service is improving.

4.0 Arguments/Conclusions

- 4.1. The tables below highlight the performance for quarter 4 against the KPIs highlighted within the business plan:

Health and safety – staff welfare

| Description of Key Performance Indicator | KPI | Q1 | Q2 | Q3 | Q4 |
|--|---------------------------|-----|-------|-------|-------|
| ECSS Accident Incident (AIR) score | 4% | 5% | 1.52% | 1.96% | 1.48% |
| No. reported monthly near misses | 10 or more | 2 | 0 | 2 | 1 |
| Percentage of productive days | 94% (sickness absence 6%) | 93% | 93% | 96% | 95.9% |

Waste Collection

| Description of Key Performance Indicator | KPI | Q1 | Q2 | Q3 | Q4 |
|---|-----------|----------------|----------------|--------------|----------------|
| Refuse – Average no. of missed bins per 100,000 bins collected | 15 | 57 | 45 | 42 | 42 |
| Recycling – Average no. of missed bins per 100,000 bins collected | 30 | 77 | 86 | 76 | 73 |
| Green – Average no. of missed bins per 100,000 bins collected | 30 | 98 | 87 | 81 | 64 |
| No. of monthly service complaints | 3 | 4 Average | 5 Average | 5 Average | 5 Average |
| No. of monthly service compliments | No target | 0.3 Average | 0.3 Average | 1 Average | 0.7 Average |

Street Cleansing

| Description of Key Performance Indicator | KPI | Q1 | Q2 | Q3 | Q4 |
|---|-----------|-----|-----|-----|-----|
| Average monthly clean streets graded A on random inspection | 95% | 41% | 75% | 77% | 99% |
| No. streets graded C or below for litter on random inspection | 1% | 8% | 0% | 0% | 0% |
| No. reported fly tips per month | No target | 150 | 128 | 187 | 182 |
| No. reported incidents of graffiti per month | No target | 15 | 3 | 5 | 5 |

| | | | | | |
|---|-----------|-----------|------|---------------------|------|
| Removal of offensive graffiti within 1 working day | 98% | 0% | 0% | N/A (none reported) | 100% |
| Removal of fly tipped waste within 2 working days | 98% | 59% | 73% | 75% | 75% |
| No. overflowing litter bins reported per 100 bins emptied | 3 | 0.30 | 0.91 | 0.36 | 0.33 |
| No. overflowing dog bins reported per 100 bins emptied | 1 | 2 | 3.91 | 1.77 | 7 |
| No. of monthly service complaints | 3 | Average 4 | 0 | 0 | 0 |
| No. of monthly service compliments | No target | 1 | 0 | 0.33 Average | 0.7 |

Communication, Education and Promotion

| Description of Key Performance Indicator | KPI | Q1 | Q2 | Q3 | Q4 |
|--|----------------|------------------|------------|------------|------------|
| Increase in social media presence | Increase by 5% | 27% | 26% | 9% | 5% |
| School or Community groups engaged with | 10 PA | 0 | 0% | 1 | 0 |
| Number of local events attended | 10 PA | 1 | 6 | 2 | 1 |
| Recycling rate | 60% (annual) | 50.2% (Q4 22-23) | 60.8% (Q1) | 58.6% (Q2) | 52.9% (Q3) |
| Overall waste tonnage reduction | 1% (annual) | +8% | +5% | +2% | TBC |

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

4.2. Health and safety – staff welfare

Slide 1: There were three reported incidents and accidents. One was a needlestick injury from a black bag collection and the operative received medical attention. Two were injuries caused by trips.

A near miss was reported due to the poor condition of a road meaning there is restricted access for the collection vehicles. The road has been reported to the highways authority and the road is being considered for moving onto a smaller vehicle.

Slide 2: ECSS achieved its productive day indicator with just over 4% of available days in the quarter being lost to sickness. Long term sickness slightly reduced but the service experienced a slight increase in short term sickness.

4.3. Waste and recycling collections

Slide 3: The number of missed collections continues to decrease and produced the lowest number recorded in a quarter since ECSS began. Out of over 1 million collections, just under 600 were missed over a three-month period. The team continue to work to identify trends to further drive this number to achieve target.

4.4. Street Cleansing KPIs

Slide 4: The graph on the left shows the quality of the cleansing work. Cleansed roads found to be under the required standard are revisited. It is also flagged to the crew who initially carried out the work to identify why a grade A was not achieved. With consistent focus on this area from the team, the target has been achieved for the first time.

The graph on the right shows the number of random streets inspected (irrespective of cleansing activity) that has a level of litter graded 'C' or below. ECSS targets areas for inspection in more rural areas, as these are generally not scheduled for regular cleansing. The aim is to use inspections to proactively deploy resources rather than wait for a complaint from the public to be received.

Slide 5 shows the number of reported instances of graffiti. Of the five reported instances, two were offensive and removed within the target response time.

Slide 6 shows that the number of reported fly tips slightly decreased, and that ECSS cleared 75% of them within the response time. Larger fly tips take longer to remove as a lorry with a boom is needed. This is not something the service has in its fleet and so the work is contracted. It is hired for a day and so the work is bulked up to make the most of this. Any hazardous fly tips will not be left, however.

Slide 7 shows that the KPI of no more than 3 reported overflowing litter bins was overachieved. ECSS underachieved the KPI of 1 overflowing dog bin. All overflowing bins were emptied. The operative was on leave at these times and a member of staff unfamiliar with the locations was covering the work.

4.5. Project Street Smart

Appendix 2 contains the project's Highlight Report.

4.6. Recycling rate and waste tonnage reduction

As previously highlighted, the recycling performance figure is reported one quarter in arrears. Slide 9 shows the quarter 3 performance (52.9% recycling rate). The rate typically drops during this quarter due to minimal garden waste being produced.

4.7. Communications, Education and Promotion

The Development Team attended Ely Library's Eco Fair in February.

The reusable wipes trial continued, signing up six more participants at the Eco Fair.

The RECAP #FightFoodWaste challenge was extended until the end of January, with a total of twenty-seven pledgers in East Cambs out of 154.

Last quarter's Metal Matters campaign attracted coverage on an industry website, and can be found here:

<https://resource.co/article/metalmatters-increasing-recycling-rates-through-proactive-communication>

The Council and ECSS have launched 'Love Your Street', which is a campaign to encourage residents to tackle litter and report environmental crime, as well as improve the visibility of the street cleansing service. A new area on the Council's website has been launched (www.eastcambs.gov.uk/east-cambs-street-scene/love-your-street), with the opportunity to pledge to 'Love Your Street' and a survey on litter to understand residents' perceptions and behaviours as well as identify any hotspots. A competition is also underway, inviting schools and scouting / guiding groups to design artwork to be used on the new recycling fleet. The campaign includes a school's outreach program. ECSS is currently booking several local events and contacting litter picking groups and Parish Councils to further promote and network, as well as launch the campaign on Facebook. ECSS will advise Members of the local events once confirmed.

A competition to name the Council's waste and recycling collection lorries was launched at the end of January, 170 entries were received in the two-week time frame, with coverage on local radio. The names chosen that will be launched in Q1 are:

- Loveheart
- The Flying Dustman
- Lady Gaggarbage
- Binderella
- Recyclosaurus Rex
- Wheelie Cathedral
- Lord of the Bins
- Optimus Grime
- Lamborgreeny
- Bin Diesel

The number of Facebook followers for the East Cambs Recycles page increased by 5% and now has 179 followers. The page has been promoting the above campaigns as well as seasonal recycling messages from partners and service messages re collection dates.

5.0 Additional Implications Assessment

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

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

6.0 Appendices

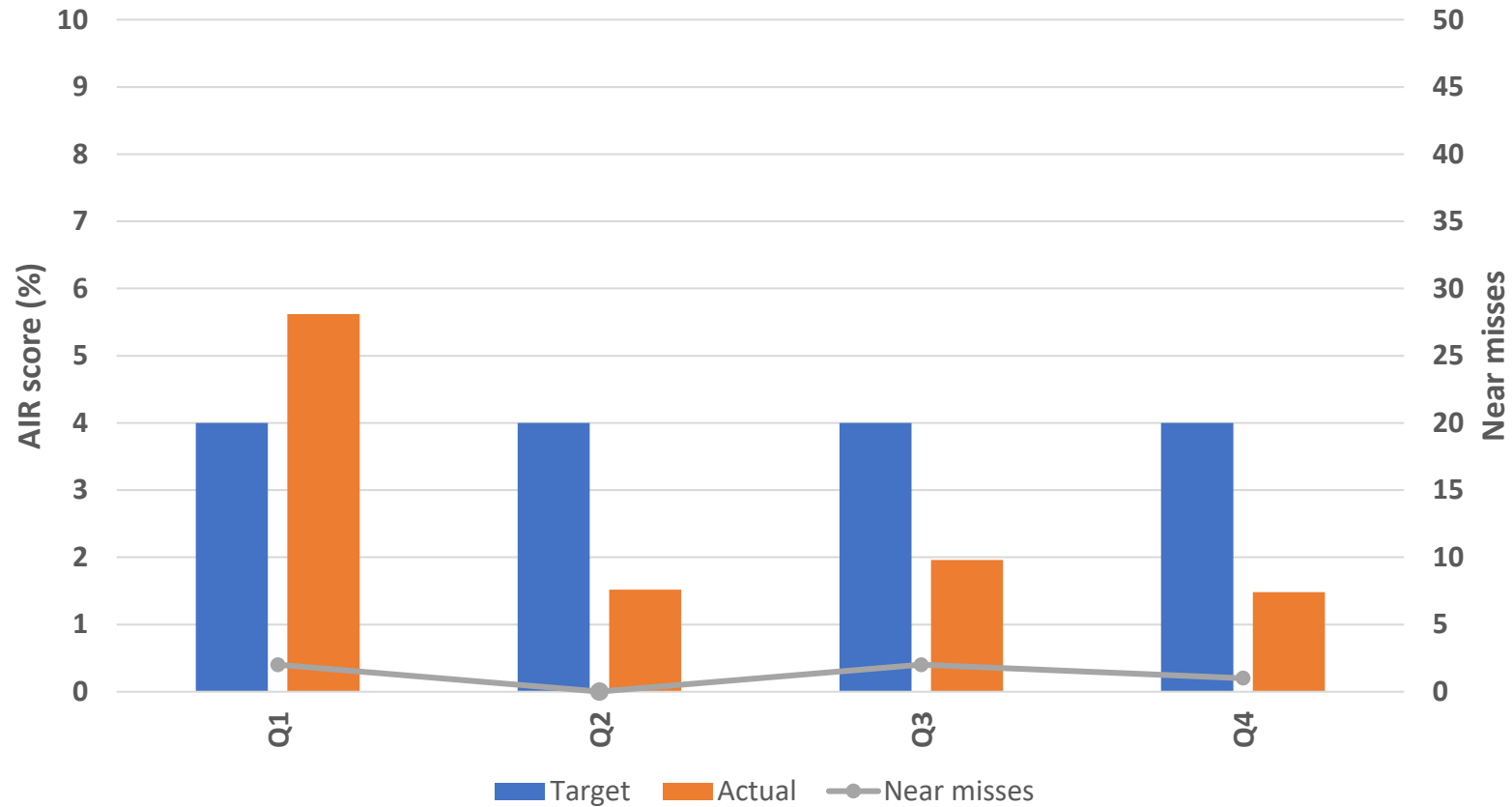
Appendix 1 - Slide deck - Performance Dashboard.
Appendix 2 - Project Street Smart Highlight Report.

7.0 Background documents

None

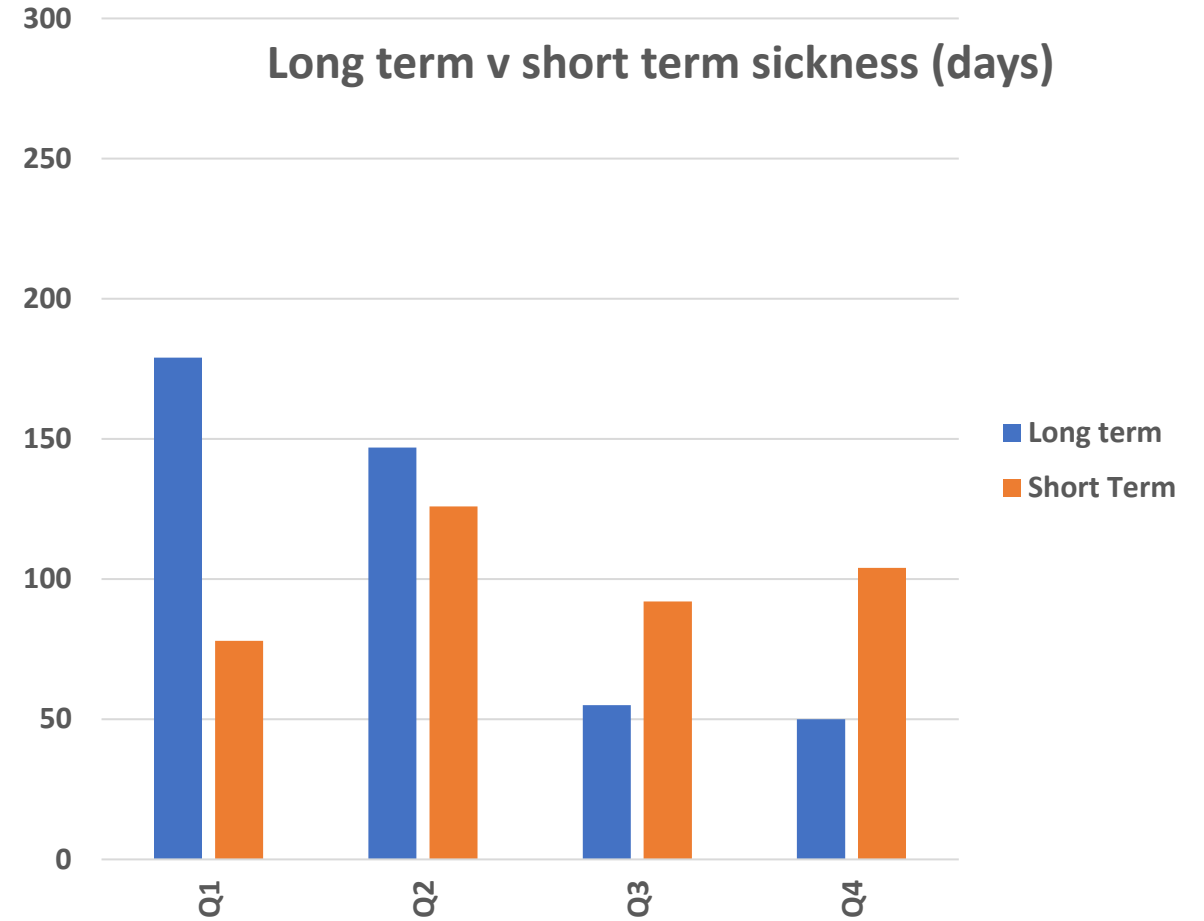
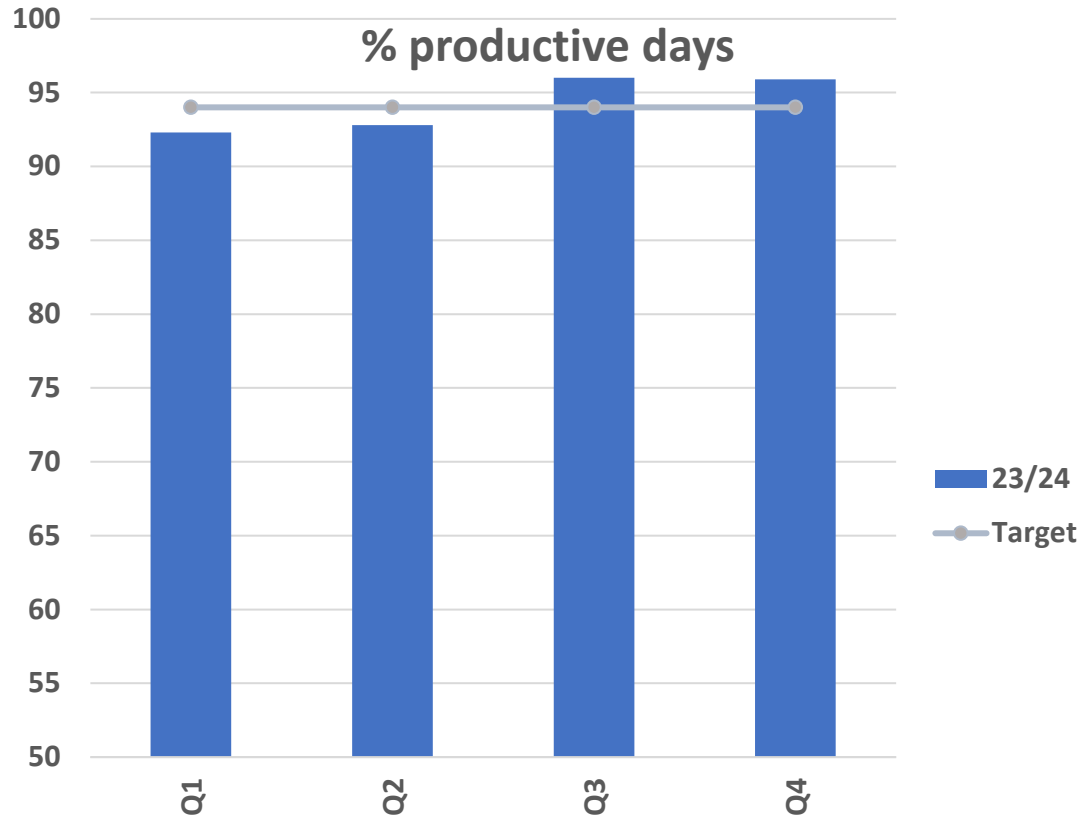
Health and Safety – staff welfare

Accident Incident Score, near misses



Health and safety – staff welfare

Staff sickness





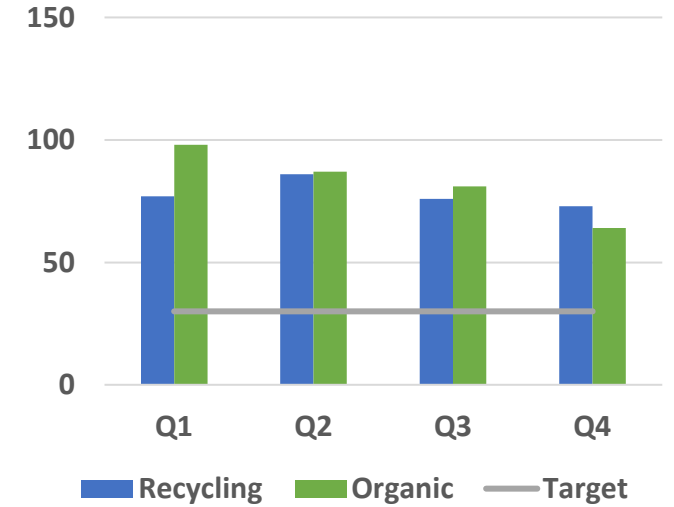
Cleaner, Greener East Cambridgeshire

Keep the environment of East Cambridgeshire, clean and presentable

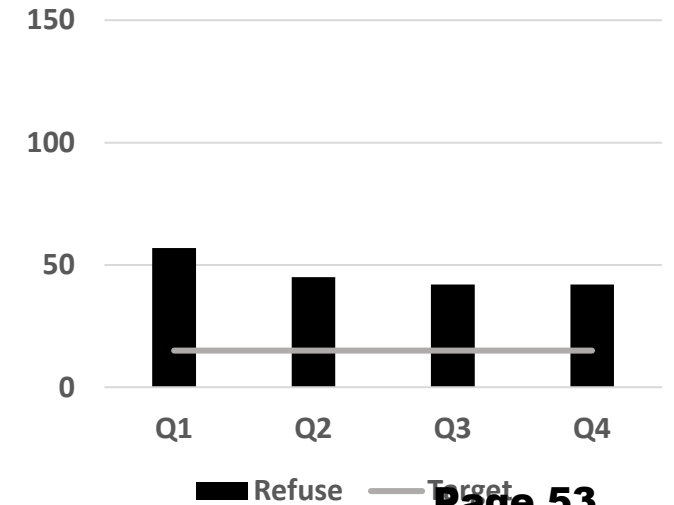


Agenda Item 7 - Appendix 1

Missed bins per 100,000



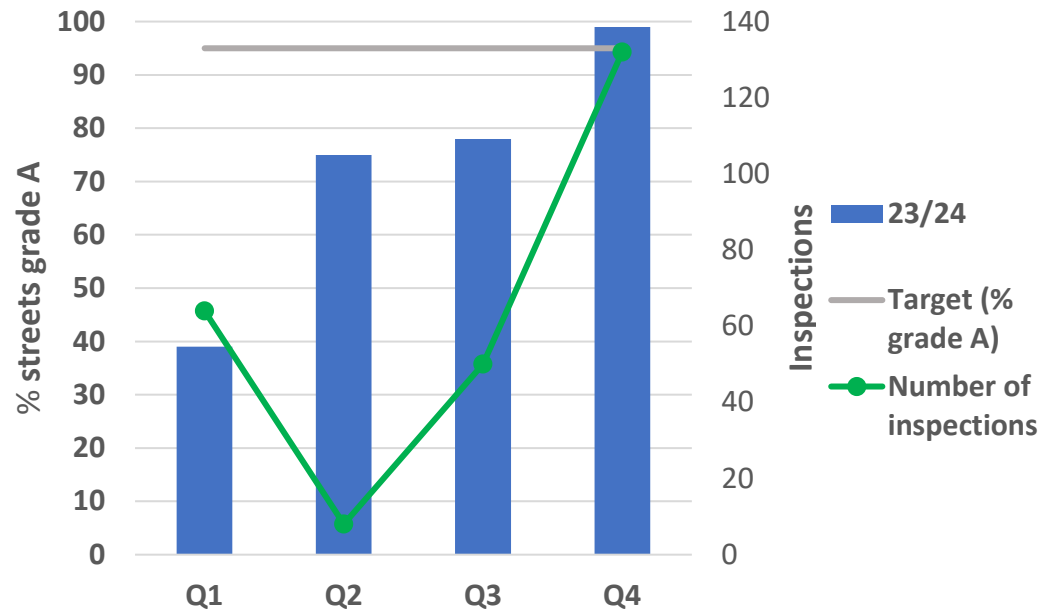
Missed bags per 100,000



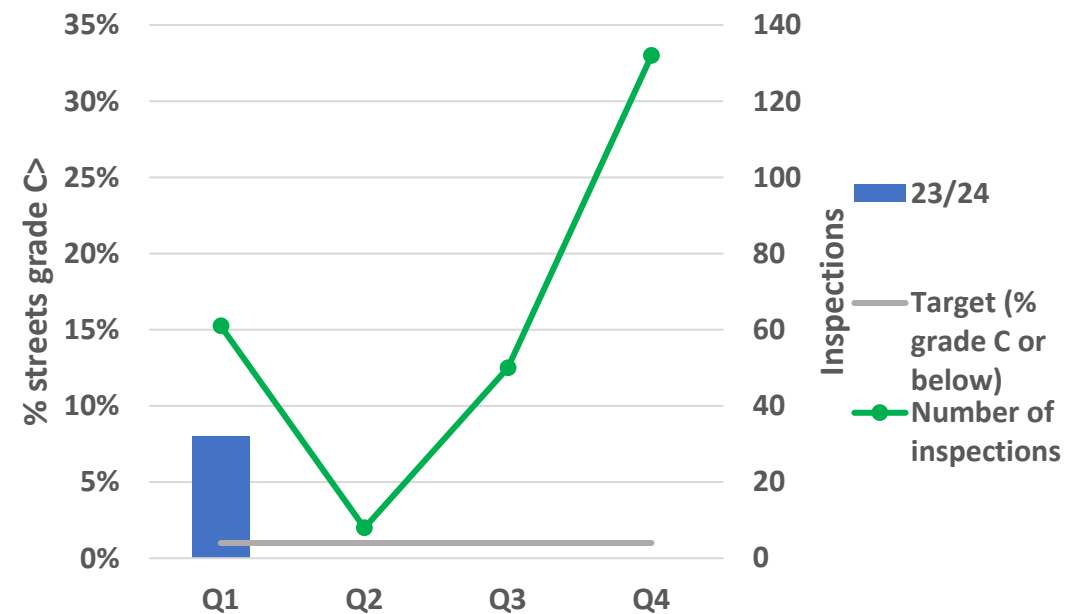
Cleaner, Greener East Cambridgeshire

Keep the environment of East Cambridgeshire, clean and presentable

Average monthly clean streets graded A on random inspection



No. of streets graded C or below for litter on random inspection

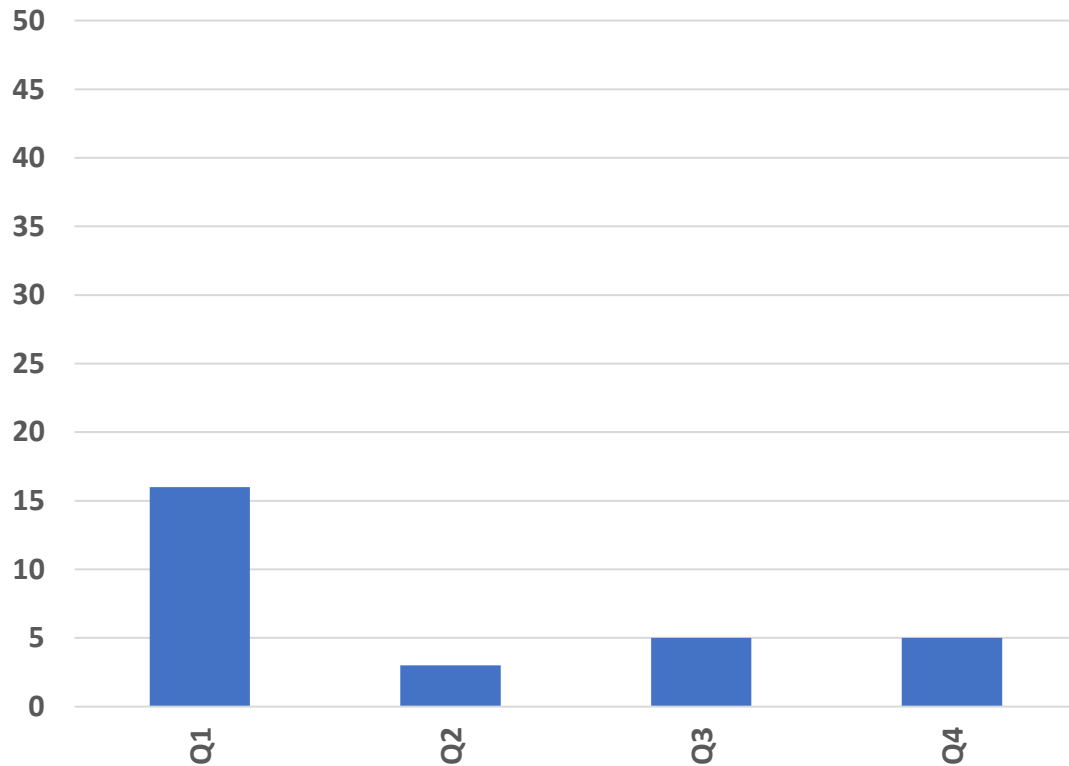




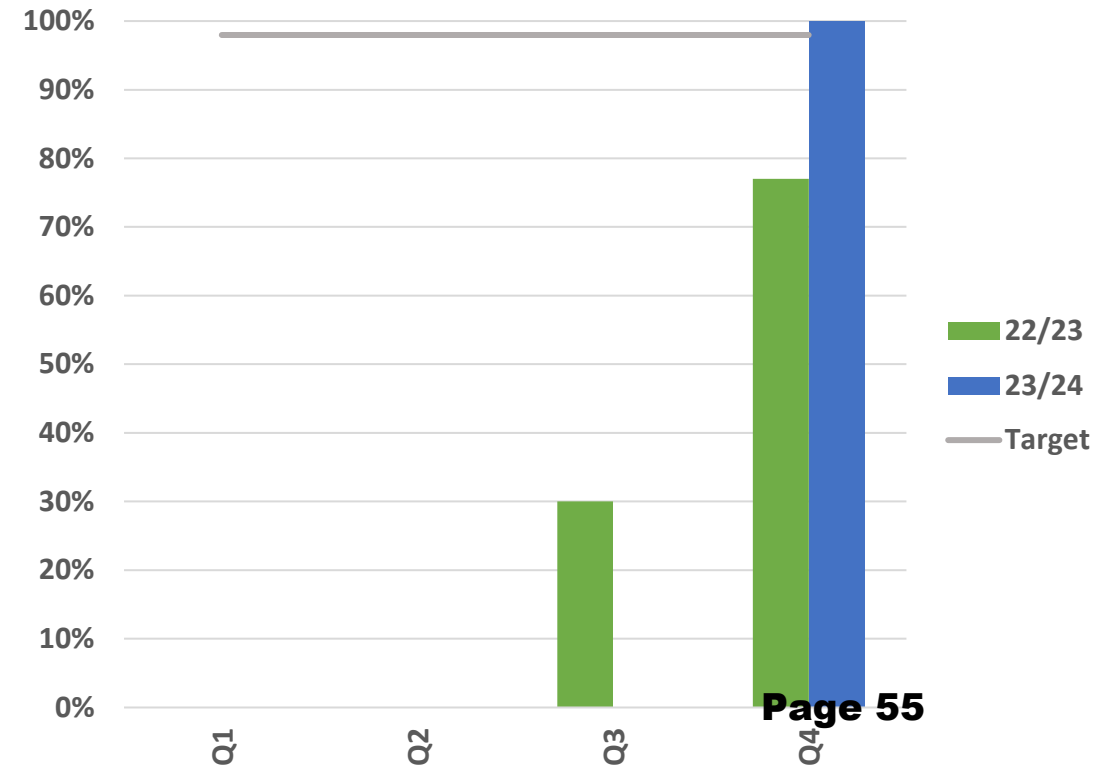
Cleaner, Greener East Cambridgeshire

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

No. reported incidents of all graffiti per month



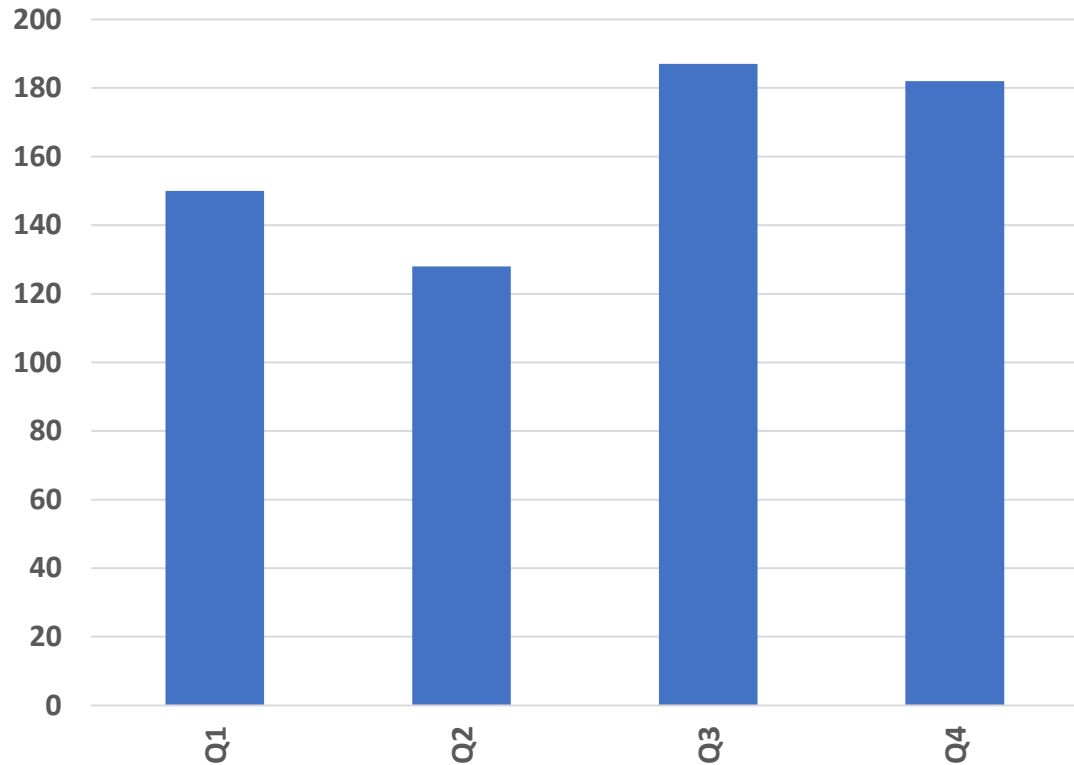
Successful removal of offensive graffiti within 1 working day



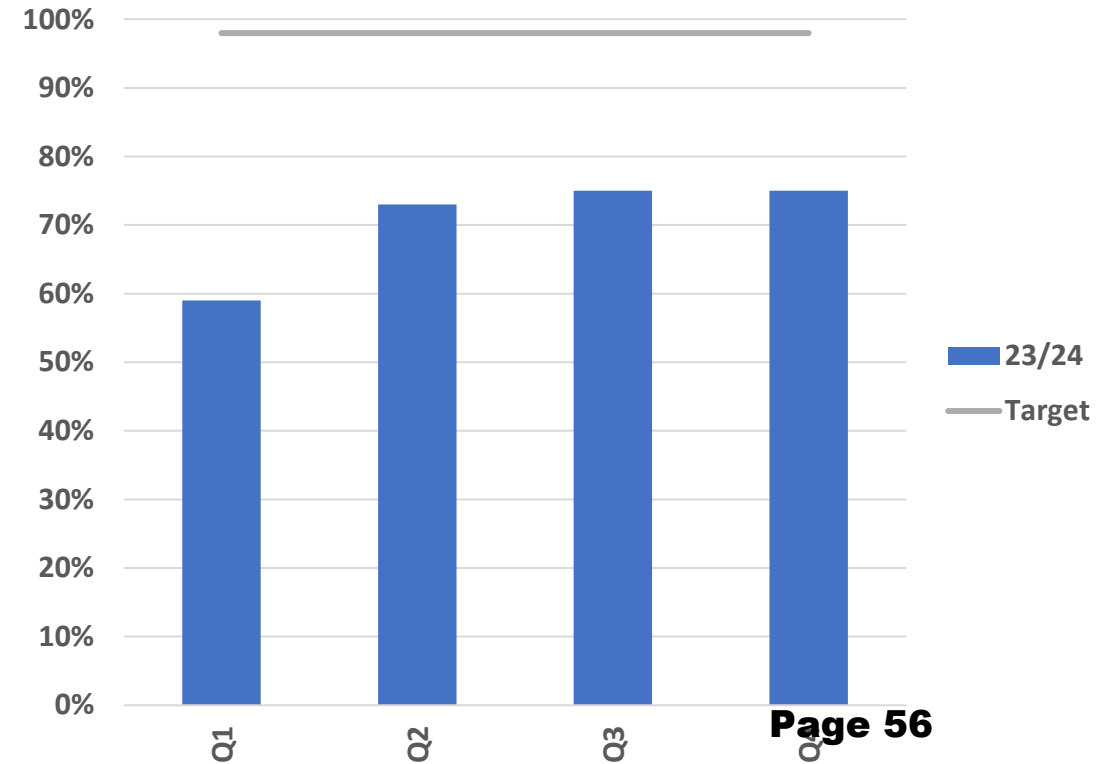
Cleaner, Greener East Cambridgeshire

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

No. reported incidents of fly tips per month



Successful removal of fly tips within 2 working days

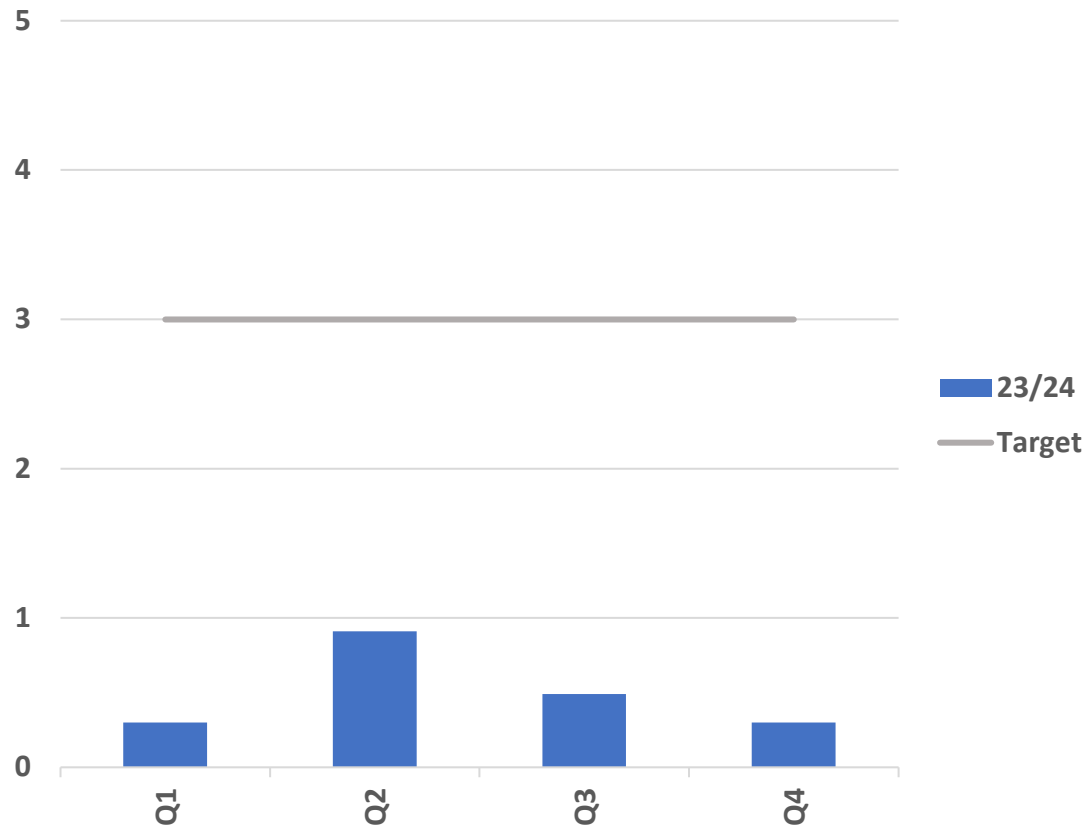




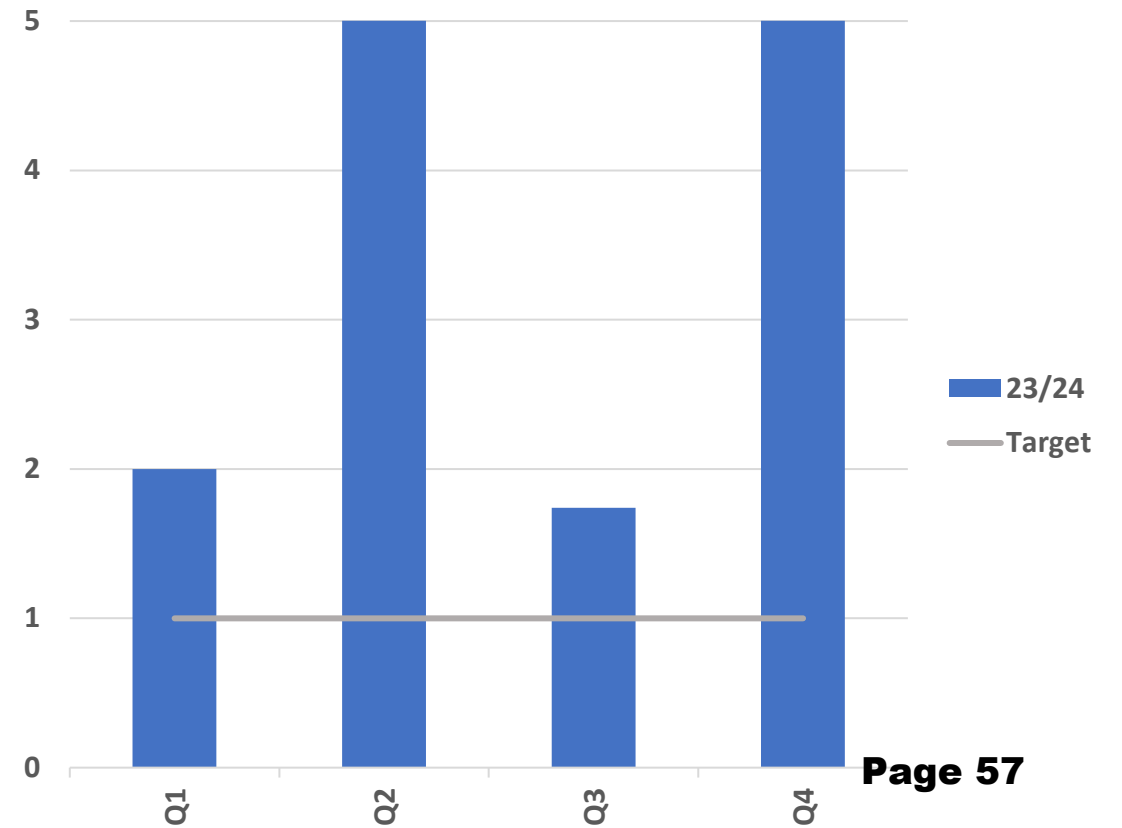
Cleaner, Greener East Cambridgeshire

Overflowing street bins (per 100 bins)

Litter bins

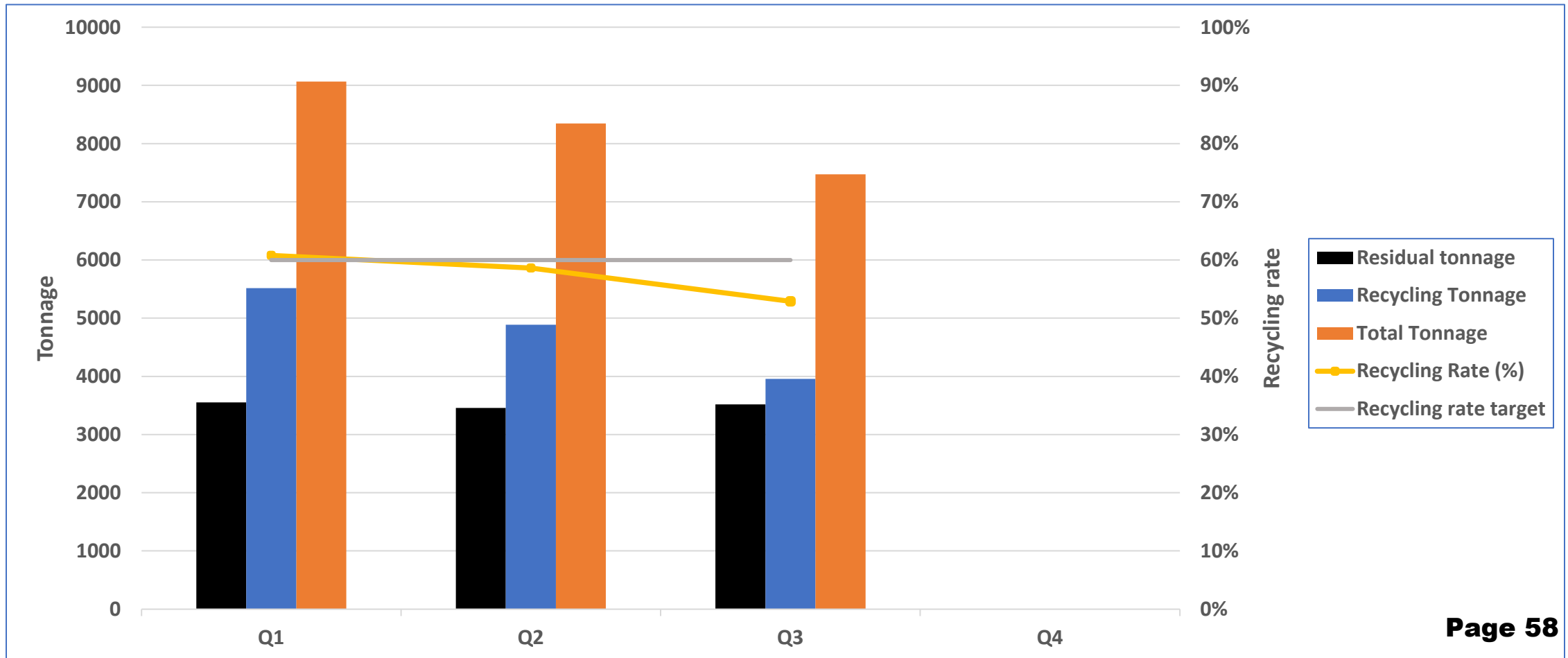


Dog bins




Cleaner, Greener East Cambridgeshire

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



Highlight Report

April 2024

| | | | | |
|------------------------|----------------------|--------------------------|-------------------------|---|
| Project Name | Street Smart | Programme | East Cambs Street Scene |  |
| Project Manager | Catherine Sutherland | Project Executive | Emma Grima | |

Purpose: To provide a progress update on the project

Period Covered: Q4 January - March 23-24

Overall Project Status

G

Street Smart continues to progress without any major issues. However there has been a delay to the full integration of the new back office system. While this project has been set back, the team aim to resolve the outstanding actions by the end of quarter 1 24/25.

Budget Status

N/A

There is no specific budget for the project, but at each Board / Committee ECSS will provide a budget health check for the service.

Schedule Status

O

Some activities have been delayed:

- The internal communications plan is still in development
- Bartec adoption

Work Completed

G

- HVO fuelling all collection fleet
- Internal depot refurbishment completed.
- Love Your Street cleansing campaign launched
- Soft launch of incab system to recycling and green waste fleet

Risks and Issues

O

The integration of the new digital incab system has been more complex than expected: there are a number of resolutions to service requests on the Council's Customer Relationship Management System and these have had to be individually built with new API keys to ensure the correct capture of information from Bartec to feedback to residents. The Council is reliant on Bartech and the CRM system provider for technical assistance to develop integrated workflows and processes that are automated and seamless to the customer. We are working with senior managers within the system provider to expedite this. At the time of writing there is one resolution process remaining.

Forward Plan

G

Next Period Milestones:

- Scoping the Council's requirements for the new waste and recycling service
- Waste minimisation communications plan drafted
- Embed Love Your Street cleansing campaign
- Purchase of new street bin software
- Agree employee survey

TITLE: Changes to Planning Pre-Application Advice Charges

Committee: Operational Services

Date: 24 June 2024

Author: Interim Planning Manager

Report number: Z17

Contact officer: David Morren Interim Planning Manager

David.Morren@eastcamb.gov.uk

1.0 Issue

- 1.1. To consider the below changes to the Planning Pre-Application advice charges following the recent Planning Review and Audit recommendation.

2.0 Recommendations

- 2.1. That the Committee approve
- i. The new fees and charges for the Planning Service, with effect from 1st July 2024
 - ii. Review of the pre-application fees and charges annually in line with the Council wide annual fees and charges budget setting process.

3.0 Background/Options

- 3.1. The Council has operated a pre-application advice service for a number of years and following the recent planning review and changes to the planning review, audit recommendation and changes to the planning system, including the removal of the “Free Go” provisions, the necessity to have a well-formed and complete planning application ahead of formal submission will enable higher quality and timely decisions.
- 3.2. The Council has also recently introduced the negotiation protocol which sets and clarifies expectations as to when it is appropriate for negotiation within the planning process. This protocol is likely to generate increased use of the Councils pre-application advice service, because incomplete or ill thought out schemes will be refused without further consideration. Therefore, agents and applicants will want to avoid the need to apply more than once with the subsequent costs (and damage to their own reputation) which are associated with this.
- 3.3. The review of the charges has centred around offering a more customer focused and also commercial service ensuring that the charges are commensurate with neighbouring authorities. The levels of charging proposed will allow for the Planning Service to be able to be resourced appropriately and when larger pre-apps and/or Planning Performance Agreements signed to be able to backfill as and when required without affecting budgets.

- 3.4. It should be noted that pre-application advice whilst a vital part of the planning system is not a statutory function and therefore it is at the discretion of the Local Planning Authority to offer such a service. It is however noted that such a function is a vital service to offer, and helps the authority meet its duty to work with applicants in a positive and proactive manner. We need to be able to evidence that we have done this when we are making decisions. It has been clarified within recent appeal decisions that this duty is not confined to the planning application process and in fact that pre-application discussions are the appropriate forum to have such negotiations.
- 3.5. The most notable changes within the fee structure going forwards are as follows.
- a) The introduction of an hourly cap to ensure that whilst good value is offered to customers, the Council does not provide an open ended service to the detriment of its core work and its residents.
 - b) The introduction of bolt on elements so that customers can customise the service that they want according to their needs.
 - c) A wider range of development types so that we can accurately record what types of advice we are giving and also more accurately review going forwards what elements of the service are popular with customers and which are underutilised.
 - d) The introduction of a fee for the submission of applications that are not using the planning portal. This is to compensate for the significant additional work that these cause to the admin team with respect to scanning and uploading documents and to try to encourage modal shift towards the portal. It should be noted that the portal charges a similar fee for its services, so customers are not being disadvantaged financially. The aim for such a charge is to encourage modal shift towards the portal to free up validation team time to increase capacity within the department rather than a fee generating exercise.
 - e) The introduction of fees that enable other support services such as CIL and BNG/Ecology to recover costs when giving advice which is of benefit to applicants.
 - f) A move towards a more formalised Planning Performance Agreement (PPA) framework for the larger schemes where bespoke charging schedules will be used to allow for proper resourcing of those matters. This element is at the early stages and will be formalised at a later date. A PPA is a service level agreement/contract in respect to the progress of a project from pre-application stage to formal determination and can often involve the procurement of external contractors or reports. All of these would be paid for up front with agreed timescales and milestones. It is important to note that such an agreement does not guarantee the granting of planning permission but a level of resource to ensure a timely decision.

4.0 Conclusions

- 4.1. The Councils current pre-application charging schedule is out of date, and no longer reflects the market and our neighbouring authorities. There is a need to modernise this whilst keeping a firm "Open for Business" ethos and it is considered the charges as proposed achieve this balance whilst enabling the service to be resourced properly with no further impact on Council budgets.

5.0 Additional Implications Assessment

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

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

5.2 The review of the fees and charging regime will ensure that costs are fully recovered for the discretionary pre-planning advice we provide.

6.0 Appendices

Appendix 1 – Proposed Fee Schedule July 2024

7.0 Background documents

Current Fee Schedule

APPENDIX 1 – ECDC DEVELOPMENT MANAGEMENT – PRE-APPLICATION FEES & DISCRETIONARY CHARGES

| Advice category | Fee (VAT included) | Notes |
|---|---------------------------|--|
| Is listed building consent required? (Informal advice) | £100 | If a formal decision is required, an application for a Certificate of Lawfulness of Proposed Works to a listed building should be submitted. |
| Is a building or structure considered to be curtilage listed? (Informal advice) | £100 | If a formal decision is required, an application for a Certificate of Lawfulness of Proposed Works to a listed building should be submitted. |
| CONDITIONS AND S106 CLAUSES | | |
| Has a planning condition or S.106 legal agreement clause been complied with? | £500 | For many queries relating to compliance with planning conditions, the customer is able to self-serve (from web and paper files) to find this information. |
| BASIC HOUSEHOLDER ADVICE – WRITTEN ONLY | | |
| Basic householder advice (does not include advice relating to development proposals for listed buildings) Examples: <ul style="list-style-type: none"> • Small scale single extensions • Other extensions which are not tantamount to a redesigned dwelling house • Outbuildings • Minor external works (not listed/CA). | £150 | Covers simple queries relating to the acceptability of householder development proposals. The response will be brief and <u>will not include</u> a site visit or a meeting. It covers a maximum of 2 hours officers time, but will include officers views as to the acceptability of the scheme proposed. Should a proposal not fit within this category upon submission you will be advised accordingly by the validation team and a further fee to enable detailed advice will be required. |
| DETAILED HOUSEHOLDER ADVICE | | |
| In depth householder advice (including advice relating to development proposals for listed | £300 | More comprehensive advice that may require the input of more than one Officer. It is sometimes not necessary to hold a meeting or to carry out a site visit and attendance at a site |

APPENDIX 1 – ECDC DEVELOPMENT MANAGEMENT – PRE-APPLICATION FEES & DISCRETIONARY CHARGES

| | | |
|---|-------------|--|
| <p>buildings). This service includes (where required) a site visit or meeting within the hours paid for.</p> | | <p>visit or a meeting will be at the discretion of the Council; This service includes 6 hours of case officer time. This includes meetings and travel times should they be outside the office and Specialist officers time where required.</p> <p>The response will consist of a written response and where appropriate verbal feedback at a meeting prior to the issuance of the response.</p> |
| <p>Each subsequent hour of officer time above the stated limit (to be agreed in advance) including specialist officers time.</p> | <p>£50</p> | |
| <p>Any subsequent response to further amendments</p> | <p>£100</p> | |
| <p>Any subsequent meeting or site visit</p> | <p>£75</p> | |
| <p>MINOR DEVELOPMENT</p> | | |
| <ul style="list-style-type: none"> • 1 dwelling (including replacement dwellings and holiday let/tourist accommodation) • Provision of up to 1000 square metres of floor space for other uses e.g. equestrian/retail/commercial/industrial/ mixed development | <p>£400</p> | <p>Comprehensive advice that is likely to require the input of more than one Officer. It is sometimes not necessary to hold a meeting or to carry out a site visit and attendance at a site visit or a meeting will be at the discretion of the Council; there will not be an additional fee for the initial site visit. The fee stated is for a maximum of 8 hours officers time. This includes meetings and travel times should they be outside the office and Specialist officers time where required.</p> <p>Any additions will be charged as below.</p> <p>The responses will consist of a written response and where appropriate verbal feedback at a meeting prior to the issuance of the response.</p> |

APPENDIX 1 – ECDC DEVELOPMENT MANAGEMENT – PRE-APPLICATION FEES & DISCRETIONARY CHARGES

| | | |
|--|------------------------|---|
| | | The same fee will apply for requests for pre-application advice on reserved matters details. |
| Additional hour(s) of officer time (including specialist officers) to be agreed and paid in advance | £50 | |
| Any subsequent response to further amendments | £100 | This fee will be to review any revised plans or documents and is limited to 2 hours of officer time. |
| Any subsequent meeting / Site visit | £100 | |
| MINOR DEVELOPMENTS | | |
| <ul style="list-style-type: none"> 2 - 9 (inclusive) dwellings (including replacement dwellings and holiday let/tourist accommodation) | £750 (2-3 Dwellings) | Comprehensive advice that may require the input of a number of Officers. It is sometimes not necessary to hold a meeting or to carry out a site visit and attendance at a site visit or a meeting will be at the discretion of the Council; there will not be an additional fee for the initial site visit or meetings contained within the time limit. |
| | £1,000 (4-9 Dwellings) | |
| <ul style="list-style-type: none"> Development of less than 0.5 hectares for residential use (if number of dwellings/units is not known) | £500 | The response will consist of a written report and where appropriate verbal feedback at a meeting prior to the issuance of the response. |
| <ul style="list-style-type: none"> Development of land for other uses e.g. equestrian/retail/agricultural/mixed development use with a site area of up to 1 hectare | £500 | For those sites where floorspace or housing numbers are not known, general in principle advice will be given commensurate to the amount of information provided to the Council. |
| <ul style="list-style-type: none"> Change of use of land or buildings | £500 | These fees are limited to 10 hours officer time. This includes meetings and travel times should they be outside the office and Specialist officers time where required. Any additional fees will be charged as stated but agreed in advance with clients. |

APPENDIX 1 – ECDC DEVELOPMENT MANAGEMENT – PRE-APPLICATION FEES & DISCRETIONARY CHARGES

| | | |
|---|--|--|
| | | The same fee will apply for requests for pre-application advice on reserved matters details. |
| Additional hour (s) of officer and specialist time (to be agreed and paid in advance) | £60 | |
| Any subsequent response to further amendments | £150 | |
| Any subsequent meeting | £150 | |
| MAJOR DEVELOPMENTS | | |
| <ul style="list-style-type: none"> • 10 – 40 (inclusive) residential units • 41-99 (inclusive) residential units • Residential development (where the proposed number of units is not specified), with a site area of 0.5 hectares or more and less than four hectares • Provision of 1,000 - 9,999 square metres of floor space for other uses e.g. equestrian/ retail/ commercial/industrial/ mixed development | <p>£2,000</p> <p>£4000</p> <p>£2000</p> <p>£2000</p> | <p>Comprehensive advice that may require the input of a number of Officers. It is sometimes not necessary to hold a meeting or to carry out a site visit and attendance at a site visit or a meeting will be at the discretion of the Council; there will not be an additional fee for the initial site visit.</p> <p>The fee includes 15 hours of officer (including specialists) time and any additional time will be billed as per the schedule.</p> <p>The response will consist of a written and where appropriate verbal feedback at a meeting prior to the issuance of the response.</p> <p>The same fee will apply for requests for pre-application advice on reserved matters details.</p> |
| An hour of additional officer (including specialist) time (to be agreed and paid in advance) | £75 | |
| Any subsequent response to further amendments | £250 | |
| Any subsequent meeting | £500 | |

APPENDIX 1 – ECDC DEVELOPMENT MANAGEMENT – PRE-APPLICATION FEES & DISCRETIONARY CHARGES

| STRATEGIC DEVELOPMENTS | | |
|--|---|--|
| <ul style="list-style-type: none"> • 100 or more residential units | <p>Starting at £7000 via a PPA or bespoke price</p> <p>£4,000</p> | <p>For major applications, we encourage applicants to use a Planning Performance Agreement – For such sites if a PPA is not considered required we will provide a bespoke quote based upon the likely complexity and time required to provide a response. The baseline price is as indicated. Such fees will include technical specialists but should any external reports be required applicants will be expected to pay for these (before they are commissioned – with fees to be agreed)</p> |
| <ul style="list-style-type: none"> • Residential development (where the proposed number of units is not specified) with a site area of four hectares or more | <p>£4000</p> | <p>Comprehensive advice that may require the input of a number of Officers. It is sometimes not necessary to hold a meeting or to carry out a site visit and attendance at a site visit or a meeting will be at the discretion of the Council;</p> |
| <ul style="list-style-type: none"> • Provision of 10,000 square metres or more of floor space for other uses e.g. equestrian/retail commercial/ industrial/ mixed development | <p>£4000</p> | <p>The response will consist of a written and where appropriate verbal feedback at a meeting prior to the issuance of the response.</p> |
| <ul style="list-style-type: none"> • Development of land for other uses e.g. equestrian /retail /commercial / industrial / mixed development with a site area of two hectares or more | <p>£4000</p> | <p>The service includes 25 hours of officer time. This includes meetings and travel times should they be outside the office and Specialist officers time where required.</p> <p>Any additional fees will be agreed in advance with clients.</p> <p>The same fee will apply for requests for pre-application advice on reserved matters details.</p> |
| <p>Any subsequent response to further amendments</p> | <p>£500</p> | |

APPENDIX 1 – ECDC DEVELOPMENT MANAGEMENT – PRE-APPLICATION FEES & DISCRETIONARY CHARGES

| | | |
|---|------------------------------------|---|
| | | |
| An hour of additional officer (including specialist) time (to be agreed and paid in advance) | £100 | |
| Any subsequent meeting | £500 | |
| OTHER DISCRETIONARY PLANNING RELATED FEES | | |
| CIL/S106/BNG related Advice (where resource is available) | £100 per hour of officer time | For those requests that will be longer, the fee will be agreed in advance. For these types of request the team will confirm as soon as practicable if it able to respond to the query. Should this not be possible any fee paid will be returned without an admin fee deducted. |
| General Planning or other related advice not covered above | £100 per hour | |
| Admin charge for applications not submitted on the Planning Portal i.e postal or email. | £25 per application | This charge is to cover the extra time taken to upload applications to the system and any associated printing etc. Please note the Planning Portal charges a similar fee. |
| Charging for invalid applications (that have not been made valid within 28 days or as indicated/agreed by the Councils validation team). | | The charge is to cover admin costs for corresponding, processing, assessing the validity etc of un-progressed planning applications. The charge will be taken out automatically of any fee to be returned with the application. |
| <ul style="list-style-type: none"> • Householder, advertisements, Certificates of Lawfulness & Prior notifications • Minor Applications • Major Applications | <p>£50</p> <p>£100</p> <p>£200</p> | |

TITLE: Annual Reports from Representatives on Outside Bodies

Committee: Operational Services Committee

Date: 27 June 2024

Author: Senior Democratic Services Officer

Report number: Z18

Contact officer: Jane Webb

Senior Democratic Services Officer

Jane.webb@eastcambs.gov.uk, 01353 616278, Room 214, The Grange, Ely

1.0 Issue

- 1.1. To receive the annual reports from Council representatives on Outside Bodies within the responsibility of the Operational Services Committee.

2.0 Recommendations

- 2.1. That the annual reports from Council representatives on Outside Bodies within the responsibility of the Operational Services Committee be noted (Appendix 2).
- 2.2. To receive a nomination from the Liberal Democrat Group to the Cambridgeshire Police and Crime Panel

3.0 Background/Options

- 3.1. The Council's Constitution specifies in the Terms of Reference for the Operational Services Committee that it should appoint representatives to Outside Bodies within its remit, from the wider membership of Council, for a period of up to 4 years. The most recent appointments were made at the Operational Services Committee meeting held on 19th June 2023.
- 3.2. An additional Member has been requested from the Liberal Democrat Party to represent the Council on the Cambridgeshire Police and Crime Panel, following the election and change of proportionality.
- 3.3. The list of Outside Bodies currently within the remit of the Operational Services Committee is attached as Appendix 1, which includes the names of the appointed representatives.
- 3.4. Attached as Appendix 2 are the relevant pages of the Outside Bodies Booklet which detail the aims and activities of the Outside Bodies within the remit of the Operational Services Committee, and the annual reports from the Council representatives.

4.0 Arguments/Conclusions

- 4.1. Members are asked to note the reports received from the 2023-24 representatives.

5.0 Additional Implications Assessment

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

6.0 Appendices

Appendix 1: Summary of the Outside Bodies and representatives for 2023-24 under the remit of the Operational Services Committee.

Appendix 2: The relevant pages of the Outside Bodies Booklet which detail the aims and activities of the Outside Bodies within the remit of the Operational Services Committee, and the annual reports of the Council representatives

7.0 Background documents

[Representatives on Outside Bodies | East Cambridgeshire District Council \(eastcambs.gov.uk\)](https://www.eastcambs.gov.uk/representatives-on-outside-bodies)

OPERATIONAL SERVICES COMMITTEE
OUTSIDE BODIES REPRESENTATIVES 2023-24

| ORGANISATION | REQUIRED REPRESENTATIVES | APPOINTMENT(S) | ECDC CONTACT OFFICER |
|---|---|---|--|
| Cambridgeshire County Council Adults and Health Committee | 1 Lead Member and 1 Substitute | Cllr Keith Horgan (<i>as Lead Member</i>) Cllr James Lay (<i>as Substitute</i>) | Environmental Services Manager: Liz Knox |
| Cambridgeshire Police & Crime Panel | 2 Lead Member and 2 Substitute (1 Conservative - Lead and Sub 1 Liberal Democrats – Lead and Sub) | Conservative Cllr Alan Sharp (<i>as Lead Member</i>) Cllr Julia Huffer (<i>as Substitute</i>) Lib Dem TBC (<i>as Lead Member</i>) TBC (<i>as Substitute</i>) | Communities & Partnerships Manager: Lewis Bage |
| Citizens Advice West Suffolk | 1 Lead Member and 1 Substitute | Cllr James Lay (<i>as Lead Member</i>) Cllr Julia Huffer (<i>as Substitute</i>) | Communities & Partnerships Manager: Lewis Bage |
| Community Safety Partnership | 1 Lead Member, 1 Member, and 2 Substitutes | Cllr Christine Ambrose Smith (<i>as Lead Member</i>) Cllr James Lay (<i>as Member</i>) Cllr Keith Horgan (<i>as Substitute</i>) Cllr Alan Sharp (<i>as Substitute</i>) | Neighbourhood & Community Safety Team Leader: Emma Graves |
| Historic England – Heritage Champion | 1 | Cllr Lucius Vellacott | Conservation Officer: Christopher Partrick |
| Paradise Centre Management Committee, Ely | 1 | Cllr Martin Goodearl | Leisure & Active Lifestyles Manager: Martin Grey |
| RECAP Board | 1 | Cllr Julia Huffer | Environmental Services Manager: Liz Knox |

Agenda Item 9 - Appendix 1

| | | | |
|---|---|---|---|
| Sanctuary Housing Services Ltd – East Cambridgeshire Management Committee | 2 | Cllr Christine Ambrose Smith Cllr Alan Sharp | Housing & Community Advice Manager: Angela Parmenter |
| Soham and District Sports Association | 2 | Cllr Ian Bovingdon Cllr Lucius Vellacott | Leisure & Active Lifestyles Manager: Martin Grey |

EAST CAMBRIDGESHIRE DISTRICT COUNCIL



**REPRESENTATION ON OUTSIDE BODIES
WITHIN THE REMIT OF THE
OPERATIONAL SERVICES COMMITTEE
2024-25**

(Including reports from representatives for 2023-24)

Contents

Organisations (including 2023-24 reports)

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| Community Safety Partnership..... | 5 |
| Historic England – Heritage Champion | 7 |
| Paradise Centre Management Committee – Ely..... | 8 |
| RECAP Board..... | 9 |
| Sanctuary Housing Services Ltd – East Cambridgeshire Management Committee..... | 10 |
| Soham & District Sports Association | 12 |

PRIORITY CATEGORY OF OFFICER SUPPORT

1. Nominated officers to provide Members with regular support on a proactive basis and attend meetings where appropriate (including those outside bodies where officers attend at present).
2. Nominated officers to provide ad hoc support on specific agenda issues and act as a contact for feedback and implementation of action points. The onus will be on the Member to contact the nominated officer to facilitate these arrangements.
3. Members should liaise directly with Democratic Services (Committees).

**CAMBRIDGESHIRE COUNTY COUNCIL ADULTS AND HEALTH
COMMITTEE**

AIMS AND ACTIVITIES

- The County Council's public health duty including health improvement, individual and community wellbeing, and reduction of health inequalities.
- To respond as appropriate to central government consultation relating to policy or legislation falling within the remit of the Committee.
- The review and scrutiny of any matter relating to the planning, provision, and operation of the health services in Cambridgeshire.
- To report to the Secretary of State for Health on any proposals for substantial change to any part of the NHS's services within Cambridgeshire.

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| Representation: | One Member and one Substitute |
| Status of Member: | Non-voting member |
| Approx. no. of meetings per year: | 6 |
| Expenses paid by organisation: | No |
| Insurance provision: | Yes |
| Category of Officer Support (see p. 6): | 1 |
| Contact Officer: | Environmental Services Manager, Liz Knox |

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| Representatives for 2024/25: | Cllr Keith Horgan (<i>Lead Member</i>) Cllr James Lay (<i>Substitute</i>) |
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REPORTS FROM 2023/24 REPRESENTATIVES

Cllr Keith Horgan (attended 4 of 4 meetings)

The Adults and Health Committee has a statutory responsibility for Health Scrutiny of NHS commissioners and providers and non-NHS providers of NHS funding and services. The Committee can review matters and make recommendations to the NHS and other relevant organisation. A representative from each District Council sits on the Scrutiny of Health Committee which is held separate from the Adults Committee. District Councillors are there as observers and have no vote.

The work of this body accords closely with ECDC's objectives of sound financial management and in its broadest sense, sustainable communities. The Budget for health in the area runs to many billions of pounds and ensuring this money is spent wisely is vital to the achievement of healthier and more sustainable communities. Health and scrutiny of it, gives good insight to challenges in the area.

During the past year many topics have been covered including the operation of the new Integrated Care Board, the 2023/24 Winter Plan operated by ICB, better dental provision, the IT project to update the Cambridge & Peterborough Shared Care Records, access to Primary Care and the plans to improve this, and the NHS workforce development, Primary Care and Nursing Workforce.

All of these have a direct impact on the health and wellbeing of residents in East Cambridgeshire and scrutiny by us ensures the best outcomes for everyone.

CAMBRIDGESHIRE POLICE & CRIME PANEL

AIMS AND ACTIVITIES

The Police and Crime Panel (PCP) provides checks and balances on the work of the Police and Crime Commissioner (PCC). The Panel does not scrutinise Cambridgeshire Constabulary; it scrutinises how the PCC carries out their statutory responsibilities. While the Panel is there to constructively challenge the PCC, it also has a key role in supporting the Commissioner in their role in enhancing public accountability of the police force.

- To review and make a report or recommendation on the draft police and crime plan, or draft variation, given to the panel by the Police and Crime Commissioner.
- To review, put questions to the Police and Crime Commissioner at a public meeting, and make a report or recommendation (as necessary) on the annual report.
- To hold a confirmation hearing and review, make a report, and recommendation (as necessary) in respect of proposed senior appointments made by the Police and Crime Commissioner.
- To review and make a report on the proposed appointment of the Chief Constable.
- To review and make a report and recommendation (as necessary) on the proposed precept.
- To review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the commissioner's functions.
- To make reports or recommendations to the Police and Crime Commissioner with respect to the discharge of the commissioner's functions.
- To support the effective exercise of the functions of the Police and Crime Commissioner.
- To fulfil functions in relation to complaints about conduct matters, in accordance with the responsibilities accorded to the panel by the Police Reform and Social Responsibility Act 2011.
- To appoint an Acting Police and Crime Commissioner if necessary.
- To suspend the Police and Crime Commissioner if it appears to the panel that the Commissioner has been charged in the United Kingdom or Isle of Man with an offence which carries a maximum term of imprisonment exceeding two years.

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| Representation: | One member and one substitute |
| Status of Member: | ECDC representative |
| No. meetings per year: | 4 |
| Expenses paid by organisation: | £920 per annum (maximum) from a central fund administered by Peterborough City Council |
| Insurance provision: | No |
| Category of Officer Support (see p. 6): | 1 |
| Contact Officer: | Communities and Partnerships Manager, Lewis Bage |

Representatives for 2024/25: **Cllr Alan Sharp (Lead Member)**
Cllr Julia Huffer (Substitute)

REPORTS FROM 2022/23 REPRESENTATIVES

Cllr Alan Sharp
(not received)

Cllr Julia Huffer (substitute)
(Not required.)

CITIZENS ADVICE WEST SUFFOLK

AIMS AND ACTIVITIES

The objective of the service is to provide free, confidential, impartial, and independent advice to enable local residents to deal with a wide range of issues, including benefits, housing, money advice, employment, consumer, relationships, taxation and many more. The nature of the assistance provided will depend on a client's needs and abilities.

The provision of this service requires that, at any one time, 2 to 6 advisers and 1 supervisor are on duty and 1 telephone number with 3 linked lines are available to members of the public. For face-to-face advice, offices are available at Foley House, Wellington Street, Newmarket.

The standard of service is set out in the Citizens Advice Quality Assurance Standards Membership Agreement.

Responsibility for the management of the Advice Service is vested in the Citizens Advice Trustee Board, the membership and operation of which is laid down by a constitution/Memorandum and Articles of Association.

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| Representation: | One Member and one Substitute |
| Status of Member: | ECDC representative (no decision-making powers) |
| No. meetings per year: | 12 |
| Expenses paid by organisation: | No |
| Insurance provision: | Yes |
| Category of Officer Support (see p. 6): | 2 |
| Contact Officer: | Communities & Partnerships Manager, Lewis Bage |

Representatives for 2024/25: **Cllr James Lay (Lead Member)**
Cllr Julia Huffer (Substitute)

REPORTS FROM 2023/24 REPRESENTATIVES

Cllr James Lay (attended 3 of 4 meetings)

Very useful to ECDC who have seen over 355 calls for help from the CAB in our area last year. I have been negotiating with the CAB to open Newmarket one more day a week. I have recruited 3 new staff to man the office and we will train them in the next 8 weeks.

Cllr Julia Huffer
(Not required)

COMMUNITY SAFETY PARTNERSHIP

AIMS AND ACTIVITIES

- Section 6 of the 1998 Act requires the responsible authorities [commonly referred to collectively as a Community Safety Partnership (CSP)] in a local government area to work together in formulating and implementing strategies to tackle local crime and disorder in the area.
- To work in partnership with other organisations and groups to implement the Strategies.
- To monitor and evaluate the effectiveness of the strategies.
- To contribute to the improvement of the quality of life of local people by improving Community Safety and reducing crime and disorder (and the fear of crime) in East Cambridgeshire.

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| Representation: | Two Members and two Substitutes |
| Status of Member: | ECDC representative. Lead Member has voting rights. |
| No. meetings per year: | 4 |
| Expenses paid by organisation: | No |
| Insurance provision: | No |
| Category of Officer Support (see p. 6): | 1 |
| Contact Officer: | Neighbourhood & Community Safety Team Leader, Emma Graves |

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| Representatives for 2024/25: | Cllr Christine Ambrose-Smith(Lead Member) Cllr James Lay Cllr Keith Horgan (Substitute) Cllr Alan Sharp (Substitute) |
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REPORTS FROM 2023/24 REPRESENTATIVES

Cllr Christine Ambrose Smith (attended all 4 meetings)

The CSP provides a forum for a number of agencies to work together to put in place strategies / action plans to deal with a large range of issues which impacts on our communities: These include Police & Fire / Health – GP's / local authorities District & County officers / specialists / elected members and others. This works towards East Cambs being and remaining a safe, secure, and healthy place to live and work.

This is valuable work which goes on very much behind the scenes of which the majority of residents are probably unaware. This highlights problems which blight the lives of many residents and their communities as a whole and endeavours to put in place effective measures to combat individual and collective distress, improving the lives of our residents. It continues to update and inform the member on a number of important topics for the benefit of our communities.

ASB / Drugs – exploitation – County Lines / Domestic Abuse / Modern Day Slavery / identifying Scams / Knife Crime / Hate Crime / Safety of Women & Children / Empowering the Youth of our district, Mental Health for Children, Young People & Adults is of particular concern.

Cllr James Lay (attended 4 of 5 meetings)

Employment and training is important to the development of ECDC.

Outcome may be a further Training Centre for Ely.

Employment and Skills is one Committee that works and should achieve outcomes

Cllr Keith Horgan (substitute)

(Not required.)

Cllr Alan Sharp (Substitute)

(Not required.)

HISTORIC ENGLAND – HERITAGE CHAMPION

AIMS AND ACTIVITIES

The historic environment includes historic buildings, landscapes, monuments, places, archaeology (including marine archaeology) and areas. The Heritage Champion will promote the local historic environment, share best practice and attend training (where appropriate). The network of Heritage Champions across the country supports the protection of the historic environment at a local level. At a strategic level, Champions can make sure that local plans and strategies capture the contribution that the local historic environment can make to the success of an area. More specifically they can:

- Help local authorities manage the historic environment of their area;
- Promote heritage within the local community, generating enthusiasm for and awareness of the importance of the local historic environment;
- Help ensure that commitment to the proper care of the historic environment is embedded in all relevant activities and plans of the local authority;
- Support the Authority’s local historic environment services (both archaeological and historic buildings conservation officers);
- Influence and communicate with others to ensure benefits for the historic environment.

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| Representation: | One Member |
| Status of Member: | Champion |
| No. meetings per year: | 0 |
| Expenses paid by organisation: | No |
| Insurance provision: | No |
| Category of Officer Support (see p. 6): | 1 |
| Contact Officer: | Conservation Officer, Christopher Partrick |
| Representative for 2024/25: | Cllr Lucius Vellacott |

REPORT FROM 2023/24 REPRESENTATIVE

Cllr Lucius Vellacott

East Cambridgeshire is home to some of the United Kingdom’s most treasured heritage sites, such as Ely Cathedral or Wicken Fen in my patch, and specific items of historical significance across every one of our villages and towns. Working with Historic England meets the Corporate Objective of improving the public realm and supporting our residents to live happy and healthy lives.

Whilst this appointment does not involve formal meetings, it has been beneficial to work with partners across the Council and District to ensure that heritage is considered carefully in the course of planning determinations and new developments. It also ensures the Council remains committed to protecting our history, heritage, and traditions.

The role would be further improved through closer working with the Conservation team at the Council.

I recommend that the Council continue to appoint a Heritage Champion because of the above reasons.

PARADISE CENTRE MANAGEMENT COMMITTEE

AIMS AND ACTIVITIES

- The provision of facilities for playing sports;
- The provision of opportunities for recreation, social activities and refreshment, for the benefit of its members and the public;
- The provision and maintenance of a sports and leisure centre at Paradise Ground, Ely; including selection of the centre management.

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| Representation: | One Member |
| Status of Member: | Non-voting Observer |
| No. meetings per year: | 6 |
| Expenses paid by organisation: | No |
| Insurance provision: | Yes |
| Category of Officer Support (see p. 6): | 3 |
| Contact Officer: | Leisure & Active Lifestyles Manager, (vacancy) |

Representative for 2024/25: **Cllr Martin Goodearl**

REPORTS FROM 2023/24 REPRESENTATIVE

Cllr Martin Goodearl (attended 5 out of 6 meetings)

The Paradise Centre falls into the Councils Wellbeing objectives.

Council representation is worthwhile in that we can advise on grants and planning issues. Plus, the Council representative can be a link between the Officers and the Board and management of the Paradise Centre.

There were planning concerns over a new artificial cricket wicket which was resolved with myself talking to the planning officer concerned and the Board. Also discussed were the trees around the playing fields being maintained by the Council.

The Paradise Centre is very well run and has recovered, financially post pandemic and is fiscally sound.

RECAP BOARD

AIMS AND ACTIVITIES

RECAP has representation from all Districts, Peterborough City Council and Cambridgeshire County Council. The partnership was set up to enable discussion and joint decisions. By working collaboratively on both the collection and disposal of waste as well as associated areas of work, education, fly-tipping efficiencies have been realised.

The RECAP Board shall:

- act as the focus for discussion and to deliver a political perspective and steer to the scope of activities undertaken by the RECAP Partnership.
- establish and implement a process of partnership and joint working on issues included within the scope of activities, seeking consensus within the budgets delegated by the constituent Councils, whilst respecting the individual council policies and authorisations of individual members.
- investigate ways of working to deliver services provided by Partner authorities in a more economic and efficient way, including the investigation of joint procurement where applicable.
- promote data sharing of the local environmental services provided by the Partner authorities and others in order to identify best practice.
- agree and recommend to the appointing authorities, the breakdown of the financial contribution to be made by respective Councils towards the coordination and development of the work of the RECAP Partnership.
- agree an annual work programme and recognise the achievements of the RECAP Partnership by regularly reporting on progress to the Cabinets of the County Council and Peterborough City Council and to the appropriate District Council Executives.
- promote common messages and common themes to ensure a consistent approach between the Partner authorities.
- contribute to the process of public consultation and public debate in relation to the services included in the scope of activities.
- consider the impact of legislation and national policy development and to make recommendations on the implications for, and response of, Partner authorities.

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| Representation: | One Member |
| Status of Member: | ECDC representative. Decision-maker. |
| No. meetings per year: | 4 |
| Expenses paid by organisation: | No |
| Insurance provision: | No |
| Category of Officer Support (see p. 6): | 1 |
| Contact Officer: | Environmental Services Manager, Liz Knox |
| Representative for 2024/25: | Cllr Julia Huffer |

REPORT FROM 2023/24 REPRESENTATIVE

Cllr Julia Huffer (attended 4 of 5 meetings)

Recap continues to work on the challenges all the organisations face in dealing with the changes to the waste collection service operated by all councils. The changes now being brought in to practise in April 2026 will change the way ECDC collects and disposes of the waste and recycling in our area. This body is vital to ECDC getting the best deal possible in our waste service and representation should continue.

SANCTUARY HOUSING SERVICES LTD
EAST CAMBRIDGESHIRE MANAGEMENT COMMITTEE

AIMS AND ACTIVITIES

Sanctuary Housing Services Ltd is a non-profit-making organisation providing affordable homes for rent throughout East Cambridgeshire.

The purpose of the East Cambridgeshire Committee (the Committee) is to:

- Monitor and challenge landlord services provided to Sanctuary Group tenants living within the East Cambridgeshire District Council area
- Ensure services comply with the consumer standards set by Regulator for Social Housing
- Oversee compliance with the Local Offer to Sanctuary residents within the East Cambridgeshire District Council area
- Monitor the delivery of community investment activity in the East Cambridgeshire District Council area
- Ensure services are effective, improve and continue to offer good value
- Pay due consideration to the objectives of East Cambridgeshire District Council and other key local partners
- Work with, and support, Sanctuary's operations nationally
- Recommend improvements to the way local services, neighbourhood and community initiatives are run

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| Representation: | Two Members |
| Status of Member: | Decision-maker (limited) |
| Approx. no. of meetings per year: | 4 |
| Expenses paid by organisation: | Travel |
| Insurance provision: | No |
| Category of Officer Support (see p. 6): | 1 |
| Contact Officer: | Housing & Community Advice Manager, Angela Parmenter |
| Representatives for 2024/25: | Cllr Christine Ambrose-Smith Cllr Alan Sharp |

REPORTS FROM 2023/24 REPRESENTATIVES

Cllr Christine Ambrose Smith (attended all meetings)

Sanctuary as the largest of the housing providers within East Cambs, has an obligation to provide good homes for our residents, maintaining those properties with rents set at affordable levels. One of the council's main objectives is the prevention of homelessness. This demands that the housing stock is used to the best advantage. Unfortunately, void periods are currently longer than desirable due to a number of factors. Often a property becomes vacant following a tenant who has lived in the property for very many years. While the tenant may have kept the property in good order, this can only be relet when the property complies with current regulations. A number of factors (availability of tradesmen, lead times for materials, budget constraints) means that those properties needing the most work have to be tackled when there are a number in one locality to make best use of resources. While this work goes on, more properties requiring substantial work are added to the backlog. Properties requiring only minimal work are turned round rapidly. Repairs to tenanted properties often have to take priority over work on void properties. As our residents age, more adaptations are required although sometimes a move into a vacant property already adapted is a possibility.

Adaptations for families with young or growing children with complex needs often require the most work.

Yes, this is essential. Ward councillors are frequently contacted by tenants with difficulties. Whilst a member isn't in a position to demand that these problems are immediately solved, a member can request that a case is reviewed, a visit/contact by a Sanctuary officer is made to inspect the problem, give advice and reassurance, and perhaps assist with temporary arrangements. Our relationship with Sanctuary officers is helpful to ask for help, information, updates etc.

Ongoing problems with void properties, repairs, and maintenance issues.

Cllr Alan Sharp
(Not received.)

SOHAM AND DISTRICT SPORTS ASSOCIATION

AIMS AND ACTIVITIES

- To establish, maintain, finance, and manage an indoor sports hall.
- To act as a central body representing all sports interests in Soham and the surrounding district.
- To maintain and improve the provision of all sports learning and recreational facilities within Soham and the surrounding district.

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| Representation: | Two Members |
| Status of Member: | Voting Committee Member |
| Approx. no. of meetings per year: | At least 3 |
| Expenses paid by organisation: | No |
| Insurance provision: | Yes |
| Category of Officer Support (see p. 6): | 2 |
| Contact Officer: | Leisure and Active Lifestyles Manager, (vacant) |

Representatives for 2024/25: Cllr Ian Bovingdon
Cllr Lucius Vellacott

REPORTS FROM 2023/24 REPRESENTATIVES

Cllr Lucius Vellacott (attended 0 of 1 meeting)

The provision of local sports facilities in Soham is incredibly important. The SDSA works to maintain Ross Peers Sports Centre and fulfils the Council’s Corporate Objective to support our residents to live happy and healthy lives. It delivers affordable access to quality services.

The Council has in the past funded repairs to Ross Peers Sports Centre via its Community Sports Facilities Grant scheme.

A planning application and funding applications were made for a 3G Sports Pitch at Soham Village College, which will comprise an exceptional community facility both for students and the wider public.

I recommend that the Council continue to appoint representatives to the SDSA. However, only one meeting was notified to us in this municipal year, which neither of us were able to attend, and no other contact was made. An increased frequency of meetings may be beneficial to ensure the Council and SDSA work more closely together to make improvements to Soham’s sporting facilities.

Cllr Ian Bovingdon
(Not received.)

Notes of a meeting of the Waste Service Review Working Party held on Monday 15 April 2024 at 10:00am.

PRESENT

Cllr Julia Huffer (Chair)
Cllr Mark Inskip
Cllr Kelli Pettitt

OFFICERS

Isabel Edgar – Director Operations
Ian Smith – Director Finance
Catherine Sutherland - Waste Development & Support Manager
Jane Webb – Senior Democratic Services Officer

25. APOLOGIES

There were no apologies received.

26. DECLARATIONS OF INTEREST

No declarations of interest were made.

27. NOTES OF PREVIOUS MEETING

The Notes of the meeting held on 4 March 2024 were agreed as an accurate record.

28. TIMELINE FOR FINAL PROPOSALS AND IMPLEMENTATION

The Waste Development & Support Manager presented the Timeline for Waste Proposals and Implementation and highlighted the steps necessary to achieve final approval from Council on 17 October 2024.

The Street Cleansing options will be brought to the Working Party in May, with the preferred models to be taken to Group meetings in June, and the final recommendations being made at the July WP meeting. The relevant reports will be prepared between July and September for Council and rollout will be planned with Comms support in January/December 2025. It will also be necessary to gain formal approval to extend ECSS' services for an additional year to bridge the gap between the MoA ending in March 2025 and the new service commencing in Spring 2026.

Members were happy with the timeline presented.

Director Operations explained that October 2024 would be the latest date a decision could be made. The actual roll-out date for the new services still needed to be decided, as the timing would need to avoid key events/holidays; this would be challenging as legislation dictated that the new service would

need to be implemented by 1st April after which the money would be incoming but emphasised that date would largely be driven by when the vehicles were received.

29. MODELLING OF FINAL OPTIONS

The Waste Development & Support Manager presented the Final Modelling of Options and explained that all the waste collected in black bags would fit in a 140lt bin over a two-week period; but the bin size had an effect on both the cost of the new service and the recycling rate.

Members discussed how many black bags were used by households, considered the different impact on the recycling rate, and agreed that a bin size of 180lt would be suitable for most households, however a 240lt bin be available for larger households in line with the new policies.

The Director Operations highlighted the service would be designed to a baseline, with every resident receiving a 180lt bin during the initial rollout by a contractor. Qualifying households could then apply for a larger bin, and the delivery and collection of the bins which would be managed by ECSS. Work could be completed prior to the rollout regarding presentation rates to help identify how many properties may apply for the larger bin. Receiving the 180lt bin may help households accept the bin, rather than applying for the larger bin in advance.

Members unanimously agreed to Option B3 – free garden waste with 180ltr bin for residual waste collected two weekly.

30. DELIVERY MODELS

The Waste Development & Support Manager explained that a decision needed to be made on who would deliver the service. There was a range of choices from contractors to inhouse service and a range of risk, reward, and flexibility of contracts within these.

- A typical private contractor would have the risk, but the Council would not have the control or ability to vary the contract. The Director of Operations clarified that although this was true around financial risk, the Council still held the reputational risk which can be just as damaging and challenging.
- In a partnership (e.g. South Cambs/City), economy of scales can be experienced as well as risk if the services were not aligned.
- With Trading Companies/direct services there would be the ability for influence, control and change but there would be no outside influence of experience.

The Director of Operations clarified that although operational or financial risk could be contracted out, the Council still held the reputational risk which can be just as damaging and challenging.

The Waste Development & Support Manager agreed to share the information with Members in order that the options could be considered at the Group meetings. A cover note highlighting the considerations for the Council would be included.

It was agreed that the information be taken to the relevant group meetings and a decision would be made and brought back to the next WP meeting on 13 May.

The Waste Development & Support Manager explained that East Cambs could go out to tender, the tendering process would likely cost between £100 - £150k however the market was changing with there being fewer providers bidding for direct services delivery.

It was more common, nationally, for waste companies to operate on the larger strategic side (Anaerobic Digestion: AD, Materials Recycling Facility: MRF, Waste Disposal) and for services to be direct service organisations as the margins for contractors were smaller. Contracts with external providers by their nature were more restrictive and prescriptive to provide certainty over the life of the contract, usually 7 years. The benefit of using ECSS was that the Council had more control of the contract, but there did need to be more rigor when making services changes e.g , a change request should be made, with ECSS costing the change and the decision brought back to a contract variation. This would enable the management of costs and transparency.

A Member asked if switching to a contractor at the point of rolling out new services would be risky due to them not having knowledge. The Director of Operations explained that this was not the case, as larger waste management companies had significant experience of these situations, and this could bring a benefit. However, with the significant improvement that ECSS had achieved and the new technical knowledge in place, there was no concern regarding ECSS' ability to deliver this project

Members agreed that it may be worthwhile exploring the market to ensure the Council receive the best value. There would be benefits of a larger organisation with the expertise, but Members also understood that with the geography, East Cambs was not attractive. The Director of Operations clarified that members would get a price back from the market, but this did not necessarily represent best value, and would impact on the overall timeline of implementing new services if the council decided not to go out to contract. If it was decided to utilise either ECSS or bring the service in house, then there needed to be a robust managing process in place.

Members agreed to take the information back to their respective groups and agree a way forward for the next WP in May.

31. POLICIES AND STANDARDS

The Waste Development & Support Manager highlighted that there were currently no policies in place for waste collection and suggested that East Cambs made the policy more of a charter that set out what was to be delivered, the expectations of both residents and the Council, such as how often collections were made, the criteria for smaller/larger bins and the collection/redelivery of sacks where bins could not be accommodated.

The Policy was currently being worked on, with 240ltr bins for those with two children or more in nappies or a household of 5 or more residents, or using hygiene medical waste, being provided upon request, with the criteria being reviewed every two years. It was pointed out that currently East Cambs charged for extra recycling bins and **Members were of the opinion that the bin should be free to encourage recycling. To provide a larger residual waste bin** a Recycling Officer would be required to enable this and provide guidance to households to utilise their recycling bins as much as possible before agreeing to provide larger bins.

Providing liners has been proven to increase participation in food waste collections. These did carry a cost, but this should be considered an effective way to encourage further recycling of food and use of the service. It was suggested residents should receive a roll of 52 (with a tag being provided ten liners before the end of the roll; to enable residents to request further liners). Plastic caddy liners could be used to keep costs down and these were sorted from the food waste so were acceptable to use. It was clarified that using compostable liners made no difference as these were also removed and disposed of as the composting or AD process cannot process them.

The Waste Development & Support Manager commented that there needed to be a process of dealing with problem collections (contaminated or excess waste) as crews could record these issues on the new bartec system. This would be done via educating residents, bins could be tagged, and warning/guidance letters could be sent on the third and fourth time before issuing formal notices. The issue would be passed to Environmental Services and enforcement action taken if necessary. The aim was to approach the issue in a friendly educational manner.

Sack properties could be provided with purple sacks to enable the same process and restrict the amount of waste be collected with crews able to easily identify it, to enable all residents to be treated fairly. There would be no provision for extra or 'side' waste to be collected.

Additional brown sacks were not currently chargeable and similar branded garden waste sacks could still be provided with the option to purchase extra sacks.

The question was asked as to why the Council would charge for a brown bin when the standard garden waste service was free as this was unusual. The Council currently averaged about £37k revenue for extra garden waste bins, per year and £25k for blue bin per year.

The Director Operations asked members to consider whether liners could be provided free as there would be a saving on black sacks and liners would encourage recycling food.

Officers agreed to share costings with Members.

It was agreed that

- **the Policies required fine tuning and would then be shared with Members.**
- **Members agreed that a second/larger blue bin should not be charged for as a blue bin encouraged recycling.**
- **Members would discuss the possibility of providing liners and the possibility of not charging for brown bins back to group meetings, for discussion and bring back to the next WP meeting in May.**

32. ANY OTHER BUSINESS

There was no other business.

33. DATE OF NEXT MEETING

The next meeting was scheduled for 13 May at 10am in Committee Room 2.

The meeting closed at 11:20am

Notes of a meeting of the Waste Service Review Working Party held on Monday 13 May 2024 at 10:00am, via Teams

PRESENT

Cllr Julia Huffer (Chair)
Cllr Mark Inskip
Cllr Kelli Pettitt

OFFICERS

Isabel Edgar – Director Operations
Ian Smith – Director Finance
Catherine Sutherland - Waste Development & Support Manager
Jane Webb – Senior Democratic Services Officer

34. APOLOGIES

There were no apologies received.

35. DECLARATIONS OF INTEREST

No declarations of interest were made.

36. NOTES OF PREVIOUS MEETING

The Notes of the meeting held on 15 April 2024 were agreed as an accurate record.

37. STREET CLEANSING MODELS - Presentation

The Waste Development & Support Manager presented the Street Cleansing Models and set out the Options for consideration.

The following comments and questions were raised:

- Street cleansing inspections had not been previously conducted but had been introduced in 2023 therefore not enough data was available to access the current methodology. Inspections were now factored into the service and would ensure that the Council were clear on the quality and the resources for this needing to be considered going forward.
- Urban v Rural Road – Urban roads were the residential roads (housing developments). Rural roads were the non-curbed and less populated roads which did not accumulate litter as frequently but were still monitored.
- Village high streets are currently on a 6-week cleanse, with smaller roads being inspected 6-weekly/quarterly.
- Service delivery is based on the output (what should be achieved) rather than specifying the resources required (how to achieve it), An input specification can be appropriate for services that are predictable, and

which are capable of expansion or contraction on an easily evaluated, unit-cost basis (e.g. refuse collection). For street cleansing, which can be subject to unpredictable fluctuations in demand, it can be too rigid. Organising the service to achieve particular outcomes can provide a more customer-focused and more flexible basis for service provision, with the emphasis on the result attained.

- A digital management system would be introduced on all options to enable effective monitoring and control of customer requests.
- It was acknowledged that Members require more information on when a street is due to be cleansed, and therefore the options presented were developed to address this. However, the more predictability you design into the service, the more input based it becomes and the more cost it requires due to having resources available.
- Formal inclusion of litter picking the full length of the major A roads in the district in the service specification (twice per year), and layby cleansing into zone 3 (weekly).
- Formal inclusion of cleansing Market Place in Ely following routine market days.
- Formal inclusion of weekly emptying of dog bins rather than every six weeks in the current specification.
- The service level agreement for clearing large fly tips (those deemed as requiring a lorry with a grab arm) be extended to ten working days to allow for its efficient use. Dangerous fly tips are excluded from this and still require immediate removal.
- Option 1: retain the existing approach but improve the response to clearing fly tips and graffiti with the provision of a rapid response team. Flexibility is maintained in the service as all crews can be deployed to unscheduled work. More information added to the website around the zones (for residents they would know that their road would be cleansed every 6 weeks). The digital management system would enable the effective management of this, i.e. a road would not be cleansed in week 1 of the first cycle, and week then 6 of the second cycle.
- Option 2 – As Option 1, but zones be re-mapped and assigned a crew so that each village would be aware of the week their cleanse would take place within a 6-week schedule. An extra crew would be required to ensure the completion of unscheduled work as the other crews would have to visit every single street and possibly clean 'clean' streets. Inefficiency has had to be designed into the service; if the crew completes their scheduled work in less than a week, work on the next village would be unable to take place since its scheduled completion was in the following week. However, as this is unpredictable, equally if it has taken a whole week to complete their work, then there is no additional capacity to complete the unscheduled work.
- Each Option outlined showed the difference between increasing the certainty around what the cleansing schedules were and the impact this had on resource. scheduling was. The more prescriptive the service was the less flexibility it gives and therefore increased inefficiencies.
- All dog bins were currently emptied weekly by a dedicated team.

- There is currently no monitoring of how full these bins are each week, however on the occasion that a dog bin is not emptied each week, there are subsequent complaints to the Council. Data would be gathered over the next 12 months to determine if all bins need to be emptied weekly or if these can be scheduled more cost effectively.
- Proposal for Parish Councils to pay for new dog bins being collected at a cost of £5 a collection.
- There has been an uncontrolled growth of street bins since the MoA was written. Last year ten new dog bins were installed. A large number of bins were in place in the area compared to other authorities of a similar demographic.
- Any new dog bin/litter requests would need to be justified. E.g evidence of foot fall/litter issues etc, as additional bins added a cost to the local authority.
- The street cleansing service should consider communicating to the public that dog waste could now also be placed in a standard litter bin, as it was all disposed of in the same way. (Cost saving as street litter bins were £200 less expensive than dog bins.)
- Included in this communication should be that dog waste would not make standard litter bins smelly as the smell would be in an open bin and the odours would be blown away. Concern was raised that the public would not have this understanding.
- With regard to new developments in a village increasing footfall in public spaces and park areas/footpaths being created, the developer would be charged for the bins via a S106. The collection costs of these would fall to the Council – this would need to be considered.
- Some efficiencies may be found when fully costing the service – the bin delivery crew were costed individually with the waste service modelling, but the reality is likely to be that this can be utilised across the service.

Actions

- A clear distinction needed to be made and defined between a sweep and a litter pick and what was listed on a 6-week schedule and litter pick schedule.
- A cost saving and a no change option to be provided showing impact on quality.
- An explanation be provided for the summary resources slide.
- Adapt Annual Service Cost to show (%) Quantum of percentage – 9% = approx. £126k for Option 1 + capital expenditure of £50k resulting in approx. £176k for Option 1.

38. POLICIES AND CHARGING

The Waste Development & Support Manager presented the draft Service standards and Policies and highlighted this was a working document which need to be made more resident-friendly to be used on the website etc.

The following comments and questions were raised:

- The group was asked to decide on whether to issue caddy liners to residents. Liners were proven to increase participation in the food waste service as participants had a perception that collecting food waste was messy and liners reduced this. Liners did not need to be compostable as the food waste treatment plant disposed of all liners in the same way. Plastic liners were cheaper. Providing any liners to over 40,000 households would be costly, however and DEFRA has yet to confirm if new burdens revenue funding would cover this – it is felt it would be unlikely. Annual costs would be approximately £40,000 excluding delivery. An option could be to provide them only in the first year of service.
- Larger households would automatically receive an extra recycling bin.
- Other households that produced more recycling waste but not the room for two bins – could apply for a larger 360lt recycling bin to meet their needs. £20 to £25k revenue is currently received from blue bins; this revenue would be lost if the Council decided to issue free recycling bins.
- The brown lidded bin (additional garden waste bin would be maintained as a subscription service).
- Members were happy with the enforcement stages proposed.

Actions

- Decide whether to provide caddy liners for food waste, and if so, for how long.
- An extra food caddy to be able to be requested by larger households added to the policy but this would be after advice on food waste prevention was given by the Council. Food waste has a significant impact on climate change and most of it is avoidable. Avoiding it can also help save money and so the Council will try to work with residents in the first instance to reduce it.
- Cost of penalty/enforcement to be added.
- Members would discuss the impact of free bins and loss of income with their respective group.

39. SERVICE DELIVERY MODEL

The Waste Development & Support Manager explained the Service Delivery Model and highlighted that whatever regardless of delivery model chosen, the service was still seen as a Council run service, and that while operational risk could be contracted out at cost, it remained a risk to the Council in terms of reputation.

The following comments and questions were raised by members:

- Consultation would incur significant unplanned cost and take 4 to 5 months on a procurement exercise and we currently have a good working relationship with ECSS.
- Commercial firms would rather pay fines than improve the service and the reputation of the Council therefore there was a need to stay in control and this would be lost with a commercial company.

- Some members proposed their preference was to continue working with ECSS.
- Time and money would be wasted by conducting a procurement exercise and the Council may undesirable for bigger companies and therefore cost more.
- The Council enjoys a positive relationship with ECSS. Some tidying up of the MoA was required, but it worked, and the Council had control.
- Previous outside companies did not improve performance even though they needed to pay a fine for £35k for missed bins only; the Council were one of many contracts.
- Surrounding districts were not contracting commercial firms.
- Insourcing was also an option to be considered.
- Outsourcing was the highest risk with the lowest reward. ECSS created a balance to this.

- Outsourcing considerations:
 - pushed against time and if procurement failed it was high risk to complete. Would lock the Council out of ever implementing a commercial waste service.
- Outsourcing would allow the Council to evaluate the costs, compare with other models, and give the Council more financial predictability but no option to implement a commercial service
- Insourcing implications:
 - Good alignment to Service areas
 - Costs would likely increase due to increased pension contributions, approx. £150k
 - Council would have complete control
 - Ability to implement commercial service to offset costs

To remain with ECSS and have a more robust performance/contracting process would give the council more financial predictability

- There would be no issue with the council providing a commercial waste service; any profit from this would be offset to the domestic waste service.
- If ECSS provided a commercial waste service, then the return would be seen in a reduced management fee.
- Certainty over costs – last few years there was lack of certainty as the service had grown with no adjustment and then had to play catch up – the service was now not underperforming; it had tried to save money and not increase fees. Those costs would have affected the Council regardless due to fuel costs and sickness costs. ECSS had now rightsized itself.

The strategic options had been presented and officers required a clear steer on delivery model asap.

Actions

- Final decision needed in July therefore preferred option would be needed asap.

- Conservatives were happy with ECSS continuing the service
- Decision from the Lib Dems by the end of the month
- Figures to be provided on pension impact if insourcing and the overheads of having a trading company (IS Action)

40. ANY OTHER BUSINESS

There was no other business.

41. DATE OF NEXT MEETING

The next meeting was scheduled for 10 June at 9:30am via Microsoft Teams.

The meeting closed at 11:50am

OPERATIONAL SERVICES COMMITTEE
ANNUAL AGENDA PLAN

AGENDA ITEM NO 11

LEAD OFFICER: Isabel Edgar, Director Operations
Democratic Services Officer: Jane Webb

| Mon 23 September 2024 | 4:30pm |
|---|---|
| Quarter 1 – Waste Service Performance and Project Highlight Report | Catherine Sutherland (Waste Development and Support Officer) |
| Review of Caravan Site Licensing and HMO Licensing Fees | Environmental Health |
| Strategic Waste Service Review – Member Working Party Recommendations | Director Operations |
| Waste Service Standards | Catherine Sutherland (Waste Development and Support Officer) |
| Budget Monitoring Report | Anne Wareham (Senior Accountant) |
| Member Waste Working Party Minutes | DSO |
| ARP Joint Committee Minutes | DSO |
| Forward Agenda Plan | DSO |
| ECSS Management Accounts [EXEMPT] | ECSS Finance Manager |
| | |
| Mon 18 November 2024 | 4:30pm |
| VCAEC and CAWS SLA Performance Update | Lewis Bage (Communities & Partnership) |
| Service Delivery Plans – 6-Month Performance Monitoring | Service Leads |
| Budget Monitoring Report | Anne Wareham (Senior Accountant) |
| Air Quality Strategy | Environmental Health |
| Environmental Crime Action Plan – 6-Month Update | Karen See (Senior Env. Health Officer) |
| Health and Wellbeing Strategy Plan Update | Environmental Health |
| Cambridgeshire and Peterborough Waste Strategy Review | Environmental Health |
| Youth Activity Update | Stephanie Jones, Communities and Partnerships Support Officer |
| Quarter 2 – Waste Performance Monitoring & Street Smart Highlights Report | Catherine Sutherland (Development Manager) |
| ARP Joint Committee Minutes | DSO |
| Forward Agenda Plan | DSO |
| ECSS Management Accounts [EXEMPT] | |
| ECSS Board Minutes (if any) [EXEMPT] | |
| | |
| Wed 27 January 2024 | 4:30pm |
| Community Safety Partnership Update | CSP Representative |
| Housing and Homelessness Strategy | Angela Parmenter |
| Waste Performance Monitoring Report Q3 & Street Smart Highlights Report | Catherine Sutherland (Development Manager) |
| ECSS Statutory Accounts | Emma Grima, Director Commercial |
| ARP Joint Committee Minutes | DSO |
| Forward Agenda Plan | DSO |
| ECSS Management Accounts [EXEMPT] | |
| ECSS Board Minutes (if any) [EXEMPT] | |

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

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