



EAST CAMBRIDGESHIRE DISTRICT COUNCIL

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

MEETING: **OPERATIONAL SERVICES COMMITTEE**
TIME: 4.30pm
DATE: 18th November 2019
VENUE: Council Chamber, Nutholt Lane, Ely
ENQUIRIES REGARDING THIS AGENDA: Adrian Scaites-Stokes
DIRECT DIAL: (01353) 665555 EMAIL: adrian.scaites-stokes@eastcambs.gov.uk

Membership:

Conservative Members

Cllr David Ambrose Smith (Chairman)
Cllr Julia Huffer (Vice Chairman)
Cllr Lis Every
Cllr Amy Starkey
Cllr Jo Webber

Substitutes:

Cllr Anna Bailey
Cllr Dan Schumann
Cllr Lisa Stubbs

Lead Officers:

Jo Brooks, Director Operations

Liberal Democrat Members

Cllr Victoria Charlesworth
Cllr Mark Inskip (Lead Member)
Cllr Paola Trimarco
Cllr Christine Whelan

Substitutes:

Cllr Simon Harries
Cllr John Trapp
Cllr Alison Whelan

Quorum: 5 Members

A G E N D A

- 1. Public Question Time**
The meeting will commence with up to 15 minutes public question time
- 2. Apologies and Substitutions**
- 3. Declarations of Interest**
To receive declarations of interest from Members for any items on the Agenda in accordance with the Members Code of Conduct.
- 4. Minutes**
To confirm as a correct record the Minutes of the meeting of the Committee held on 9th September 2019

5. **Chairman's Announcements**
6. **Adoption of Amended Press and Public Relations Protocol**
7. **Climate Change Ideas Forum**
8. **Waste Collections for Private and Unadopted Roads**
9. **Quarter 2, 2019 Performance Report for the Waste and Street Cleansing Services**
10. **Performance Management – Six Month Updates**
 - **Building Control**
 - **Communities & Partnerships**
 - **Customer Services**
 - **Environmental Services**
 - **Licensing**
 - **Housing & Community Safety**
 - **Information Technology**
 - **Performance Management**
 - **Planning**
 - **Waste Services**
11. **East Cambs Street Scene 2018/19**
12. **Budget Monitoring Report**
13. **Forward Agenda Plan**

NOTES:

1. Members of the public are welcome to attend this meeting. If you are visiting The Grange during normal hours you should report to main reception desk, where you will be asked to fill in a visitor's pass that must be worn at all times whilst you are in the building. Please remember to return your pass before you leave.

This will not apply if you come to an evening meeting: in this case you will enter via the rear access doors in the glass atrium at the back of the building and a Facilities Assistant will direct you to the room in which the meeting will take place.

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There are a number of schemes aimed at encouraging public participation in the Council's activities and meetings. These include public question time and a process to enable petitions to be submitted. Details of these can be obtained by calling any of the telephone numbers below or by logging onto the Council's website.
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 - If the fire alarm sounds please make your way out of the building by the nearest available exit - i.e. the back staircase or the fire escape in the chamber. Do not to use the lifts.
 - The fire assembly point is in the front staff car park by the exit barrier.
 - This building has an auto-call system to the fire services, so there is no need for anyone to call the fire services.

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

3. Reports are attached for each agenda item unless marked "oral".
4. If required all items on the agenda can be provided in different formats (e.g. large type, Braille or audio tape, or translated into other languages), on request, by calling Main Reception on (01353) 665555 or e-mail: translate@eastcambs.gov.uk
5. If the Committee wishes to exclude the public and press from the meeting a resolution in the following terms will need to be passed:
"That the press and public be excluded during the consideration of the remaining items no. X because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item there would be disclosure to them of exempt information of Categories X Part I Schedule 12A to the Local Government Act 1972 (as Amended)."



EAST
CAMBRIDGESHIRE
DISTRICT COUNCIL

AGENDA ITEM NO. 4

Minutes of a meeting of the Operational Services Committee held in the Council Chamber, The Grange, Nutholt Lane, Ely on Monday 9th September 2019.

PRESENT

Cllr David Ambrose Smith (Chairman)
Cllr Victoria Charlesworth
Cllr Lis Every
Cllr Simon Harries (as a Substitute)
Cllr Julia Huffer
Cllr Mark Inskip
Cllr Amy Starkey
Cllr Paola Trimarco
Cllr Jo Webber

OFFICERS

Jo Brooks – Director Operations
Darren Hughes – Development Officer
James Khan – Head of Street Scene
Adrian Scaites-Stokes – Democratic Services Officer
Hetty Thornton – Performance Management Officer
Anne Wareham – Senior Accountant

14. **PUBLIC QUESTION TIME**

There were no public questions.

15. **APOLOGIES AND SUBSTITUTIONS**

Apologies for absence for Councillor Christine Whelan were made and Councillor Simon Harries substituted for her for this meeting.

16. **DECLARATIONS OF INTEREST**

Councillor Amy Starkey declared a non-pecuniary interest in agenda item number 7.

17. **MINUTES**

It was resolved:

That the minutes of the meeting held on 17th June 2019 be confirmed as a correct record and be signed by the Chairman.

18. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman would circulate an announcement to Members at a later date.

19. **NEIGHBOURHOOD RECYCLING CENTRE PROVISION UPDATE**

The Committee considered a report, U56 previously circulated, that reviewed neighbourhood recycling centres ('bring banks') and their future provision.

The Development Officer reminded the Committee that this was an update of a report produced last year.

It was asked what would be done to replace the bring banks if they were removed, for example, in Ely where the City Council did not want the banks removed. The sites at Tesco and Waitrose were well used and became overfilled. Was there any chance that recycling in Ely could be collected more often? Some people did not have a place to put their plastic bags, so they used the bring banks instead.

The Development Officer explained that there were no plans to replace the banks with alternatives. Residents did have an opportunity to buy an additional blue bin for recycling for a one-off fee of £25.

Then it was asked whether the overall impact on recycling rates of removing the banks had been looked at, as some had already been removed elsewhere. The banks accounted for 14.8 tons of recycling per month, which was 2.4% of the total and 1.5% annually. Last year there was only a 0.5% increase in recycling, so losing 1.5% would mean an overall loss of 1%. What modelling had been done to assess the impact on recycling rates? How would people know that they would have to recycle elsewhere?

The Development Officer revealed that a lot of the material collected from the banks was contaminated and this affected recycling rates. Overall recycling rates had increased from 56.2% to 56.7% this year.

Members were reminded that people could take extra recycling to Sainsbury or the site in Witchford. So the banks could be removed as these two sites could be used as an alternative.

It was acknowledged that there were many benefits to the adoption of the recommendations but where would the £36K savings would be used? This use should be specified. The Head of Street Scene stated that any efficiencies would be put back into the service. This could include providing additional vehicles or crews or on educational or promotional matters.

It was noted that at the last meeting it was stated that space was at a premium for a lot of places in Ely, so what about people that did not have the room for an additional bin? Clarification about the purpose of the proposal was also requested. There were three tiers of recycling: sacks, bring banks and the Witchford site. Cutting out the bring banks would only leave the kerbside collection and the Witchford site.

It was pointed out that the proposal would generate savings. A number of other bring banks had been removed previously and had little impact on residents.

One view suggested that this was also about changing people's habits. Not everybody had a car, so using the Witchford site would not be an option, so what could they do?

The Committee was reminded that black and clear sacks could be offered, as many as needed, for people who did not have space for bins, and extra recycling bins could be purchased.

The Committee was informed that removing the banks in Littleport had made a huge difference. Previously the contamination of the banks was awful but since removal people's habits had changed for the better.

It was queried how many times this Council had been fined for contamination. It was pointed out that all but one of the parish or city councils wanted to retain the current banks. Ely City, Soham Town and Chippenham Parish Councils had said their sites were well used, so closing these sites would send the wrong message. Closing them would save money but would hit recycling rates.

The recommendations were duly proposed and seconded and when put to the vote:

It was resolved:

- (i) The information and findings from the review of the 5 remaining bring bank sites over the previous twelve months be noted;
- (ii) The removal of the remaining 5 bring bank sites from the District be approved.

20. **WASTE COLLECTIONS FOR PRIVATE AND UNADOPTED ROADS**

The Committee considered a report, U57 previously circulated, that looked at future provision of refuse collections on private or unadopted roads, and reviewed the assisted collections register.

The Performance Management Officer advised the Committee that there was a slight amendment to recommendation 2.2 (iii) in that the Chairman of this Committee was recommended to be given delegated authority alongside the Director, Operations.

The report related to the provision of a waste collection service on private or unadopted roads and an assisted service for vulnerable people requesting the service. If private or unadopted roads were of a sub-standard condition then the collection service was only offered at the edge of the road. This was to avoid incurring the risk, from a health and safety point of view, for crew members and the public and which could also leave the Council vulnerable to claims. In 2017 a relevant Policy was endorsed which set the minimum standard for roads that crews should access and mitigated against any damages. Following the Policy endorsement, a mapping exercise was undertaken to identify properties located on such roads, resulting in over 2000 being found. East Cambs Street Scene

(ECSS) was legally obliged to ensure the safety of its crews and the public and pay for any damage sustained by its vehicles when using these roads.

Appendix A set out the Project Plan to confirm the minimum standard of roads that the vehicles and crews could access and offered alternative collection arrangements where the minimum was not met. Property owners would be asked to sign an indemnity agreement, but unless all owners on the road signed then roadside collections would be required.

ECSS carry out assisted collections reviews annually. It was suggested that evidence may be required to ensure that the most vulnerable residents continued to receive assistance. This could mean a member of ECSS staff paying a visit to residents to make an assessment.

Members considered the proposed letter to residents concerning assisted collections, Appendix E, as harsh and could worry certain vulnerable residents. The letter needed to be re-worked to make it less insensitive and to provide a better explanation. ECSS crews knew about some of their vulnerable clients, so there was no need to react and complete a new assessment. It was then questioned whether any ECSS staff member had the qualifications to do an assessment.

The Performance Management Officer explained that the assessment would not be a medical judgement about the resident but about ensuring suitable people were supported. The assessment would only be where evidence could not be provided, so vulnerable residents were supported.

A Member stated that Ward Members did not know what was happening in each street, either currently nor in the future. This was information that they needed so they could answer residents' queries.

The Performance Management Officer declared that preliminary work had been completed. Excluding housing association or stud properties, it left only 96 properties which were on 12 sub-standard roads. So the status quo for collections would remain for most properties but the Council would need indemnity.

It was suggested that some people needed to be considered who found payment processes difficult, as receiving another letter could cause them anxiety or distress. There was sense in the exercise to obtain evidence, but concerns had been raised. If there were only 96 properties involved then additional information would be needed to gauge the potential impacts. More thought also should be given on how to deal with people appropriately.

The Head of Street Scene was concerned that some people were receiving assisted collections when there was no need for them to do so. Assisted collections had an adverse impact on service delivery to all residents. Annual reviews were undertaken to ensure this service was provided to those who needed it and were entitled to it. Some form of confirmation should be required to continue this service to the people who needed it.

Members acknowledged that this was a sensitive issue. This matter should be brought back to the November Committee giving details on the actual impact of providing this service so Members were well aware of the situation. There was also concern about the proposed timescales and it was advocated that this be brought back to Committee with revised timelines.

Councillor Lis Every proposed that the introduction of the Policy (as 2.2(i)) be agreed in principle subject to the matter returning to the Committee in November with additional information, as discussed. Councillor Mark Inskip endorsed this view and when put to the vote this was agreed.

Councillor Julia Huffer then suggested that the approach for the review relating to assisted collections be changed and proposed that the relevant letter be revised by officers in conjunction with the Chairman of the Committee, and asked that the revised letter be then circulated to the Committee Members. This was also agreed.

The Committee then agreed the revised recommendation 2.2(iii).

It was resolved:

- (i) That the “Introduction of the Policy for Providing Waste Collection Services to Private and Unadopted roads and project plan” (Appendix A) be approved in principle, subject to additional information being supplied at the Committee meeting in November;
- (ii) That officers be instructed to undertake an annual review of the assisted waste collections, subject to the relevant residents’ letter being revised by officers in conjunction with the Committee Chairman;
- (iii) That authority be delegated to the Director, Operations at ECDC and the Chairman of this Committee for all issues arising from the Project Plan and the corresponding assisted waste collection review.

21. **QUARTER 1, 2019 PERFORMANCE REPORT FOR WASTE AND STREET CLEANSING SERVICES**

The Committee considered a report, U58 previously circulated, detailing the first quarter performance of the waste and street cleansing services by East Cambs Street Scene (ECSS).

The Head of ECSS advised the Committee that a new Street Scene Manager had joined, with a wealth of knowledge and experience. The first quarter had seen increased performance of street cleansing performance, public engagement at the Aquafest event with children becoming involved in recycling activities and questions being answered, a high level of collections, all services delivered as expected, recycling rates high at just over 60% and with a new sickness policy to be introduced on 16th September.

It was noted that the street cleansing figures were getting better and it was asked when the 80% target would be achieved. The Head of ECSS disclosed that in July the figure was 82% with the latest figures showing 92%.

The strategy regarding trade waste was questioned and an explanation was asked for, including its aim. When would the Committee see the associated development plan? The Committee was informed that a lot of work had gone into setting up the brand new business. A preliminary look had taken place to understand the demand, service requirements, relevant market, the going rates and other providers to inform the Plan. Initially the Company was looking at a small scale trade waste service during this year. It was hoped this would lead to achieving a better value and higher performing service. The Director, Operations suggested the development plan could be provided with the quarterly performance report but it would have to go to the ECSS Board first.

It was resolved:

That the performance of service delivery for the first quarter be noted.

22. **BUDGET MONITORING REPORT**

The Committee considered a report, U59 previously circulated, that update Members on the financial position for services under the Operational Services Committee.

The Senior Accountant advised the Committee that there was a projected overspend of £50K due to the Planning Department having to employ two agency workers because of the volume of planning applications. There were a number of other variances relating to the trading companies that would be charged to them.

It was asked whether planning fees could be increased to cover the extra costs. The Director, Operations explained that planning fees were set by statute and could not be changed, unlike other fees which would be reviewed.

It was resolved:

- (i) That it be noted that this Committee is currently projected to end the year with an overspend, compared to its planned budget, of £50,000;
- (ii) That it be noted that the Committee has a projected capital programme outturn of £2,210,190, which is in line with its revised budget.

23. **FORWARD AGENDA PLAN**

The Chairman reminded Members that a waste item, as discussed earlier at item 7, would be added to the November meeting. To make the November meeting viable it was suggested that the items scheduled for the October meeting be delayed until November.

The Director, Operations explained that some of the October items should be delayed to ensure that the right information was provided, to incorporate information up to the end of September.

It was resolved:

That an additional item, as agreed at agenda item 7, be added to the agenda for the November meeting and that all items scheduled for the October meeting be moved to the November meeting.

24. **EXCLUSION OF THE PRESS AND PUBLIC**

That the press and public be excluded during the consideration of the remaining item no. 12 because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item there would be disclosure to them of exempt information of Categories 1, 2 and 3 Part I Schedule 12A to the Local Government Act 1972 (as Amended).

25. **EXEMPT MINUTES**

It was resolved:

That the Exempt minutes of the meeting held on 17th June 2019 be confirmed as a correct record and be signed by the Chairman.

The meeting concluded at 5:34pm.

**TITLE: ADOPTION OF AMENDED PRESS AND PUBLIC RELATIONS
PROTOCOL**

Committee: Operational Services Committee

Date: 18th November 2019

Authors: Chief Executive and Monitoring Officer

[U110]

1.0 ISSUE

1.1 Adoption of the Council's amended Press and Public Relations Protocol.

2.0 RECOMMENDATION(S)

2.1 Members are requested to approve the amended Press and Public Relations Protocol as detailed in Appendix 1.

3.0 BACKGROUND/OPTIONS

3.1 Policy and Resources Committee approved the adoption of Press and Public Relations Protocol on 27th June 2007. As DCLG issued a revised Code of Recommended Practice on Local Authority Publicity on 31st March 2011 ("the Code"), the Council's Press and Public Relations Protocol requires updating in light of the Code.

4.0 ARGUMENTS/CONCLUSIONS

4.1 The amended Press and PR Protocol for East Cambridgeshire District Council is detailed in Appendix 1. The key amendments are:

- The addition of the legal framework behind the Code and the Principles contained in the Code;
- The points to be considered in deciding whether publicity may fall foul of the Code and where to seek guidance;
- The Council's current arrangements in relation to the delivery of the Council's press and PR service; and
- Where to seek guidance in relation to press and PR during Purdah.

4.2 The amended Press and PR Protocol is recommended for approval to bring it in line with the Code.

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 There are no additional financial implications of these proposals.

5.2 An Equality Impact Assessment (INRA) is not required.

6.0 APPENDICES

6.1 Appendix 1 – Press and PR Protocol for East Cambridgeshire District Council

6.2 Appendix 2 – Original Press and PR Protocol

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
Report to Policy & Resources Committee 27 June 2007 Press and PR Protocol for East Cambridgeshire District Council - 27 June 2007 DCLG Code of Recommended Practice on Local Authority Publicity	Room 112 The Grange, Ely	Maggie Camp Legal Services Manager & Monitoring Officer (01353) 616277 E-mail: @eastcambs.gov.uk

PRESS AND PR PROTOCOL FOR EAST CAMBRIDGESHIRE DISTRICT COUNCIL

1. The Legal Framework

1.1 Local government publicity is guided by the Code of Recommended Practice on Local Authority Publicity 2011 (as amended) (“the Code”). The Code is statutory guidance and the Council must have regard to it and follow its provisions when making any decision on publicity.

1.2 In addition, the Council must comply with the provisions of the Local Government Act 1986 (“the Act”) regarding publicity.

Section 2 of the Act contains prohibition on the publication by local authorities of material which in whole or part appears to be designed to affect public support for a political party and the Act also offers guidance for local authorities on the management of publicity which may contain or which may have links to party political material.

Section 6 of the Act defines publicity as “any communication in any form, addressed to the public at large or a section of the public”. The Code therefore applies in relation to all decisions by local authorities relating to paid advertising and leaflet campaigns, publication of free newspapers and maintenance of websites – including hosting material created by third parties.

1.3 The Protocol reflects the guidance contained in the Code. Failure to follow the Protocol could lead to a breach of the Code and the risk of adverse publicity, which could damage the Council’s reputation.

1.4 In addition, Councillors are required, under the Council’s Constitution, to have regard to any Local Authority Code of Publicity made under the Local Government Act 1986 and therefore must have regard to this Protocol. Failure to do so could lead to a complaint that the Councillor has breached the Member Code of Conduct in the Constitution.

1.5 The Principles of the Code are that publicity by local authorities should:

- (a) be lawful;
- (b) be cost effective;
- (c) be objective;
- (d) be even-handed;
- (e) be appropriate;
- (f) have regard to equality and diversity; and
- (g) be issued with care during periods of heightened sensitivity.

- 1.6 When deciding whether publicity may fall foul of the Act and the Code, the Council should consider:
- The content and style of the materials;
 - The timing and circumstances of the materials;
 - The likely effect on those to whom it is addressed;
 - Whether it advocates a particular view that can be easily identified with a political party; and
 - If it is part of a campaign, the effect that the campaign is designed to achieve.

If there is any doubt as to whether publicity has fallen foul of the Act and the Code, the Council's Monitoring Officer/Deputy Monitoring Officer should be consulted for advice and guidance.

2. **Introduction**

- 2.1 The media should be viewed as an opportunity to help communicate and inform residents about what the Council does and how it spends its money. It is therefore vital that the Council communicates effectively with the media and wherever possible, will take a positive approach to meeting media requests for information.
- 2.2 To achieve this, the Council has engaged Prominent PR Ltd ("the Comms Team") to handle its press and PR (at the time of publication of this Protocol). It is part of their role to develop positive relationships with the media on a day-to-day basis. This is supported by the Chief Executive and Corporate Management Team (CMT). The Comms Team can be contacted via Comms@eastcambs.gov.uk
- 2.3 One of the main principles of the Council's engagement with the media is that we will be open and transparent. We will always endeavour to meet media deadlines. The Council will always comment on matters which are relevant to it, although there will be occasions when we are limited as to what we can say. This applies to things such as the financial affairs of individuals and when there are legal proceedings.
- 2.4 This Protocol outlines what is expected of both officers and Councillors when dealing with the media. It also describes what the Council expects from the media.

3. **The Role of the Comms Team**

- 3.1 The Comms Team will co-ordinate dealings between the media and the Council. Immediacy is the key to good media relations, so whether you are an officer of the Council, Councillor or a media representative, you should be able to speak to a member of the Comms Team during and outside normal hours.
- 3.2 The Comms Team will produce news stories which are current, factual and objective and which highlight the services and priorities of the Council.

- 3.3 News releases and other publications produced by the Council should not include material designed to affect public support for a particular political party or group and therefore should avoid all mention of political parties or groups (except on occasions where their inclusion will assist understanding) or contain material which is disparaging of a particular political party or group or their individual members.
- 3.4 The Council has a role as a community leader, which means news stories may be issued to:
- Explain and raise awareness about evolving or existing Council policies, functions, projects or initiatives;
 - Provide information about services;
 - Open or launch a new scheme or project;
 - Publicise Council, Committees or other meetings involving Council representatives, their agendas and outcomes;
 - Disseminate information about Council and Committee recommendations to coincide with the information becoming public, i.e. through Council minutes or reports to Council or other meetings;
 - Encourage local community debate about – and the involvement in – Council services and policies; and
 - Inform the community that the Council has reacted promptly to a significant event.
- 3.5 All press releases will be put on the Council’s website and sent to respective Chairs and Lead Officers on relevant committees.
- 3.6 Party group views, decisions and communications are separate from the role of the Council’s Comms Team and should be conveyed through news releases and publications resourced and issued by their own groups and be clearly endorsed with the name of the political group concerned. The Comms Team as a matter of courtesy would request copies of any release which a political party sends out.

4. Role of Officers

- 4.1 Officers should always be alert to issues that could be of interest to the media and keep the Comms Team informed. This is particularly important for the launch of new initiatives where the Comms Team will be able to advise on media related matters. Officers should also endeavour to keep relevant Councillors informed of media matters.

5. Dealing with the Media

5.1 Proactive

- 5.1.1 The ability to act as quickly and decisively depends on being fully up to date as a Comms Team. Councillors and officers should ensure issues which will affect the Council’s reputation should be brought to the attention of the Comms Team in confidence as soon as possible.

- 5.1.2 The Council adopts a proactive approach and issues press releases on a daily basis. These are also posted on the Council's website (www.eastcambs.gov.uk)
- 5.1.3 Quotes will be attributed to officers on any specific operational issues which requires technical or in-depth knowledge to articulate. The Leader of Council and/or relevant Committee Chairs will be quoted in all other press releases. Contact details for the appropriate opposition spokesperson will be given in the footnotes to editors.
- 5.1.4 Officers and Councillors are encouraged to liaise closely with the Comms Team to ensure that there is a regular flow of press releases sent to the media. The Comms Team will also maintain contact with all departments to give advice and help generate newsworthy stories.
- 5.1.5 Once a press release has been written, it will be forwarded to the officer/Councillor responsible for approval. The press release will then be finally signed off by the Chief Executive or in his absence, a member of the Corporate Management Team.

5.2 **Reactive**

- 5.2.1 The Council can expect to receive a wide range of requests from the media on a daily basis. This could include requests for press statements, radio and television interviews or to participate in a television documentary. All of these are co-ordinated by the Comms Team, who will liaise with appropriate officers/Councillors, depending on the nature of the request.
- 5.2.2 It is important to meet media deadlines wherever possible and co-operation from officers/Councillors would be appreciated. The Council should respond to any media query with accuracy and as soon as the information is available. Realistic expectations should always be set.
- 5.2.3 A judgement will have to be made as to who within the Council responds to individual media requests. This will often involve discussions with officers at a senior level as well as Councillors. Where an agreement cannot be reached, liaison will take place with the Chief Executive/Corporate Management Team.

6. **What we expect from the media**

- 6.1 The Council has already stated that it will be open and transparent with the media. We expect the same in return. This means that when the media approaches the Council, they present the full facts of the issue so that the Council can respond in the most appropriate way.
- 6.2 Permission should also be sought before the media take photographs or conduct recordings/interviews of Council business.

7. **Media Training**

- 7.1 In-house courses to help officers/Councillors deal with the media are organised on a regular basis by the Comms Team. As well as covering

general background about how the media works, the courses help people to deal with radio/television interviews. Priority will be given to Committee Chairmen.

8. Elections

- 8.1 The period between the Notice of an Election and the Election itself (“Purdah”) should preclude proactive publicity in all its forms of candidates and other politicians involved directly in the Election. Publicity should not deal with controversial issues or report views, proposals or recommendations in such a way that identifies them with individual Councillors or groups of Councillors.
- 8.2 However, it is acceptable for the Council to respond in appropriate circumstances to events and legitimate service enquiries provided that the answers are factual and not party political. In an emergency and/or where there is a genuine need for a Councillor level response to an important event outside the Council’s control, the Chairman of Council should respond on behalf of the Council.
- 8.3 The regulations apply to officers of the Council and publicity which is issued in the name of the Council. Councillors are obviously free to issue their own political publicity under the usual electoral rules so long as there is no officer involvement or assistance and no Council facilities such as computers, printers, stationary, noticeboards, etc. are used.
- 8.4 During Purdah, no Council officer may attribute quotes to any Councillor in any news releases other than in the exceptional circumstances set out in the code of practice. No Council officer may attribute views, proposals and recommendations to any particular Councillor or group. No Council officer may issue publicity on any controversial issue unless it can be handled in a way that avoids a personal or party political dimension.
- 8.5 Publications and leaflets (other than election literature) addressed to the general public or a section of the public must observe the same restrictions.
- 8.6 Further clarification or interpretation regarding Purdah can be obtained from the Returning Officer (the Chief Executive) or the Deputy Returning Officer (Director Commercial).

9. Important Guidelines

- 9.1 As set out above, various Local Government Acts give Councils power to deal with publicity issues and the Code gives guidance on how these powers should be exercised. The Code states clearly that the opinions of individual Councillors should only be promoted when they are speaking on behalf of the Council as a whole. This means that the Comms Team can issue material on behalf of key “post holders” such as the Chairman, Leader or Deputy Leader but cannot act on behalf of “backbench” Councillors or issues affecting Councillors in their wards. There are also restrictions on publicity in the run up to an Election as set out in paragraph 8.

- 9.2 The Council, through its publicity, is entitled to explain its policies and actions, but it is not permitted to campaign on political or other controversial issues with a view to persuading the public to a particular view. When commenting on policies or proposals of central government and other public bodies, the Council should present arguments fairly and in a balanced and objective manner.
- 9.3 In addition, Councillors communicating with the media should not make references to Officers which are personal in nature or could be construed as offensive. Any matters relating to individual performance by an officer should be raised through the appropriate mechanisms via the HR team or the officer's line manager and not in the media. Officers who are in communication with the media in the course of their employment should similarly refrain from any such references to Councillors.

PRESS AND PR PROTOCOL FOR EAST CAMBRIDGESHIRE DISTRICT COUNCIL

1.0 Introduction

- 1.1 The media should be viewed as an opportunity to help communicate the vision, work and decisions of the Council to local residents and beyond. To help achieve this, the Council has established a partnership with the Communications team at Cambridgeshire County Council. It is part of their role to develop positive relationships with the media on a day-to-day basis. This is supported by the Chief Executive and Management Team (MT)
- 1.2 One of the main principles of the Council's Corporate Communications Strategy is that we will be open and transparent. We will always endeavour to meet media deadlines. The Council will always comment on matters which are relevant to it, although there will be occasions when we are limited as to what we can say. This applies to things such as the financial affairs of individuals and when there are legal proceedings.
- 1.3 This media protocol outlines what is expected of both officers and councillors when dealing with the media. It also describes what the Council expects from the media.

2.0 Role of the Press Office

- 2.1 The Press Office will co-ordinate dealings between the media and the Council. Immediacy is the key to good media relations, so whether you are an officer of the Council, councillor or member of the media you should always be able to speak to a Press officer during and outside normal hours.
- 2.2 The Press Office will produce news stories which are current, factual and objective, and which highlight the services and priorities of the Council.
- 2.3 News releases and other publications produced by the Council should not include material designed to affect public support for a particular political party or group and therefore should avoid all mention of political parties or groups, except on occasions where their inclusion will assist understanding; or contain material which is disparaging of a particular political party or group or their individual members.
- 2.4 The Council has a role as a community leader, which means news stories may be issued to:
 - Explain and raise awareness about evolving or existing Council policies, functions, projects or initiatives
 - Provide information about services
 - Open or launch a new scheme or project

- Publicise Council, Committees and other meetings involving Council representatives, their agendas and outcomes
- Disseminate information about Council and Committee recommendations to coincide with the information becoming public, i.e. through Council minutes or reports to Council or other meetings
- Encourage local community debate about - and involvement - in Council services and policies
- Inform the community that the Council has reacted promptly to a significant event.

2.5 All press releases will be put on the website and sent to respective chairs and leaders on relevant committees

2.6 Party group views, decisions and communications are separate from the role of the Council's Press and Public Relations team and should be conveyed through news releases and publications resourced and issued by their own groups and be clearly endorsed with the name of the political group concerned. The Press Office as a matter of courtesy would request copies of any release which a political party sends out.

3.0 Role of departments

3.1 Officers should always be alert to issues that could be of interest to the media and keep the Press Office informed. This is particularly important for the launch of new initiatives where Press officers will be able to advise on media-related matters. Officers should also endeavour to keep relevant councillors informed of media issues.

4.0 Dealing with the media

4.1 Proactive

4.1.1 The ability to act as quickly and decisively depends on being fully up to date as a Press Office. Members and officers should ensure issues, which will affect the Council's reputation, should be told in confidence to the Press Office.

4.1.2 The Council adopts a proactive approach and issues press releases on a daily basis. These are also posted on the Council's website (www.eastcamb.gov.uk).

- 4.1.3 Quotes will be attributed to officers on any specific operational issue which requires technical or in-depth knowledge to articulate. The Leader of Council and/or relevant Committee Chairs will be quoted in all other press releases. Contact details for appropriate opposition spokesperson will be given in the footnotes to editors.
- 4.1.4 Officers and councillors are encouraged to liaise closely with the Press Office to ensure that there is a regular flow of press releases sent to the media. The Press office will also maintain contact with all departments to give advice and help generate newsworthy stories.
- 4.1.5 Once a press release has been written, it will be forwarded to the officer/councillor responsible for approval. The press release will then be finally signed off by the Chief Executive or in his absence a member of the Management Team.
- 4.2 Reactive
 - 4.2.1 The Council can expect to receive a wide range of requests from the media on a daily basis. This could include requests for press statements, radio and television interviews or to participate in a television documentary. All of these are co-ordinated by the Press Office who will liaise with appropriate officers/councillors, depending on the nature of the request.
 - 4.2.2 It is important to meet media deadlines wherever possible and co-operation from officers/councillors would be appreciated. The Council should respond to any media query with accuracy and as soon as the information is available. Realistic expectations should always be set.
 - 4.2.3 Judgements will have to be made as to who within the Council responds to media requests. This will often involve discussions with officers at a senior level as well as councillors. Where an agreement cannot be reached, liaison will take place with the Chief Executive/Management Team.

5.0 What we expect from the media

- 5.1 The Council has already stated that it will be open and transparent with the media. We expect the same in return. This means that when the media approaches the Council, they present the full facts of the issue so that the Council can respond in the most appropriate way.
- 5.2 Permission should also be sought before the media take photographs or conduct recordings/interviews of Council business.

6.0 Media Training

6.1 In-house courses to help officers/councillors deal with the media are organised on a regular basis by the Press Office. As well as covering general background about how the media works, the courses help people to deal with radio/television interviews. Priority will be given to Committee Chairmen.

7.0 Elections

7.1 The period between the Notice of an Election and the Election itself should preclude proactive publicity in all its forms of candidates and other politicians involved directly in the Election. Publicity should not deal with controversial issues or report views, proposals or recommendations in such a way that identifies them with individual Members or groups of Members.

7.2 However, it is acceptable for the Authority to respond in appropriate circumstances to events and legitimate service enquiries provided that their answers are factual and not party political. In an emergency and/or where there is a genuine need for a Member level response to an important event outside the Authority's control, the Chairman of Council should respond on behalf of the Council.

7.3 The regulations apply to officers of the Council and publicity which is issued in the name of the Council. Members of the Council are obviously free to issue their own political publicity under the usual electoral rules so long as there is no officer involvement or assistance and no council facilities such as computers, printers, stationery, notice boards etc. are used.

7.4 During the period between the Notice of Election and the elections themselves no council officer may attribute quotes to any councillor in news releases other than in the exceptional circumstances set out in the code of practice. No council officer may attribute views, proposals and recommendations to any particular member or group. No council officer may issue publicity on any controversial issue unless it can be handled in a way that avoids a personal or party political dimension.

7.5 Publications and leaflets (other than election literature) addressed to the general public or a section of the public must observe the same restrictions.

8.0 Important Guidelines

8.1 Various Local Government Acts give councils powers to deal with publicity issues. The Code of Recommended Practice on Local Authority Publicity gives guidance on how these powers should be exercised. The Code states clearly that the opinions of individual councillors should only

be promoted when they are speaking on behalf of the Council as a whole. This means that the Press Office can issue material on behalf of key 'postholders' such as the Chairman, portfolio holders and scrutiny chairs but cannot act on behalf of 'backbench' councillors or issues affecting councillors in their wards. There are also restrictions on publicity in the run-up to an election.

- 8.2 The Council, through their publicity, are entitled to explain their policies and actions, but they are not permitted to campaign on political or other controversial issues with a view to persuading the public to a particular view. When commenting on policies and proposals of central government and other public bodies, the Council should present arguments fairly and in a balanced and objective manner.
- 8.3 In addition, councillors communicating with the media should not make references to officers which are personal in nature or could be construed as offensive. Any matters relating to individual performance by an officer should be raised through the appropriate mechanisms and not in the media. Officers who are in communication with the media in the course of their employment should similarly refrain from any such references to councillors.

TITLE: CLIMATE CHANGE IDEAS FORUM

Committee: Operational Services Committee

Date: 18th November 2019

Author: Jo Brooks, Director and Annette Wade, Customer Services Manager

[U111]

1.0 ISSUE

1.1 To introduce the Climate Change Ideas Forum and advise how it will work from a residents perspective and how it will inform the Council's Environment and Climate Change Strategy and Action Plan.

2.0 RECOMMENDATIONS

2.1 To note the content of the report.

3.0 BACKGROUND

3.1 East Cambridgeshire has joined more than 200 Councils across the UK to declare a climate emergency. The Council has a significant role to play in protecting the environment for future generations. As part of the work to address this, the Council has created an Ideas Forum which will go live on the 19th November 2019.

3.2 This is a place for residents to share their ideas with the Council and to help deliver net zero carbon emissions by 2050. Ideas will be considered by the Council and will be used to form part of the Environment and Climate Change Strategy and Action Plan

4.0 THE PROCESS

4.1 Residents will be able to submit their ideas

- online via the Council's website
- by email to climatechange@eastcambs.gov.uk
- by telephoning Customer Services on 01353 665555 or by speaking to a Customer Service Advisor at the Council Offices, during office hours.

4.2 All ideas will be digitally recorded and an acknowledgement email will be sent to the resident to confirm that their idea has been received. Following an initial response, residents will receive a further email once their idea has been processed and another to notify them that the Council's Environment and Climate Change Strategy and Action Plan has been published

- 4.3 Ideas will be directed to the relevant Council service for consideration, collated and used to form part of a draft Environment and Climate Change Strategy and Action Plan. Ideas that do not relate to services provided by the Council will be forwarded on to the appropriate partner/organisation
- 4.4 The Environment and Climate Change Strategy and Action Plan will be considered by The Operational Services Committee in April 2020.
- 5.0 ARGUMENTS
- 5.1 None
- 6.0 CONCLUSIONS
- 6.1 The launch date for the Climate Change Ideas Forum is 19th November 2019
- 7.0 FINANCIAL IMPLICAITONS/EQUALITY IMPACT ASSESSMENT
- 7.1 There are no financial implications attached to this report
- 7.2 Equality Impact Assessment (INRA) is not required.

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
Full Council, 17 th October 2019	Room 113 The Grange Ely	Jo Brooks, Director, Operations & Annette Wade Customer Services Manager 01353 616310 annette.wade@eastcambs.gov.uk

TITLE: WASTE COLLECTIONS FOR PRIVATE AND UNADOPTED ROADS

To: Operational Services Committee

Date: 18th November 2019

From: James Khan – Head of Street Scene

[U112]

1.0 Issue

- i) To provide Operational Services Committee with an update on the assessments made on private and unadopted roads.

2.0 Recommendations

2.2 Following on from the previous Operational Services Committee, Members are requested:

- i) To note the additional information supplied in regards to the affected private and unadopted roads
- ii) To approve the “Introduction of the Policy for Providing Waste Collection Services to Private and Unadopted roads and project plan” (Appendix A)
- iii) Delegate authority to the Director, Operations at ECDC and the Chairman, Operational Services Committee, for all issues arising from the Project Plan.

3.0 Background

3.1 The Council currently provides a waste collection point for waste and recycling receptacles at the edge of a property, where it meets the public highway although collections have continued to be made to properties located on private and unadopted roads. This can present a health and safety risk to the waste crews and the public as well as cause substantial damage to Council vehicles.

3.2 Following on from the previous committee report in September, officers have reviewed all the roads subject to change with the implementation of the policy. These have been listed in the Private & Unadopted Road Master Database (Appendix B). This database also highlights a risk rating for each road based on a number of factors.

3.3 The database also provides a RAG rating (Red/Amber/Green) for each individual road. This RAG rating provides an overview of the current condition of the road against the set criteria.

3.4 Following the last committee and the request to amend the assisted collections letter, before its release, officers have subsequently re-worded the letter and with the approval of the Chairman of the Committee, have issued it to all residents currently recorded as requiring the service. The waste team will gather all responses and hold information on a database for future reviews. Additional site visits will take place if required to ensure the best possible service is delivered to residents. Full contact information is listed on the letter if residents have any queries or questions about the process.

4.0 Arguments

4.1 Waste Services has identified 2,249 properties which are located on a private and unadopted roads. Out of these there are 716 properties owned by housing associations, 170 properties are located on studs and 462 properties are located on sites which are under managing agents or park homes.

4.2 Of the 2,249 properties identified:

111 were determined as currently presenting their waste on an adopted highway. These properties have been removed from the list and do not require any further work at this time.

1811 have been awarded a Green rating and do not require any remedial work. These properties will only be required to sign an indemnity.

279 have been awarded an Amber rating of which 30 are under the responsibility of a management agency. These roads require minimal remedial work or have been highlighted as having an issue that could cause problems if not monitored and managed accordingly in the future. This information will be communicated to the affected residents to ensure they are aware that work may be required in the future to continue collections. All these properties will be required to sign an indemnity.

48 properties have been awarded a Red rating pose a major risk to both vehicles and employees and require substantial remedial work to continue collections. All information surrounding the remedial work will be communicated to affected residents. ECSS and the Council will work with residents and aid them through this process. These properties are across three different streets (Spring Close and The Leys, Burwell and Upherds Lane, Ely).

4.3 Conditions can change at any time of the year which could change the RAG rating of a road. In addition, overhanging trees can cause an access problem as they grow. This will be something that will have to be managed to prevent issues with collections.

4.4 Property owners whose houses are located on private and unadopted roads categorised as "Red" will need to carry out work to ensure that they are brought up to the minimum standards required (as set out in Appendix A). We will work with the owner on a mutually agreeable timescale. The work required will be clearly highlighted to the property owner.

4.5 All property owners, including properties regarded as being in a good condition, will be required to sign an indemnity agreement (as detailed in the previous committee report).

5.0 Conclusion

5.1 Some private and unadopted roads are causing unnecessary damage and additional maintenance costs to waste vehicles due to substandard road conditions. ECSS and ECDC are left exposed to possible insurance claims from damage caused as a direct results of accessing private and unadopted roads in poor condition.

6.0 Financial Implications

There are no financial implications associated with this report, only officer time.

7.0 Equality Impact Assessment

7.1 An Equality Impact Assessment has been completed. Please see Appendix C.

8.0 Appendices

Appendix A- Project Plan: Introduction of the policy for the Waste Collections from Private and Unadopted Roads

Appendix B- Assessments of roads with RAG ratings

Appendix C- Equality impact assessment

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
None	The Grange, Ely	James Khan Head of Street Scene E-mail: james.khan@eastcambs.gov.uk

Project Plan: Introduction of the Policy for Waste Collections from Private and Unadopted Roads

1. Introduction

- 1.1 The Council currently operates a collection point for waste at the edge of a property where it meets the public highway. When the wheeled bin service was introduced, collection continued from remote properties accessed from private or unadopted roads. Collection from new properties, however, or those properties which were assessed following collection issues, changed to a collection point on the public highway, requiring residents to move their bins to that point of collection.
- 1.2 Collection of these remote properties can incur a significant amount of time for the collection crews. In addition, many of these properties are located down roads in very poor condition and there have been instances where the Waste Service has caused damage to its vehicles incurring vehicle repair and maintenance costs. These roads are not normally built to highway standard; often have soft verges and overhanging trees. In addition, several roads must be reversed down for considerable distances, sometimes in the dark, with no safe place for an employee to operate as a reversing assistant to see the vehicle safely back.
- 1.3 Waste vehicles are assets of ECDC and therefore any damage caused to them must be paid for by the Council. This puts added financial pressure on the Council. It must ensure that mitigations are put in place to reduce possible insurance claims and repair costs caused as a result of substandard private and unadopted roads.

2. New Policy for Waste Collections from Private and Unadopted Roads

- 2.1 In a small number of cases due to the access or the remote location of a property it may not be possible for residents to place bins near the public highway for collection. In certain circumstances a collection from a point on a private/unadopted road may be agreed subject to an inspection and the following conditions being met:
- a) **Road surface:** Roads must be of sound construction with a suitable hard surface, free of large/deep potholes and obstructions which could cause damage or injury to vehicles or persons. The vehicle should be able to travel safely at 25 kmph along the road
 - b) **Road width:** The minimum road width is no less than 3.5 metres with no obstruction from trees, shrubs etc. which could cause damage to the vehicle
 - c) **Road length:** If there are several properties located down a road, then there should be passing places, suitable for a refuse collection vehicle (hard surface, not a verge)
 - d) **Height clearance:** The minimum clearance should be no less than 5.5 metres with no obstruction from overhanging branches, cables etc. which could cause damage to the collection vehicle
 - e) **Turning area:** Where a through road does not exist, a suitable turning area must be available to allow the vehicle to turn. The turning area should have a hard surface which is of a sufficient size to allow an 11.5-metre-long vehicle to turn with no more than three manoeuvres and have sufficient space either side of the

vehicles to safely turn in the dark. Collection vehicles shall not reverse onto a public highway to turn around

- f) **Access:** There must be access for the collection vehicle. Any gates must be left unlocked and open as our crews will not open and close these when undertaking collections
- 2.2 **Indemnity:** An indemnity will be required from the road owner/s so that the Council will not be liable for any damage due to wear and tear to the road surface which is unlikely to have been built to highway standard. In addition, where a new development is being built or has been recently completed and the road is not yet adopted by the County Council the developer must sign the developer's indemnity agreement.
- 2.3 For all future developments located on private or unadopted roads, including individual dwellings, ECSS will take a proactive approach and contact the developer as soon as a new development has planning permission (this will be carried out in partnership with Planning Services). The developer will be required to sign the indemnity agreement for the whole site. The indemnity agreement will stay in place until such time as the County Council adopts the road.
- 2.4 **Alternative Collection Arrangements:** Where the conditions above cannot be met then the collection point will be where the private/unadopted road meets the public highway. If this location is not suitable for wheeled bins, then alternative collection arrangements may be made, such as a sack collection or a communal collection point if there are several properties located on a private/unadopted road. In some circumstances a collection point part of the way down a private/unadopted road may be used if the above criteria can be met at that point.
- 2.5 **Adverse Weather:** In adverse weather conditions where waste crews are concerned regarding visibility of the road, e.g. due to snow cover or icy conditions where they feel the vehicle may slip off the road then the service, will suspend collections to such properties. Waste will need to be placed on the public highway for collection, or it will be collected on the next scheduled collection day if conditions have improved.
- 2.6 If a road is substandard or becomes substandard overtime (even after the indemnity agreement is signed), ECSS will not access the road by either its crew or vehicles and it will be assessed against the criteria listed under 2.1 of this Project Plan.
- 2.7 An annual review of each private and unadopted road will be conducted against the criteria set out within the Project Plan. If ECSS highlights concerns of a road being of a substandard nature during the intervening month's measures will be put in place. Each road will be assessed on an individualised basis.
- 2.8 Residents will be updated forthwith on any decisions made from actions taken by ECSS following any interim road condition assessments.
- 3. Implementation Requirements**
- 3.1 The Development Officer shall write to all the properties advising them of the policy and how it is to be implemented.
- 3.2 Where residents have concerns the Assistant Manager of ECSS will arrange to meet them on site to discuss the issues and try and come to a mutual solution. This will be done on a phased basis due to the potential number of locations the Assistant

Managers may have to visit. Wherever possible the Assistant Manager will be looking to see whether an alternative collection point could be agreed (for instance this may be half way down the track where the vehicle can turn), or whether the service needs to consider an alternative collection method (such as sacks rather than bins to help facilitate collections). If all the owners of a track/road do not agree to provide an indemnity then a roadside collection will be necessary.

- 3.5 Detailed in Table 1 overleaf is the project plan for the implementation of the new policy.

Table 1: Project Plan: Introduction of the Policy for Providing Waste Collection Services to Private and Unadopted Roads (2019)

Key Action Point	Actions	Start Date	Expected End Date (RAG Rating)	Responsible Manager/Officer	Updates
Inform the residents affected by the introduction of the policy of the new policy and the implementation arrangements by letter.	The standard letter prepared for this purpose will be delivered to each property affected.	November 2019	December 2019	Development Officer	
Notification of the outcome of the surveys conducted to the residents from the affected roads and the future arrangements for collection services, including if necessary for an indemnity agreement	<ul style="list-style-type: none"> a) Using the prepared letter template, insert details of the inspection and the consequent amended collection arrangements as required. b) If required, including with the letter of indemnity agreement, the residents need to sign to support the future collection arrangements. c) Creation of a filing system for all correspondence sent to the residents and for signed indemnity agreements (to be compliant with GDPR regulations). 	November 2019	January 2020	Development Officer	
Site Meetings with residents of the affected roads to resolve any concerns following the notification of future collection arrangements.	<ul style="list-style-type: none"> a) Meeting residents on site to resolve any outstanding concerns about their future collection arrangements. b) Send confirmation in writing using a prepared letter template with any amendments to the proposed collection arrangements. 	December 2019	February 2020	Assistant Managers ECSS	
Preparation and then introduction of the confirmed collection arrangements.	<ul style="list-style-type: none"> a) Brief the crews, administration staff and customer services of the new collection arrangements. b) Amend daily round collection sheets if required. 	February 2020	April 2020	Assistant Managers	
Review of the implementation of the new collection arrangements	<ul style="list-style-type: none"> a) Review delivery of the project and the need for any remedial action. 	May 2020	June 2020	Head of Street Scene	

and initiation of any required remedial action.	b) Address any issues or problems that have arisen for the implementation of the policy. c) Update key Members on the initial review outcomes				
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RAG Rating:

	Overdue
	Work in Progress
	On Schedule

4. Project Management Arrangements

4.1 The following project management arrangements will be put in place to support the delivery of the project plan.

- a) The Project Sponsor will be the Director, Operations.
- b) The Project Lead will be the Head of Street Scene.
- c) The Project Manager will be the Development Manager.
- d) Reporting of progress against the project plan will be monthly at the scheduled Waste and Street Cleansing Leadership Team Meeting, which will act as the Project Board with an up to date project plan.
- e) The actions required in the project plan will be managed within existing line management arrangements and the relevant line managers must ensure progress and report any issues arising to the Performance Management Officer.
- f) The project will be delivered within existing resources.

HOUSE NUMBER	STREET NAME	TOWN NAME	WARD	Unadopted Y/N	Private Y/N	RAG Rating	Safety notes	Agents
2	Sand Lane	Aldreth	HADDENHAM	N	Y	4 (1x4)	Reverse in	
4	Sand Lane	Aldreth	HADDENHAM	N	Y	4 (1x4)	Reverse in	
6	Sand Lane	Aldreth	HADDENHAM	N	Y	4 (1x4)	Reverse in	
9	Sand Lane	Aldreth	HADDENHAM	N	Y	4 (1x4)	Reverse in	
4	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
6	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
8	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
10	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
12	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
14	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
16	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
18	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
20	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
22	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
26	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
28	Newmarket Road	Ashley	ASHLEY	N	Y	4 (1x4)	Reverse in	
House Dukes Stud3	Newmarket Road	Ashley	ASHLEY	N	Y	1 (1x1)	Indemnity Only	Silverley Paddocks
41 Lomas Paddocks	Newmarket Road	Ashley	ASHLEY	N	Y	1 (1x1)	Indemnity Only	Silverley Paddocks
Silverley Paddocks	Newmarket Road	Ashley	ASHLEY	N	Y	1 (1x1)	Indemnity Only	Silverley Paddocks
Silverley Paddocks	Newmarket Road	Ashley	ASHLEY	N	Y	1 (1x1)	Indemnity Only	Silverley Paddocks
Silverley Paddocks	Newmarket Road	Ashley	ASHLEY	N	Y	1 (1x1)	Indemnity Only	Silverley Paddocks
30	Ancient Meadows	Bottisham	BOTTISHAM	N	Y	1 (1x1)	Indemnity Only	
32	Ancient Meadows	Bottisham	BOTTISHAM	N	Y	1 (1x1)	Indemnity Only	
Bottisham Hall	Bottisham Park	Bottisham	SWAFFHAM BULBECK	N	Y	8 (2x4)	Narrow	
Bottisham Hall	Bottisham Park	Bottisham	SWAFFHAM BULBECK	N	Y	8 (2x4)	Narrow	
Bottisham Hall	Bottisham Park	Bottisham	SWAFFHAM BULBECK	N	Y	8 (2x4)	Narrow	
Bottisham Hall	Bottisham Park	Bottisham	SWAFFHAM BULBECK	N	Y	8 (2x4)	Narrow	
Gardeners Cottage	Bottisham Park	Bottisham	SWAFFHAM BULBECK	N	Y	8 (2x4)	Narrow	
The Mill House	Bottisham Park	Bottisham	SWAFFHAM BULBECK	N	Y	8 (2x4)	Narrow	
3 Primrose Cottage	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
5 Daisy Cottage	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
7	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
9	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
11	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
15	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
17	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
19	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
21	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
23	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
25	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
27	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
27A	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
29	Broad Green	Broad Green	CHEVELEY SOUTH	N	Y	6 (2x3)	overhanging trees - monitor	
Georgia House Stud	Bradley Road	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Georgia House Stud
Georgia House Stud	Bradley Road	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Georgia House Stud
House Stud	Bradley Road	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Georgia House Stud
Stud	Bradley Road	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Georgia House Stud
1	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
3	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
5	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
7	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
9	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
15	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
17	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
19	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
21	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
23	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
25	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
27	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
29	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
31	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
33	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
35	Sheriffs Court	Burrough Green	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Sanctuary
1	Ash Grove	Burwell	BURWELL	N	Y	1 (1x1)	Indemnity Only	Sanctuary
2	Ash Grove	Burwell	BURWELL	N	Y	1 (1x1)	Indemnity Only	Sanctuary

						12 (3x4)	Road Condition & overhanging trees	APPENDIX B
13 Hazeldell	The Leys	Burwell	BURWELL	Y	N	12 (3x4)	Road Condition & overhanging trees	
1	Wild Acres	Burwell	BURWELL	N	Y	1 (1x1)	Indemnity Only	
2	Wild Acres	Burwell	BURWELL	N	Y	1 (1x1)	Indemnity Only	
3	Wild Acres	Burwell	BURWELL	N	Y	1 (1x1)	Indemnity Only	
4	Wild Acres	Burwell	BURWELL	N	Y	1 (1x1)	Indemnity Only	
5	Wild Acres	Burwell	BURWELL	N	Y	1 (1x1)	Indemnity Only	
6	Wild Acres	Burwell	BURWELL	N	Y	1 (1x1)	Indemnity Only	
1 Hopes Cottage	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
2	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
3	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
4	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
5	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
6 The Red House	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
7 Lestyle Lodge	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
8	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
9	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
10	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
11	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
19 Dormer Cottage	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Cedar View	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Florence	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Green Sleeves	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Jasmine Cottage	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Old Lodge	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Rosemary Lodge	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Stables Cottage	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Tall Trees	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
The Tower House	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
The White House	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Stables	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Stables	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Stables	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
Tweed Cottage	Cheveley Park	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Cheveley Park Stud
1 Rushmere House	Kings Mead	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	
2 Hibury	Kings Mead	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	
3	Kings Mead	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	
4 October House	Kings Mead	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	
5	Kings Mead	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	
6	Kings Mead	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	
7	Kings Mead	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	
8 Grafton House	Kings Mead	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	
Beech House Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
Beech House Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
House Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
Beech House Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
Beech House Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
Beech House Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
Beech House Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
Beech House Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
House Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
5 Beech House Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
6 Beech House Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
Beech Villa	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Beech House Stud
1 Longholes Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Longholes Stud
2 Longholes Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Longholes Stud
Longholes Stud	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Longholes Stud
Bungalow	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Longholes Stud
House Strawberry	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Strawberry Hill Stud
34	Newmarket Road	Cheveley	CHEVELEY SOUTH	N	Y	1 (1x1)	Indemnity Only	Strawberry Hill Stud
1	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel	
2	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel	
3	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel	
4	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel	
5	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel	
6	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel	
7	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel	
8	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel	
9	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel	
9A	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel	
10	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel	

10A	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel
11	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel
11A	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel
11B Lakeside	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel
12 Tor Cottage	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel
Hethersett House	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel
Lynden	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel
Willowdene	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel
Pinewood House	The Dip	Cheveley	CHEVELEY NORTH	Y	N	9 (3x3)	overhanging trees, road condition, deep gravel
2	The Shrubberies	Cheveley	CHEVELEY NORTH	Y	N	4 (1x4)	Reverse in
4	The Shrubberies	Cheveley	CHEVELEY NORTH	Y	N	4 (1x4)	Reverse in
6	The Shrubberies	Cheveley	CHEVELEY NORTH	Y	N	4 (1x4)	Reverse in
10	The Shrubberies	Cheveley	CHEVELEY NORTH	Y	N	4 (1x4)	Reverse in
8	The Shrubberies	Cheveley	CHEVELEY NORTH	Y	N	4 (1x4)	Reverse in
Clock House	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
Cooks Cottage	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
Cornbin House	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
Crawley	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
East Entrance Lodge	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
East Wing	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
Fiennes House	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
Hare Hall	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
Jamaica Barn	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
John Tharp House	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
Orford House	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
Russell House	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
The Gig Flat	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
The Shooting Lodge	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
West Gate Lodge	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
West Wing	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
Keepers Cottage	Chippenham Park	Chippenham	CHIPPENHAM	N	Y	6 (2x3)	uneven surface, some trees Chippenham Park Mgmt
Residence	Barton Road	Ely	ELY-EAST	N	Y	1 (1x1)	Indemnity Only Kings School
Hall	Barton Road	Ely	ELY-EAST	N	Y	1 (1x1)	Indemnity Only Kings School
Kings School	Barton Road	Ely	ELY-EAST	N	Y	1 (1x1)	Indemnity Only Kings School
Masters Residence	Barton Road	Ely	ELY-EAST	N	Y	1 (1x1)	Indemnity Only Kings School
Masters Residence	Barton Road	Ely	ELY-EAST	N	Y	1 (1x1)	Indemnity Only Kings School
1 Cambridge Court	Cambridge Road	Ely	ELY-WEST	N	Y	1 (1x1)	Indemnity Only St Andrews Bureau
2 Cambridge Court	Cambridge Road	Ely	ELY-WEST	N	Y	1 (1x1)	Indemnity Only St Andrews Bureau
3 Cambridge Court	Cambridge Road	Ely	ELY-WEST	N	Y	1 (1x1)	Indemnity Only St Andrews Bureau
4 Cambridge Court	Cambridge Road	Ely	ELY-WEST	N	Y	1 (1x1)	Indemnity Only St Andrews Bureau
5 Cambridge Court	Cambridge Road	Ely	ELY-WEST	N	Y	1 (1x1)	Indemnity Only St Andrews Bureau
6 Cambridge Court	Cambridge Road	Ely	ELY-WEST	N	Y	1 (1x1)	Indemnity Only St Andrews Bureau
7 Cambridge Court	Cambridge Road	Ely	ELY-WEST	N	Y	1 (1x1)	Indemnity Only St Andrews Bureau
8 Cambridge Court	Cambridge Road	Ely	ELY-WEST	N	Y	1 (1x1)	Indemnity Only St Andrews Bureau
9 Cambridge Court	Cambridge Road	Ely	ELY-WEST	N	Y	1 (1x1)	Indemnity Only St Andrews Bureau
Court	Cambridge Road	Ely	ELY-WEST	N	Y	1 (1x1)	Indemnity Only St Andrews Bureau
1	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents
2	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents
3	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents
4	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents
5	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents
6	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents
7	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents
8	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents
9	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents
10	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents
11	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents
12	Charles Graven Court	Ely	ELY-EAST	N	Y	4 (1x4)	reverse in Managing Agents

75 Hadrian Stud	Woodditton Road	Newmarket	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Part of Darley Stud
77 Hadrian Stud	Woodditton Road	Newmarket	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Part of Darley Stud
Stud	Woodditton Road	Newmarket	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Part of Darley Stud
Stud	Woodditton Road	Newmarket	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Part of Darley Stud
Stud	Woodditton Road	Newmarket	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Part of Darley Stud
Stud	Woodditton Road	Newmarket	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Part of Darley Stud
Stud	Woodditton Road	Newmarket	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Part of Darley Stud
Stud	Woodditton Road	Newmarket	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Part of Darley Stud
Bottisham Heath	London Road	Six Mile Bottom	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	Robert Cowell Racing
Bottisham Heath	London Road	Six Mile Bottom	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	Robert Cowell Racing
Bottisham Heath	London Road	Six Mile Bottom	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	Robert Cowell Racing
Stud	London Road	Six Mile Bottom	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	Robert Cowell Racing
Bottisham Heath	London Road	Six Mile Bottom	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	Robert Cowell Racing
House	London Road	Six Mile Bottom	BURROUGH GREEN	N	Y	1 (1x1)	Indemnity Only	Robert Cowell Racing
Swynford Paddocks	London Road	Six Mile Bottom	SNAILWELL	N	Y	1 (1x1)	Indemnity Only	Swynford Paddocks
Swynford Paddocks	London Road	Six Mile Bottom	SNAILWELL	N	Y	1 (1x1)	Indemnity Only	Swynford Paddocks
Swynford Paddocks	London Road	Six Mile Bottom	SNAILWELL	N	Y	1 (1x1)	Indemnity Only	Swynford Paddocks
Swynford Paddocks	London Road	Six Mile Bottom	SNAILWELL	N	Y	1 (1x1)	Indemnity Only	Swynford Paddocks
1 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
2 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
3 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
4 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
5 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
6 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
7 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
9 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
10 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
11 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
12 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
13 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
14 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
15 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
16 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
17 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
18 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
19 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
20 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
21 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
22 Park Homes	Bushel Lane	Soham	SOHAM-NORTH	N	Y	4 (1x4)	reverse in	Bushel Lane Park Homes
1	College Close	Soham	SOHAM-SOUTH	N	Y	6 (2x3)	Narrow	
2	College Close	Soham	SOHAM-SOUTH	N	Y	6 (2x3)	Narrow	
3	College Close	Soham	SOHAM-SOUTH	N	Y	6 (2x3)	Narrow	
5 Moat Cottage	College Close	Soham	SOHAM-SOUTH	N	Y	6 (2x3)	Narrow	
Moat Lodge	College Close	Soham	SOHAM-SOUTH	N	Y	6 (2x3)	Narrow	
16 The Moat	College Close	Soham	SOHAM-SOUTH	N	Y	6 (2x3)	Narrow	
4	College Close	Soham	SOHAM-SOUTH	N	Y	6 (2x3)	Narrow	
1	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
2	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
3	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
4	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
5	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
6	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
7	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
8	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
9	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
10	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
11	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
12	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
14	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
15	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
16	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
17	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
18	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
19	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
20	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
21	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
22	Cornwell Close	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Housing Association
2	Dobede Way	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Chamonix Estates
4	Dobede Way	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Chamonix Estates
6	Dobede Way	Soham	SOHAM-NORTH	N	Y	1 (1x1)	Indemnity Only	Chamonix Estates

17	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
19	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
19A	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
21	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
23	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
25	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
25A	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
27	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
27A	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
29	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
31	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
33	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
35	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
35A	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
37	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
39	Qua Fen Common	Soham	SOHAM-NORTH	Y	N	6 (2x3)	monitor condition	
1 St Andrews House	St Andrews Park	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
2 St Andrews House	St Andrews Park	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
3 St Andrews House	St Andrews Park	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
4 St Andrews House	St Andrews Park	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
5 St Andrews House	St Andrews Park	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
6 St Andrews House	St Andrews Park	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
1	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
2	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
3	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
4	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
5	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
6	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
7	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
8	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
9	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
10	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
11	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
12	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
14	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
15	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
16	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
17	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
19	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
21	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
23	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
25	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
27	The Oaks	Soham	SOHAM-SOUTH	N	Y	1 (1x1)	Indemnity Only	
Stetchworth Park	Church Lane	Stetchworth	STETCHWORTH	N	Y	1 (1x1)	Indemnity Only	Stetchworth Park Stud
Stetchworth Park	Church Lane	Stetchworth	STETCHWORTH	N	Y	1 (1x1)	Indemnity Only	Stetchworth Park Stud
Stetchworth Park	Church Lane	Stetchworth	STETCHWORTH	N	Y	1 (1x1)	Indemnity Only	Stetchworth Park Stud
Stetchworth Park	Church Lane	Stetchworth	STETCHWORTH	N	Y	1 (1x1)	Indemnity Only	Stetchworth Park Stud
Stetchworth Park	Church Lane	Stetchworth	STETCHWORTH	N	Y	1 (1x1)	Indemnity Only	Stetchworth Park Stud
1	Andrews Close	Stretham	STRETHAM	N	Y	1 (1x1)	Indemnity Only	
2	Andrews Close	Stretham	STRETHAM	N	Y	1 (1x1)	Indemnity Only	
3	Andrews Close	Stretham	STRETHAM	N	Y	1 (1x1)	Indemnity Only	
4	Andrews Close	Stretham	STRETHAM	N	Y	1 (1x1)	Indemnity Only	
1	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
1A Llanberis	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
1B	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
1C	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
3	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
4	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
5	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
6	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
7	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
10	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
12	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
14	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
16	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
Meadow Farm	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
Willow Lodge	Fieldside	Stretham	STRETHAM	Y	N	6 (2x3)	monitor condition	
18 Swallows Reach	Green End	Stretham	STRETHAM	N	Y	1 (1x1)	Indemnity Only	
17 Woodcote	Green End	Stretham	STRETHAM	N	Y	1 (1x1)	Indemnity Only	

56	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
58	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
60	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
62	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
64	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
66	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
68	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
70	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
72	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
74	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
76	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
78	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
80	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
1	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
3	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
5	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
7	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
9	Darbys Yard	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	Encore Estates Mgmt
1	Haddocks Rise	Sutton	SUTTON	N	Y	4 (1x4)	Reverse in	
2	Haddocks Rise	Sutton	SUTTON	N	Y	4 (1x4)	Reverse in	
3	Haddocks Rise	Sutton	SUTTON	N	Y	4 (1x4)	Reverse in	
4	Haddocks Rise	Sutton	SUTTON	N	Y	4 (1x4)	Reverse in	
5	Haddocks Rise	Sutton	SUTTON	N	Y	4 (1x4)	Reverse in	
6	Haddocks Rise	Sutton	SUTTON	N	Y	4 (1x4)	Reverse in	
7	Haddocks Rise	Sutton	SUTTON	N	Y	4 (1x4)	Reverse in	
8	Haddocks Rise	Sutton	SUTTON	N	Y	4 (1x4)	Reverse in	
9	Haddocks Rise	Sutton	SUTTON	N	Y	4 (1x4)	Reverse in	
10	Haddocks Rise	Sutton	SUTTON	N	Y	4 (1x4)	Reverse in	
11	Haddocks Rise	Sutton	SUTTON	N	Y	4 (1x4)	Reverse in	
1	Longview	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	
2	Longview	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	
3	Longview	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	
4	Longview	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	
5 The Laurels	Longview	Sutton	SUTTON	N	Y	1 (1x1)	Indemnity Only	
Cottages	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
Cottages	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
Cottages	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
Cottages	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
Cottages	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
Stud Cottages	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
New England Stud	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
New England Stud	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
New England Stud	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
New England Stud	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
England Stud	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
New England Stud	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
House	Heath Road	Bulbeck	SWAFFHAM BULBECK	N	Y	1 (1x1)	Indemnity Only	New England Stud
Fittocks Stud	Upend	Upend	UPEND	N	Y	1 (1x1)	Indemnity Only	Bedford House Stables
Fittocks Stud	Upend	Upend	UPEND	N	Y	1 (1x1)	Indemnity Only	Bedford House Stables
Fittocks Stud	Upend	Upend	UPEND	N	Y	1 (1x1)	Indemnity Only	Bedford House Stables
Fittocks Stud	Upend	Upend	UPEND	N	Y	1 (1x1)	Indemnity Only	Bedford House Stables
Upware Marina	Old School Lane	Upware	WICKEN	N	Y	1 (1x1)	Indemnity Only	Upware Marina
Boat)Upware	Old School Lane	Upware	WICKEN	N	Y	1 (1x1)	Indemnity Only	Upware Marina
Boat)Upware	Old School Lane	Upware	WICKEN	N	Y	1 (1x1)	Indemnity Only	Upware Marina
Marina	Old School Lane	Upware	WICKEN	N	Y	1 (1x1)	Indemnity Only	Upware Marina
Marina	Old School Lane	Upware	WICKEN	N	Y	1 (1x1)	Indemnity Only	Upware Marina
Marina	Old School Lane	Upware	WICKEN	N	Y	1 (1x1)	Indemnity Only	Upware Marina
1	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
3	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
4	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
5	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
5A	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
6	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
6A	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
7	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
8	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
10	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
Meadow House	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
11	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	
11 The Annexe	Cross Green	Wicken	WICKEN	N	Y	6 (2x3)	narrow	

12	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
14	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
15	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
16	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
17	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
18	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
19	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
20	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
22	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
23	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
24	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
25	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
26	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
27	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
28	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
30	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
31	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
32	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
33	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
1	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
2	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
3	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
4	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
5	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
6	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
8	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
9	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
10	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
11	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
12	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
14	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
15	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
17	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
25	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
28	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
29	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
30	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
69	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
74	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
74A	Park	Witchford	WITCHFORD	N	Y	4 (2x2)	narrow	Tingdene Parks
4	Ditton Close	Woodditton	WOODDITTON	N	Y	4 (1x4)	Reverse in	
4 The Annexe	Ditton Close	Woodditton	WOODDITTON	N	Y	4 (1x4)	Reverse in	
1	Ditton Close	Woodditton	WOODDITTON	N	Y	4 (1x4)	Reverse in	
2	Ditton Close	Woodditton	WOODDITTON	N	Y	4 (1x4)	Reverse in	
3	Ditton Close	Woodditton	WOODDITTON	N	Y	4 (1x4)	Reverse in	
1	May Gardens	Woodditton	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Freshwater Estates
2	May Gardens	Woodditton	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Freshwater Estates
3	May Gardens	Woodditton	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Freshwater Estates
4	May Gardens	Woodditton	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Freshwater Estates
5	May Gardens	Woodditton	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Freshwater Estates
6	May Gardens	Woodditton	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Freshwater Estates
7	May Gardens	Woodditton	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Freshwater Estates
8	May Gardens	Woodditton	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Freshwater Estates
9	May Gardens	Woodditton	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Freshwater Estates
10	May Gardens	Woodditton	WOODDITTON	N	Y	1 (1x1)	Indemnity Only	Freshwater Estates

EQUALITY IMPACT ASSESSMENT (EIA) FORM

Name of Policy:	Introduction of the policy for Waste collections from private or unadopted roads.
Lead Officer (responsible for assessment):	James Khan
Department:	Waste
Others Involved in the Assessment (i.e. peer review, external challenge):	
Date EIA Completed:	10/09/2019

What is an Equality Impact Assessment (EIA)?

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

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

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

The Council currently operates a collection point for waste at the edge of a property where it meets the public highway. When the wheeled bin service was introduced, collections continued from remote properties accessed from private or unadopted roads. Collections from such roads are a health and safety risk to the public and the waste crews.

In addition, there will be maintenance costs for waste collection vehicles which collect from rounds which have private or unadopted roads. It is impossible to estimate the financial cost attributed to these as Veolia didn't routinely record this information, however ECSS are now actively measuring the financial impact.

Private and unadopted roads are not normally built to highways standards: often with soft verges and overhanging trees. Several roads must be reversed down for considerable distances, sometimes in the dark with no safe turning spaces.

The proposed changes will require private or unadopted roads to be made up to a required standard (as detailed within the "project plan: Introduction of the policy for waste collections from private and unadopted roads) and an indemnity agreement must be signed by all house owners located on such roads.

Without a signed indemnity in place covering all associated properties located on a private or unadopted road, all waste must be presented for collection at the public highway.

In instances where road conditions are substandard enough not to safely enable the waste freighters to access the road, then the owner/s on the road will be required to take their waste to the collection point on the public highway.

Waste Services will ensure that all affected residents will be engaged with at the earliest opportunity to minimise any negative impacts from the changes.

Many houses already located on private or un-adopted roads already present their waste at the public highway so the proposed changes won't affect these residents.

The Council and ECSS will engage with all affected home owners to ensure that they are kept up to date.

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

- Owners of properties located on private or unadopted roads
- Vulnerable residents (mitigations to reduce impact of changes will be put in place e.g. collections made from smaller vehicles etc)
- The waste collection crews
- ECDC as the asset owner
- ECSS as the employer

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

- Waste collection crews have been raising concerns about the conditions on some private or unadopted roads being healthy and safety risks including having soft verges, no turning circles, crews having to reverse vehicles in narrow roads for considerable distances and often in the dark etc
- The increases in maintenance costs from collection vehicles which collect from private/unadopted roads shows the financial impact of continuing to collect waste from these roadways

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

Ethnicity	<input type="checkbox"/>	Age	<input checked="" type="checkbox"/>
Gender	<input type="checkbox"/>	Religion and Belief	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Sexual Orientation	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	Marriage & Civil Partnership	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	Caring Responsibilities	<input type="checkbox"/>

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

Residents who live in houses located on private or un-adopted who are disabled or unable to present their waste to the public highway have the opportunity to register for an assisted collection. Therefore any residents who can show evidence that they meet the criteria for an assisted collection will still be able to have their waste collected from their property if all other necessary criteria is met.

(e) Does the policy have a differential impact on different groups?	<input type="checkbox"/>	NO
(f) Is the impact <i>adverse</i> (i.e. less favourable)?	<input type="checkbox"/>	NO
(g) Does it have the potential to disadvantage or discriminate unfairly against any of the groups in a way that is unlawful?	<input type="checkbox"/>	NO

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

ECSS has undertaken a review of each private and un-adopted road to ascertain the quality of the road against standards required by the Highways Agency. If the proposal is agreed then the Council will engage with affected homeowners as per the project timescales.

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

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

N/A

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

If the proposed policy change isn't agreed then there will be the following;

- A continued health and safety risk to residents
- A continued health and safety risk to crews
- On-going financial impacts on ECSS due to additional costs of excessive, avoidable wear and tear on vehicles going down poor standard private and un-adopted roads
- ECSS' and ECDC costs will increase if the policy is not adopted due to the potential for additional insurance claims and damage to the vehicles (which are owned by ECDC).

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

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

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

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

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

Signatures:

Completing Officer: _____ **Date:** _____

Head of Service: _____ **Date:** _____

TITLE: QUARTER 2, 2019 PERFORMANCE REPORT FOR THE WASTE AND STREET CLEANSING SERVICES

Committee: Operational Services Committee

Date: 18th November 2019

Author: James Khan, Head of Street Scene

[U113]

1.0 ISSUE

1.1 To provide the Committee with the Quarter 2 (July to September 2019) performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS).

2.0 RECOMMENDATION(S)

2.1 Councillors are requested to note the performance of service delivery for the second quarter.

3.0 BACKGROUND

3.1 The second quarter of this financial year continues to evidence the improvements made across the service.

3.2 Performance continues to grow, with all service areas achieving the target set of 80%. This includes all collection services remaining in the high 90% range.

3.3 This quarter saw ECSS take delivery of its new dedicated vehicle for education and promotion. This puts our desire to ensure residents are fully informed in motion, literally! We unveiled the new van at Highfields School in Littleport where groups of children were able to become fully immersed in the world of waste and recycling. The van was also accompanied by our newly created waste dinosaur, which has been given the “meet and greet” responsibility in the Council reception recently.

3.4 Within the first six months of this year, we have already attended 14 events across the district. These have included: Littleport Leisure Open Day, Burwell Carnival, Aqua Fest and Soham Pumpkin Fair. These events are a prime opportunity to engage with the community and share vital information. With the addition of our new dedicated vehicle, were able to share a wider variety of info as well as fun games around waste for residents to get involved with.

3.5 In support of the Council’s Purge on Plastic, ECSS were ecstatic to give a free reusable coffee cup and water bottle to all Councillors, Council employees and employees of both trading companies in support of this pledge. Use of these will see the Council no longer spending money on single use cups and reducing their disposal costs. In addition, a tag-line has been added to the bottom of Council emails reminding visitor to bring their own re-usable cup and bottle.

3.6 In September, Operational Services Committee approved the removal of the remaining bring banks within the district. This has ensured that ECSS can dedicate itself to providing the best possible service to its residents, right at their doorstep.

Being able to provide an additional recycling bin has further increased the ease of recycling on the resident. This continues to be imperative to achieving the recycling target set for this year and future years. The removal of the bring banks will also reduce the amount of fly tipping seen at these locations, further reducing the additional demand on the service.

- 3.7 This quarter saw the appointment of a Development Manager. This fulfils our staffing structure and opens the door to further improving all service areas. Part of their responsibility will be to focus on waste reduction and recycling. This will include creating a new communications plan and investigating into ways to assist any residents that may struggle with recycling.
- 3.8 September held host to the RWM (Recycling and Waste Management Expo) at the NEC in Birmingham. The RWM is an annual expo dedicated to the industry and this year was attended by some influential keynote speakers including Tom Szaky, the Founder and CEO of TerraCycle the company that has allowed residents to recycle their crisp packets and coffee pods, if disposed in the dedicated location at the Council office. Also in attendance were LARAC (Local Authority Recycling Advisory Committee) who were able to provide further clarity and confirmation on how the Government's Waste and Resource Strategy will affect Councils and residents.
- 3.9 During this quarter, ECSS successfully completed the annual delivery of the new household waste black sacks. This year's delivery was very successful with few issues and complaints.
- 3.10 ECSS is dedicated to the development of its staff. This quarter saw the successful completion of all our HGV driver CPC (Certificate of Professional Competence) training. This is a legal requirement for all drivers holding a vocational licence operating in Europe. It has already been confirmed by the DVSA (Driver and Vehicle Standards Agency) that this qualification will remain mandatory, even after Brexit. In addition, both of the Assistant Managers successfully completed their Managers Development Training which has seen them grow essential skills to aid them in completing their job to the highest standards.
- 3.11 In order to continually ensure that Health and Safety remain one of our top priorities, work has been undertaken with the health and safety manager to develop an audit procedure. This audit looks at major parts of the company's health and safety policies and procedures ensuring the health, safety and wellbeing of our employees are protected. Audit will be carried out on a routine basis with random audits possible under the direction of the health and safety manager.
- 3.12 Sickness absence levels have plagued service delivery since the Company's creation back in April 2018.
This quarter saw the end of the sickness absence policy and procedure consultation and the successful implementation throughout the company. This new policy and procedure sets out to aid employees and ensure they are fit and at work. However, the policy sets out strict trigger points at which employees will be managed under, if they trigger them.
- 3.13 As the district develops and the housing levels grow, increased pressure is posed onto the collection rounds. To combat this, dedicated work has been undertaken to ensure each collection round is running efficiently and productively. This quarter saw the green waste rounds reviewed. This has resulted in streamlining the work across each crew, reducing cross over of crews in the same area and the option to reduce resources in winter months when the demand and tonnage of waste collected has

reduced. This in turn allows for the additional resource to be deployed on other service areas that require additional support through this period.

4. PERFORMANCE UPDATE

4.1 Detailed in Table 1 is an update on ECSS’s performance in relation to the management and resolution of service requests against a performance target of 80% completion set within the service level agreement (SLA).

Table 1: Update on ECSS Performance in Relation to the Management and Resolution of Service Requests within the Time Specified Resolution (as a %)

Service	July 2019			Aug			Sep		
	Month (%)	Month (%)	Trend	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend
Refuse	100	99	-	100	99	-	95	98	▼
Recycling	96	97	-	100	98	▲	93	97	▼
Green	95	97	▼	99	97	-	94	97	-
Bulk & Clinical	96	94	▲	99	95	▲	97	95	-
Street Cleansing	90	76	▲	98	80	▲	83	81	▲

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

Green indicating achievement of the performance target set.

Yellow indicating performance is within 15% of target set.

Red indicating performance is below 15% of target set.

4.2 The performance of all services continue to overachieve against the targets set. This quarter has seen street cleansing’s monthly performance average 90% with the cumulative performance achieve 81% in the final month. At the end of the quarter all services were overachieving against the target set.

4.3 All waste streams continue to evidence high performance outputs and have managed to sustain an exceptional performance throughout the quarter only showing a downward trend in cumulative performance by 1%.

4.4 The goal continues to be to reduce the total number of service requests received. This is greatly assisted by the continued high levels of performance, the optimisation of the collection rounds and the commitment of our employees.

4.5 This quarter, ECSS has started delving into in-cab technology in a bid to find ways to continuously improve the levels of performance and optimisation. YOTTA, a company who runs a system called “Alloy” showcased what they can do. The moves away from the pen and paper and brings businesses into the 21st century. The system automates the collections rounds for all waste by relaying this information onto a portable device that would be in each vehicle cab. This removes the need for manages to hand out and wait for paperwork to be returned before completing. The system would also be able to provide live updates on where the crews are on their route, reducing resident confusion surrounding missed collections.

4.6 Appendix 1 contains a summary of ECSS’s performance against the set standards and the annual stretch target for resolving service requests which is a fundamental performance measure for the efficiency and customer focus of the services provided.

5.0 **Sickness Absence:**

The implementation of the new sickness absence policy and procedure sets out to effectively manage sickness absence seen throughout the company and reduce the impact this has on service delivery.

Improved trigger points have been implemented that adequately addresses the patterns of absence we have witnessed over the past 18 months.

ECSS sets out to continue to assist all employees in ensuring they are fit and able to attend work on a regular basis, maintaining high levels of service output.

Outlined in Table 2 below are the targets for sickness absence set for the waste and street cleansing services. Targets that have been set for the different categories of staff and these reflect that the majority of staff work outside in all weathers carrying out physically arduous tasks.

These targets reflect similar targets set in other high performing waste and street cleansing service delivery organisations.

Table 2: Sickness Absence Targets Set for the Waste and Street Cleansing Services

Staffing Category	Number of Staff	Annual Sickness Target (Hours)	Annual Sickness Target (Working Days)	Monthly Sickness Absence Target (Hours)	Monthly Sickness Absence Target (Working Days)
HGV Drivers (Waste)	16	672	96	56	8
Driver/Operative (Waste)	3	126	18	10.5	1.5
Operatives (Waste)	29	1,218	174	101.5	14.5
HGV Drivers (Street Cleansing)	3	126	18	10.5	1.5
Driver/Operatives (Street Cleansing)	3	126	18	10.5	1.5
Operatives (Street Cleansing)	7	294	42	24.5	3.5
Ops Management & Admin	5	210	30	17.5	2.5
Waste Management Team	3	126	18	10.5	1.5

5.1 The sickness report contained in Table 3 below highlights the second quarter's overall sickness rates against the targets set, highlighted above. One day sickness absence is equivalent to 7 hours.

Sickness absence levels have started to show signs of decrease however, some levels remain high. This has been greatly affected by the following cases.

- The figures for HGV Drivers (Waste) in July and August is due to an employee spending time off work after a loss in the family.
- Short term and long term sickness has increased in the last two months of the quarter for operatives (waste) resulting in the target not being achieved. The newly implemented sickness absence policy sets out to effectively manage these sickness cases with the aim to reduce these types of absenteeism.
- The figure for Operatives (SC) is due to one operative's long term sickness and is due to an existing medical condition. We are currently working with the employee looking at possible solutions and the next steps.

Table 3: Monthly Sickness Absence Report for the Waste and Street Scene Services – 2019/20

Staff Category	HGV Drivers (Waste)	Driver/ Operatives (Waste)	Operatives (Waste)	HGV Drivers (SC)	Driver/ Operatives (SC)	Operatives (SC)	Ops Mgmt. & Admin Staff	Waste Mgmt. Team
Number of Staff	16	3	29	3	3	7	5	3
July	Target = 56 Hours Actual = 126 Hours	Target = 10.5 Hours Actual = 7 Hours	Target = 101.5 Hours Actual = 91 Hours	Target = 10.5 Hours Actual = 0 Hours	Target = 10.5 Hours Actual = 14 Hours	Target = 24.5 Hours Actual = 161 Hours	Target = 17.5 Hours Actual = 112 Hours	Target = 10.5 Hours Actual = 0 Hours
August	Target = 56 Hours Actual = 119 Hours	Target = 10.5 Hours Actual = 0 Hours	Target = 101.5 Hours Actual = 196 Hours	Target = 10.5 Hours Actual = 0 Hours	Target = 10.5 Hours Actual = 7 Hours	Target = 24.5 Hours Actual = 133 Hours	Target = 17.5 Hours Actual = 7 Hours	Target = 10.5 Hours Actual = 0 Hours
September	Target = 56 Hours Actual = 7 Hours	Target = 10.5 Hours Actual = 0 Hours	Target = 101.5 Hours Actual = 434 Hours	Target = 10.5 Hours Actual = 0 Hours	Target = 10.5 Hours Actual = 1 Hours	Target = 24.5 Hours Actual = 147 Hours	Target = 17.5 Hours Actual = 24.5 Hours	Target = 10.5 Hours Actual = 0 Hours

<p>Cumulative Performance</p> <ul style="list-style-type: none"> • Cumulative Target = number of months x the monthly target; • Cumulative Actual = the totalling of each months actual. 	<p>Cumulative Target = 168 Hours</p> <p>Cumulative Actual = 252 Hours</p>	<p>Cumulative Target = 31.5 Hours</p> <p>Cumulative Actual = 7 Hours</p>	<p>Cumulative Target = 304.5 Hours</p> <p>Cumulative Actual = 721 Hours</p>	<p>Cumulative Target = 31.5 Hours</p> <p>Cumulative Actual = 0 Hours</p>	<p>Cumulative Target = 31.5 Hours</p> <p>Cumulative Actual = 22 Hours</p>	<p>Cumulative Target = 73.5 Hours</p> <p>Cumulative Actual = 441 Hours</p>	<p>Cumulative Target = 52.5 Hours</p> <p>Cumulative Actual = 143.5 Hours</p>	<p>Cumulative Target = 31.5 Hours</p> <p>Cumulative Actual = 0 Hours</p>
<p>Trend (RAG Rating):</p> <ul style="list-style-type: none"> • Green rating = Actual is less the Cumulative Target; • Amber rating = Actual is up to 12 hours greater than the Cumulative Target; • Red rating = Actual is in excess of 18 hours of the Cumulative Target. 								

5.2 Table 4 is a summary of the total tonnage of waste collected and the recycling rate for the first quarter of 2019/20. The recycling target for this year is 58%.

Month	Tonnage All Waste Collected	Tonnage All Waste Recycled (Recyclates + Garden Waste)	% of Waste Recycled	Trend (Target = 58% of Waste being Recycled) - RAG
April	2,917.55	1,686.72	58	
May	3,016.01	1,847.09	61	
June	2,924.85	1,778.53	61	
July	3,058.95	1,837.68	60	
August	2,726.53	1,596.16	59	
September	2,473.84	1,411.50	57	
October				
November				
December				
January				
February				
March				
Total	8,858.41	5,312.34	59%	

5.3 The appointment of the new Development Manager, whose focus will be on waste reduction and recycling, will see increased effort on education and promotion. This will include ensuring that every possible platform is used and maximised to further increase the recycling rate. Additional focus will be given to working closely with the operational team. Liaising with the collection crews analysing the issues and problems they see when collecting residents waste, giving an insight on what the most current problems are in the District.

6.0 CONCLUSIONS

6.1 The second quarter has seen all service streams achieve the performance target set (80%). This is the first time that this has been achieved since April 2018. This is a huge success and underpins the hard work, dedication and commitment that all employees have shown.

6.2 Our education vision has grown substantially with the addition of a dedicated vehicle with a one of a kind design thread that has been built around what we do and what we want to achieve. This vehicle is set to attend local schools to educate the next generation on proper waste management and events throughout the District spreading waste related messages to residents easing and any concerns they may have.

6.3 The implementation of the new sickness and absence policy and procedure will aid in effectively managing the high levels of absenteeism we have experienced thus ensuring that we have the right number of staff on duty to deliver the high standards of service the residents deserve.

6.4 Discussions continue surrounding the Governments Waste and Resource Strategy. ECSS are working with ECDC and RECAP to ensure East Cambs is in the best possible position to welcome the much awaited improvements. Currently, RECAP partners are working with Local Partnerships who are evaluating information given to them by each authority to produce modelling based on the impacts proposed by the strategy. This could put East Cambs in a position to be an early adopter of the strategy.

7.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

7.1 The waste and street cleansing services are being delivered within the contract value.

8.0 APPENDICES

Appendix 1: Summary of ECSS's Performance against the Annual Stretch Target for Resolving Service Requests: July to September 2019 (Service Requests through the Call Centre and Website Closed off (80%) within the Specified Response Time).

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
None	The Grange,	James Khan
	Ely	Head of Street Scene
		E-mail: james.khan@eastcambs.gov.uk

Appendix 1: Summary of ECSS's Performance against the Target for Resolving Service Requests: July to September 2019 (Service Requests through the Call Centre and Website Closed off (80%) within the Service Level Agreement (SLA)).

Performance Summary – July to September 2019	Monthly			Cumulative			Trend
	Service Stream	Service Requests Due to be Closed	Service Requests Closed and Completed within the SLA	Performance against the Target (80%)	Service Requests Received	Service Requests Closed and Completed within the SLA	
July Total Service Requests for the Domestic Collection Service.	85	85	100%	353	349	99%	-
August Total Service Requests for the Domestic Collection Service.	101	101	100%	454	450	99%	-
September Total Service Requests for the Domestic Collection Service.	332	317	95%	786	767	98%	▼
July Total Service Requests for Recycling Collection Services.	123	118	96%	532	516	97%	-
August Total Service Requests for Recycling	110	110	100%	642	626	98%	▲

Collection Services.							
September Total Service Requests for Recycling Collection Services.	143	133	93%	785	759	97%	▼
July Total Service Requests for Garden Waste Collections.	165	157	95%	518	501	97%	-
August Total Service Requests for Garden Waste Collections.	160	158	99%	678	659	97%	-
September Total Service Requests for Garden Waste Collections.	120	113	94%	798	772	97%	-
July Total Service Requests for Bulky and Clinical Collections.	119	114	96%	414	389	94%	-
August Total Service Requests for Bulky and Clinical Collections.	130	129	99%	544	518	95%	-
September Total Service Requests for Bulky and Clinical Collections.	88	85	97%	632	603	95%	-

July Total Service Requests for Street Cleansing.	107	96	90%	353	270	76%	-
August Total Service Requests for Street Cleansing.	81	79	98%	434	349	80%	▲
September Total Service Requests for Street Cleansing.	70	58	83%	504	407	81%	▲

Note: Set Response Times for Services Request:

Waste Collection Services
<ul style="list-style-type: none">• Missed waste, recycling and garden waste collections: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none">• Missed waste, recycling and garden waste collections assisted collections: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none">• Black Bags Not Left – Annual Delivery: Response time to close of the request is 10 working days.
<ul style="list-style-type: none">• Spillages all collection services: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none">• Operative behaviour - collection services: Response time to close of the request is ten working days from the receipt of the request.
<ul style="list-style-type: none">• Refuse collection vehicle incidents: Response time to close of the request is ten working days from the receipt of the request.
<ul style="list-style-type: none">• Bins not returned to property – recycling and garden waste collections: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none">• Replacement bin requests for recycling and garden waste services: Response time to close of the request is ten working days from the receipt of the request.
<ul style="list-style-type: none">• Additional blue bin requests: Response time to close of the request is ten working days from receipt of the request.
<ul style="list-style-type: none">• Additional clear sacks request for recycling collections: Response time to close of the request is ten working days from the receipt of the request.
<ul style="list-style-type: none">• Brown bags not left garden waste collections: Response time to close of the request is 5 working days
<ul style="list-style-type: none">• Second brown bin requests: Response time to close of the request is ten working days from receipt of the request.
<ul style="list-style-type: none">• Service requests for bulky items: Response time to close of the request is ten working days from the receipt of the request.
<ul style="list-style-type: none">• Service requests for clinical collections: Response time to close of the request is ten working days from the receipt of the request.
<ul style="list-style-type: none">• Missed collection for bulky items: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none">• Missed collection for clinical waste: Response time to close of the request is 24 hours with requests received on a Friday having to be closed the following Monday.

Street Cleansing
<ul style="list-style-type: none"> • Litter picking and manual sweeping: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • Mechanical Sweeping: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • Emptying Litterbins: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • Emptying Dog waste bins: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • Removal of Dead Animals and Birds: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • Removal of Dog waste: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • Hazardous Flytip Removal: (including Hazardous Spillages): Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • Non-hazardous Flytip Removal: Response time to close of the request is 48 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • Offensive Graffiti Removal: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • Non-offensive Graffiti Removal: Response time to close of the request is 48 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • Autumn Leafing Clearance: Response time to close of the request is 48 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • Drug Paraphernalia clearance: Response time to close of the request is 24 hours, with requests received on a Friday having to be closed the following Monday.
<ul style="list-style-type: none"> • New and replacement litterbins: Response time to close of the request is 10 working days from the receipt of the request.
<ul style="list-style-type: none"> • New and replacement dog waste bins: Response time to close of the request is 10 working days from the receipt of the request.
<ul style="list-style-type: none"> • Other: Response time to close of the request is 5 working days from the receipt of the request.

TITLE: PERFORMANCE MANAGEMENT – SIX MONTH REPORT UPDATES

To: Operational Services Committee

Date: 18th November 2019

From: Jo Brooks, Director, Operations

[U114]

1.0 Issue

1.1 To update Operational Services Committee on the progress made over the previous six months within the Service Delivery Plans (2019/2020) for the following:

- Building Control Services
- Communities & Partnerships
- Customer Services
- Environmental Services
- Licensing
- Housing and Community Safety
- Information Technology
- Performance Management
- Planning
- Waste Services

2.0 Recommendations

2.1 Operational Services Committee are asked;

- To note the progress made against the priorities of the Council including areas where the service has been under achieving and where outstanding performance was delivered.

3.0 Background

3.1 Performance management continues to play a key role within the Council.

3.2 All services are required to highlight outcomes and outputs against the Council's Corporate Priorities and service level performance measures.

3.3 The six month update reports provide Councillors with the opportunity to understand how each service is achieving against their priorities.

4.0 Argument and Conclusions

4.1 Monitoring performance enables the Council to highlight key outcomes against the main priorities. It provides an opportunity to identify under and over performance and forward plan effectively.

5.0 Financial Implications

5.1 There are no financial implications other than officer time attributed to this report and assessing the Service Delivery Plans.

6.0 Equality Impact Assessment

6.1 All Service Delivery Plans, where there are direct impacts on equality and diversity will have corresponding equality impact assessments against them.

7.0 Appendices

Appendix A- Building Control Services
Appendix B- Communities & Partnerships
Appendix C- Customer Services
Appendix D- Environmental Services
Appendix E- Licensing
Appendix F- Housing & Community Safety
Appendix G – Information Technology
Appendix H – Performance Management
Appendix I – Planning
Appendix J – Waste Services

Background documents- None

Contact officer

Jo Brooks

Director, Operations

(01353) 616498

Email- jo.brooks@eastcambs.gov.uk

Six Month Update Building Control Service Plan 2019-2020

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
To actively market and promote the Building Control service to maintain market share	A customer driven efficient Council with a "can do" attitude and pro business approach and commercially focused to ensure financial self sufficiency for the tax payer.	Local Authority Building Control (LABC) services used on a large proportion of all applications submitted in the East Cambridgeshire district	79%	Nigel Harper-Senior Building Control surveyor Jason Johnson- Senior Building Control surveyor Duncan Hones-Building control surveyor John Jeffery-Building control surveyor Darren King- Building control administrator Jeannie Ambrose – Trainee Building Control Surveyor	↔	79% 508 Local Authority applications 107 Approved Inspector applications
		75% of all Building Control applications submitted use Local Authority Building Control				
		Achieve a break-even budget for the fee earning account and be self sufficient	Balanced budget achieved	Nigel Harper-Senior Building Control surveyor Jason Johnson- Senior Building Control surveyor	↔	Figures at present would indicate a balance budget will be achieved *(See comments)
		Review/improve the Building Control area of the Council website to ensure the information available is up to date and relevant for all customers	Completed	Jason Johnson- Senior Building Control surveyor	↔	Completed
To ensure the provision of a safe and healthy environment	Making East Cambridgeshire an even better place to live	To ensure the provision of a responsive dangerous structures service by attending: <ul style="list-style-type: none"> 100% of reports of a dangerous structure within 2 hours if after a desktop assessment it is determined the structure may cause immediate danger to the public 100% of reports of a dangerous structure within 24 hours if after a desktop assessment it is determined the structure will not cause immediate danger to the public 	100% Attended	Nigel Harper-Senior Building Control surveyor Jason Johnson- Senior Building Control surveyor Duncan Hones-Building control surveyor John Jeffery-Building control surveyor Jeannie Ambrose – Trainee Building Control Surveyor	↔	2 Dangerous structure call outs attended within required timescales
		To respond to 100% of demolition notices within 4 weeks (statutory requirement 6 weeks) in order to ensure compliance with statutory legislation and support customer needs	100%	Nigel Harper-Senior Building Control surveyor Jason Johnson- Senior Building Control surveyor Duncan Hones-Building control surveyor John Jeffery-Building control surveyor Darren King- Building control administrator Jeannie Ambrose – Trainee Building Control Surveyor	↔	3 Demolition notices processed within required timescales
		Attend and provide technical guidance at all applicable Safety Advisory Group meetings both internally and externally	100%	Nigel Harper-Senior Building Control surveyor Jason Johnson- Senior Building Control surveyor Duncan Hones-Building control surveyor John Jeffery-Building control surveyor	↔	All meetings attended

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
To provide a dedicated high quality technical service to our customers	A customer driven efficient Council with a “can do” attitude and pro business approach and commercially focused to ensure financial self sufficiency for the taxpayer	Register 80% of building regulations applications within 3 working days of submission	92%	Nigel Harper-Senior Building Control surveyor Jason Johnson- Senior Building Control surveyor Darren King- Building control administrator	↔	92% 412 Applications received 380 Registered within 3 days of deposit date
		To ensure compliance with building regulations by carrying out plan checking within 3 working weeks Check 70% of applications for compliance within 3 working weeks	72%	Nigel Harper-Senior Building Control surveyor Jason Johnson- Senior Building Control surveyor Duncan Hones-Building control surveyor John Jeffery-Building control surveyor Jeannie Ambrose – Trainee Building Control Surveyor	↑	73% 133 Full Plans applications checked 97 Checked within 3 weeks
		To identify training needs across the service by following effective performance management processes. To ensure succession planning is in place. To maintain a full professionally qualified (applicable to post) team	Completed	Nigel Harper-Senior Building Control surveyor Jason Johnson- Senior Building Control surveyor	↔	Completed
To maintain a full and professionally qualified team that is technically up to date with current and emerging legislative changes		Appraisals to be completed annually	100%	Nigel Harper-Senior Building Control surveyor Jason Johnson- Senior Building Control surveyor Duncan Hones-Building control surveyor John Jeffery-Building control surveyor	↔	Completed
To determine building regulations applications and carry out site inspections within specified statutory timescales	Making East Cambridgeshire an even better place to live	To examine and determine 100% of applications within statutory period of 5 weeks or 2 months where an extension of time agreed to.	100%	Nigel Harper-Senior Building Control surveyor Jason Johnson- Senior Building Control surveyor Duncan Hones-Building control surveyor John Jeffery-Building control surveyor Jeannie Ambrose – Trainee Building Control Surveyor	↔	100% All full plans applications checked within the statutory time period
		Carry out 90% site inspections on same day if requested before 10am and within 5 days for completion inspections 90% carried out on day of request	98%	Nigel Harper-Senior Building Control surveyor Jason Johnson- Senior Building Control surveyor Duncan Hones-Building control surveyor John Jeffery-Building control surveyor Jeannie Ambrose – Trainee Building Control Surveyor	↔	98% 1634 Inspections booked 1601 Inspections carried out on the same day

<p>Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact</p>	<p>A customer driven efficient Council with a "can do" attitude and pro business approach and commercially focused to ensure financial self sufficiency for the taxpayer</p>	<p>To regularly review risks associated with Building Control, including:</p> <p>Carrying out site inspections</p> <ul style="list-style-type: none"> - Possible impact to the health and safety of the public resulting from incorrect decision making by Surveyor - Possible impact to reputation of the Authority <p>Attending dangerous structures calls</p> <ul style="list-style-type: none"> - Possible impact to the health and safety of the public and Council employees resulting from incorrect dangerous structure management - Possible impact to reputation of the Authority 		<p>Nigel Harper- Senior Building Control Surveyor Jason Johnson- Senior Building Control Surveyor Duncan Hones- Building Control Surveyor John Jeffery- Building Control Surveyor Jeannie Ambrose – Trainee Building Control Surveyor</p>		<p>**See below</p>
<p>*Although not a direct risk, the Grenfell disaster will impact the Building Control Service in relation change. It is anticipated there will be wholesale changes to fire safety regulations and associated guidance. In addition all surveyors may be required to take diploma courses matching their experience and knowledge. We have already carried out a competency audit and submitted a training budget request for the relevant diplomas.</p>						

<p>Comments</p>
<p>* Whilst we have yet to see a Brexit related slow down, managers from other areas within the region have reported a slowdown in applications received ** The changes highlighted in the Hackett report are still being discussed and debated at ministerial level</p>

Commitments towards our Vision

Communities and Partnerships Service Delivery Plan 2019/2020



Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at the 6 month stage)	Outcome or output (at the 6 month stage)
Ensure that the District's green spaces meet the needs of the local community	A Fantastic Place to Live, Work and Visit	<p>Ensure that Ely Country Park continues to serve as a destination for the entire district and beyond to enjoy by delivering the Improvement Plan 2017-20, projects include:</p> <ul style="list-style-type: none"> - Provide toilet provision during the summer months - Consultation with site users to identify potential opportunities to inform future improvement plans by March 2020 - Identify external funding opportunities for Ely Country Park 	<p>New picnic and play area installed</p> <p>Toilet provision provided during summer months</p> <p>Ongoing consultation with site users to inform future priorities and Toilet Feasibility Study</p> <p>Additional seating provision installed</p>	Michelle Burrell-Barnett - Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager		<p>Toilet provision provided during summer 2019</p> <p>Consultation to inform future priorities carried out and ongoing</p> <p>List of external funding sources being compiled</p> <p>Engagement with and guidance provided to local groups regarding the feasibility of proposed future ventures</p>
		Conduct Toilet Feasibility Study for Ely Country Park by March 2020	Consultation carried out with site users to inform study and research into options conducted	Lewis Bage - Communities and Partnerships Manager		Consultation complete and options being explored
		Submit Green Flag accreditation applications for Ely Country Park and Jubilee Gardens by 31st January 2020	<p>Successfully achieved Natural England Country Park accreditation for Ely Country Park</p> <p>Successfully achieved Green Flag Park accreditations for both Ely Country Park and Jubilee Gardens</p>	Lewis Bage - Communities and Partnerships Manager		Accreditation application being developed for submission in January 2020

<p>Support community resilience and wellbeing and maximise visitor spend</p>	<p>Enforce the Council's mooring management scheme at Ely Riverside ensuring that all timescales and procedures are adhered to during 2019-20</p> <p>Link to ECDC Mooring Management Scheme webpage: https://www.eastcambs.gov.uk/content/council-owned-moorings</p>	<p>100% of enforcement timescales and procedures adhered</p> <p>35 Mooring Charge Notices issued and processed</p>	<p>David Heighway and Roland Perry - Ely Riverside Officers Michelle Burrell-Barnett - Communities and Partnerships Support Officer Lewis Bage - Communities and Partnerships Manager</p>		<p>37 tickets issued and processed. 100% of enforcement timescales and procedures adhered to</p> <p>Information provided to other authorities regarding their proposals to establish a mooring management scheme similar to ECDC's</p>
	<p>New commercial operator in place at Ely Riverside during 2019</p>	<p>Invitation for expressions of interest issued</p>	<p>Michelle Burrell-Barnett - Communities and Partnerships Support Officer</p>		<p>New commercial mooring operator appointed</p>
	<p>Conduct consultation to ensure that Ely Riverside is meeting the needs of users</p>	<p>Replacement of fendering complete</p>	<p>David Heighway and Roland Perry Ely Riverside Officers Michelle Burrell-Barnett - Communities and Partnerships Support Officer</p>		<p>Consultation to inform future priorities carried out and currently being evaluated</p>
	<p>Deliver the outcomes of the district-wide Tourism Strategy</p>	<p>No baseline data was identified in the previous 12 months due to research and consultation exercises being conducted to inform the strategy</p>	<p>Lewis Bage - Communities and Partnerships Manager</p>		<p>Implementation of East Cambridgeshire Tourism Action Plan in progress, includes development of a new East Cambridgeshire visitor brand and website</p>
	<p>Deliver the Vulnerable Communities Action Plan, projects include production of signposting documents, development of community resilience plans and exploration of Timebank initiatives, encouraging dementia friendly communities</p>	<p>Council-wide Action Plan to be delivered by end March 2020</p>	<p>Lewis Bage - Communities and Partnerships Manager Michelle Burrell-Barnett - Communities and Partnerships Support Officer</p>		<p>Support and advice provided to parish councils to assist in development of Timebank initiatives, vulnerable persons signposting toolkit being developed, support and advice provided to parish councils on how to become dementia friendly communities and pilot parish resilience plan being developed using Think Communities approach</p>
	<p>Ensure that all Assets of Community Value nominations are processed in accordance with the statutory obligations under the Localism Act and that a decision is made within 8 weeks of receipt of application</p>	<p>5 nominations received, 100% of timescales met</p>	<p>Michelle Burrell-Barnett - Communities and Partnerships Support Officer</p>		<p>3 nominations received. All nominations dealt with within timescales.</p>

Ensure that the Council engages effectively with Parish Councils and communities		Manage Service Level Agreements between the Council and voluntary organisations to provide help and support residents in need during 2019/20	SLAs in place Service monitoring and support ongoing	Lewis Bage - Communities and Partnerships Manager		Service Level Agreements with three organisations in place. Service monitoring and support ongoing
		Management of Section 106, Community Fund and Community Facilities Grant schemes and the implementation of the Grants Review recommendations including signposting to other funding sources	8 Community Funds awarded 5 Section 106 grants awarded 3 Facilities Improvement Grants awarded Grants Review completed in January 2018	Michelle Burrell-Barnett - Communities and Partnerships Support Officer		4 Community Fund grants awarded 3 Section 106 grants awarded 2 Facilities Improvement Grants awarded Variety of funding enquiries answered
		Deliver one East Cambs Parish Council Conference to provide a forum for better communication across the district by March 2020	1 x Parish Conference delivered in January 2019	Michelle Burrell-Barnett - Communities and Partnerships Support Officer		Parish Conference scheduled for March 2020
		Delivery of Community Engagement Action Plan including development of a community engagement toolkit	Community Engagement Strategy approved by Community Services Committee in January 2019	Lewis Bage - Communities and Partnerships Manager Michelle Burrell-Barnett - Communities and Partnerships Support Officer		Community Engagement Toolkit being developed, Register of Consultee database updated and utilised appropriately when conducting consultation exercises
Ensure that staff have all the necessary skills to maximise their input service delivery	Delivering a Financially Sound and Well Managed Council	Support the continued professional development of the team to ensure that they are meeting with personal and professional career development opportunities	Opportunities continually reviewed. Internal training provided	Lewis Bage - Communities and Partnerships Manager		Relevant training completed by team, examples include media training and Community Organising

<p>Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.</p>		<p>To regularly review higher level corporate risks, including:</p> <ul style="list-style-type: none"> • Assets of Community Value applications not managed in accordance with Localism Act statutory obligations • Grants not managed in accordance with procedures • Mooring enforcement not compliant with the Council's contract law enforcement processes 	<p>100% compliance with obligations</p>	<p>Lewis Bage – Communities and Partnerships Manager</p>	<p>100% compliance with obligations</p> 	<p>100% compliance with obligations</p>	<p>100% compliance with obligations</p>	<p>Lewis</p>
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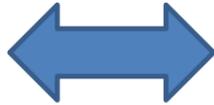
Commitments towards our Vision

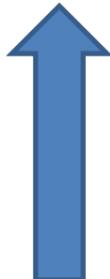
Six Month Update - Customer Services 2019-2020



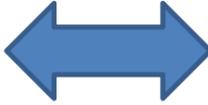
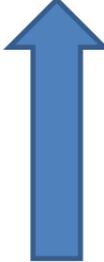
Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
To be accessible, responsive and flexible to customer needs.	Delivering a financially sound and well managed Council A fantastic place to live, work and visit	Monitor Customer feedback and service performance and provide quarterly service reports to Service Leads, ECSS and CMT.	All reports provided on time	Annette Wade – Customer Services Manager. Sue Garwood – Web/CRM Development Officer. Karen Carter – Customer Engagement Officer		Q1 and Q2 reports provided in October 2019.
		To ensure the Council's Website complies with the latest Accessibility Regulations by Sept 2019.	N/A	Annette Wade – Customer Services Manager. Sue Garwood – Web/CRM Development Manager		The website accessibility score in January 2019 was 3.2 out of 10. Issues have been identified - Action plan in progress to resolve and increase score to a compliant 7.7 out of 10 before the next free assessment in Jan 2020.
		To maintain monthly abandoned call rates to 10% of all calls offered via the Council's telephone system.	Monthly abandoned call rates 2018/19 : April – 11.3% May – 12% June – 12.2% July – 11.1% Aug – 7.2% Sept – 10.7% Oct – 8.4% Nov – 4.4% Dec – 4.9% Jan – 6.9% Feb – 6.5% Mar – 7.3%	Helen Sarkies – Customer Services Team Leader. All Customer Service Advisors/apprentice		100% Achieved Improvement on last year. Abandoned call rates - April - 6.6% May - 5.8% June - 4.1% July - 2.3% Aug - 3.2% Sept - 5.3%
		To support the transfer of the Council's Cash Receipting System to Civica Pay in July 2019 - Attending and making an effective contribution to project meetings and completing all assigned tasks within deadlines - Undertake training and cascade to other members of the Customer Services Team	N/A	Annette Wade – Customer Services Manager Sue Garwood – Web/CRM Development Officer		Go live date for Civica Pay extended to Nov 2019. Action plan in progress, 100% attendance at all project meetings and all

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
To make a positive contribution to the health and wellbeing within our district.		- Work with Civica, Firmstep and the Finance team to provide a seamless experience for Customers wishing to make a payment online, face to face and via the telephone.		Helen Sarkies – Customer Services Team Leader		assigned tasks have been completed within agreed deadlines. Training is in progress.
		To ensure all new Customer Service Advisors receive mental health training within 6 months of their appointment.	Due to supplier cancelling both courses at very late notice the training is being held in April and not provided to all new staff within 6 months.	Helen Sarkies – Customer Services Team Leader.		Complete - Member of staff who started in May received their mental health training in July. 2 new members of staff who started on 19 th August & 2 nd Sept are booked on to a Jan 2020 course.
		To support the transfer of assisted digital and personal budgeting support to the Citizens Advice Bureau on 1 st April 2019	N/A	Annette Wade – Customer Services Manager Helen Sarkies – Customer Services Team Leader All Customer Service Advisors/Apprentice		Complete. The Customer Service Team continue to provide eligibility advice to new and existing claimants. They signpost or assist with digital claims as necessary to prevent hardship from either a delay in payment or by incurring an overpayment. They also alert the DWP of customers who may require additional support to maintain their claim going forward. The Customer Services Manager attends quarterly meetings with East Cambridgeshire and Fenland Stakeholders, namely Housing Teams, Rural Cambs CAB, Anglia Revenues Partnership & DWP and the Eastern Regional Group in Thetford to maintain knowledge, share, learn and feedback experiences to inform

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
<p>To maximise commercial opportunities of the Council Website.</p> <p>Help reduce failure demand across the authority.</p> <p>To develop the Customer Relationship Management System to respond to customer enquires effectively</p>						<p>future service improvements.</p> <p>Refresher training for the Customer Service Team has been arranged for 19th November 2019</p>
		To promote and provide Assisted Digital Service for Customers claiming Housing Benefit, Council Tax Support and Universal Credit and provide 6 monthly take up figures to the (Director Operations), Anglia Revenues Partnership, Dept of Work and Pensions and the Citizens Advice Bureau.	N/A	Annette Wade – Customer Services Manager Helen Sarkies – Customer Services Team Leader All Customer Service Advisors/Apprentice		<p>Complete. The team have helped 80 customers complete a digital applications/change of circumstance forms relating to Housing Benefit, Council Tax Reduction or Universal Credit during the period 1/4/2019 – 31/9/2019.</p> <p>This service is promoted on the Council's website and on the TV Screens in the Council's reception area.</p>
		Subject to budget approval create a single sign on for East Cambs Self Service Portal for customers to access and manage their Council Tax, Housing Benefit and Business Rates accounts by 31 st December 2019.	Carried forward from 2018/2019	Annette Wade – Customer Services Manager. Sue Garwood – Web/CRM Development Officer.		In progress however costs still to be finalised therefore December deadline has now been pushed back until 31 st March 2019.
		Monitor avoidable contact and work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority by 31 st March 2019	N/A	Karen Carter – Customer Engagement Officer		In progress - on target to complete by 31 st March 2019
		Review Customer email notifications to ensure they are clear, informative, relevant and timely by 31 st March 2019.	Carried forward from 2018/2019	Sue Garwood – Web/CRM Development Officer. Karen Carter – Customer Services Engagement Officer.		In progress - on target to complete by 31 st March 2019
		To develop and implement a system for recording face to face visitors in the CRM system by December 2019.	N/A	Sue Garwood – Web/CRM Development Officer		In progress on target to complete by 31 st December 2019

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
To work proactively and support the customer experience and reduce silo working		To continue to provide a frontline service for ECSS and support the development of their service throughout 2019/20	N/A	Annette Wade – Customer Services Manager. Karen Carter – Customer Services Engagement Officer. Helen Sarkies – Customer Services Team Leader.		Ongoing – Attend monthly meetings with ECSS to refine processes and improve customer experience. Weekly, monthly and adhoc performance reports provided as requested. Front facing Customer Service Team have resolved 69.6% of ECSS customer contact at first point of contact this year to date. The team also assisted with Bring Your Own Bottle campaign and have stepped in for Michael Recycle at short notice.
		To support the District and Parish Council Elections on 2 nd May 2019	N/A	Annette Wade – Customer Services Manager Helen Sarkies – Customer Services Team Leader All Customer Service Advisors/Apprentice Sue Garwood - Web/CRM Development Officer Karen Carter – Customer Engagement Officer		Fully supported. In addition to responding to telephone, face to face and email enquiries from customers, we streamlined all of the Elections web pages, particularly the pages relating to nominations, candidates and results to make them more user friendly, opened postal votes, helped out at polling stations and the count.
		To respond to BCPL Copy requests within 5 working days	All 791 requests received Apr – Mar 2018 responded within 5 working days. 473 – 59.8% completed in less than 24 hours	Helen Sarkies – Customer Services Team Leader. All Customer Service Advisors/Apprentice		Complete. Exceeded target. All 380 requests received between Apr – Sept 2019 responded to within 5 working days. 252 - 66.3% completed within less than 24 hours

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
			115 – 14.5% completed in less than 2 days 66 – 8.3% completed in less than 3 days. 70 – 8.9% completed in less than 4 days 67 – 8.5% completed in less than 5 days.			45 – 11.8% completed in less than 2 days 19 – 5% completed in less than 3 days. 27 – 7.1% completed in less than 4 days 37 – 9.8% completed in less than 5 days.
		To attend and make an effective contribution to monthly ARP Customer Service Meetings and develop an action plan that supports the ARP Customer Services Action Plan	N/A	Annette Wade – Customer Services Manager		Complete. Customer Service Manager has senior role within the group and has recently been appointed Chair of ARP Customer Services Group. She is working hard alongside all partners to deliver a Better Customer Journey programme. Action Plan completed, all assigned tasks completed within deadlines.
To support the continued professional development of customer services		Ensure all customer service advisors and the CRM/Web team receive adequate training on relevant ICT systems, policy and procedure, contact handling and dealing with difficult customers.	On - going	Annette Wade – Customer Services Manager. Helen Sarkies – Customer Services Team Leader		Ongoing – Universal Credit refresher training booked for 19 th November 2019. Connect & Serve training provided to new staff to enable them to digitally assist Universal Credit, Housing Benefit, Council Tax and Business Rates enquiries. All new staff have also attended bomb threat training. Conflict management training is booked for later in the year. Changes to existing processes are

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
						discussed at monthly team meetings.
		A minimum of 4 Team meetings completed annually.	Team Meeting held monthly well attended	Annette Wade – Customer Services Manager. Helen Sarkies – Customer Services Team Leader		Complete. Team Meetings held monthly out of hours – well attended.
		Staff one to ones completed at least 4 times per year.	Due to lack of resource the Customer Service Advisors have only had 2 one to ones this year. Customer Services Team Leader and members of the web team meet with the Customer Services Manager fortnightly	Annette Wade – Customer Services Manager. Helen Sarkies – Customer Services Team Leader.		Customer Service advisors have had two one to ones with the Customer Services Team Leader. Customer Service Team Leader and members of the web team meet with the Customer Services Manager fortnightly.
		Appraisals completed annually and within time frame set by HR.	All appraisals completed within timescales set by HR	Annette Wade – Customer Services Manager. Helen Sarkies – Customer Services Team Leader.		Ongoing – on target to complete on time
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.		To regularly review corporate risks including <ul style="list-style-type: none"> - Disaster recovery to provide continuous front facing services to the public in the event of a minor or major system outage. 	N/A	Annette Wade – Customer Services Manager & ICT. Third party suppliers		Customer Services Business Continuity plan is reviewed and updated annually, last updated 17 th September 2019
		<ul style="list-style-type: none"> - GDPR (General Data Protection Regulation) compliance to protect personal data, council reputation and avoid financial penalties. - Information security to protect personal data, prevent financial penalties protect council reputation and provide confidence in online services. 		Annette Wade – Customer Services Manager & Legal Services Annette Wade – Customer Services Manager. All Service Leads. Third party suppliers.		Customer Services Data Processing Record is reviewed and updated annually and passed to the Councils Information Officer, last updated 22/8/2019. Ongoing review of processes to prevent GDPR non – compliance & information security breach.

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
		<ul style="list-style-type: none"> - Health & Safety of members of the public visiting the Council Offices. 		Annette Wade – Customer Services Manager. Facilities Service Lead.		<p>Evidence to support Housing Benefit and Council Reduction is now scanned directly into the ARP system and immediately returned to the customer at the counter. This has significantly reduced the risk of personal data being compromised as well as negated the need to hold on to their data in paper form and the processes required to maintain the confidentiality and security of it.</p> <p>Ongoing – Customer Services Risk Register updated annually. Next update due Feb 2020.</p> <p>Customer Services Team Leader is a member of the Council's Health and Safety Working Group and attends quarterly meetings.</p> <p>New system for maintaining staff and customer safety from Abusive and Aggressive Customers and Bomb Threats has been introduced in October 19.</p>

Commitments towards our Vision

Six month update 2019-20- Service Delivery Environmental Services



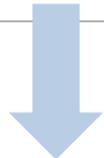
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District Council

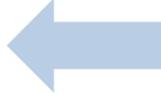
Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
To consider opportunities to increase income through the provision of added value services	A customer driven efficient Council with a "can do" attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer. Making East Cambridgeshire an even better place to live.	To continue to work with Sanctuary Housing and get commitment to provide £100,000 towards disabled adaptations in their stock. By the 1 st April 2019	£100,000	Marie Beaumont- Senior Case Worker Liz Knox- Environmental Services Manager		No longer ring-fenced Commitment of 40% contribution towards cost of adaptations to Sanctuary properties subject to SH budget availability £34K spent to date Pipeline works a further £104,000 (estimate)
		To maintain fee income of £120,000 by 1 st April 2020.	£120,000	Marie Beaumont – Senior Case Worker Martine D’Antonio- Case Worker Stephen Presland- Technical Officer (Care and Repair) Wendy Page- Administration Officer Sara Austen Business support Officer		Current fees paid £27K and a further £54k owed on approved work.
		To introduce a charge of £130 to food businesses for re-rating visits. Estimated target income £1,500	£1430	Richard Garnett- Senior Environmental Health Officer Food Safety Officer Environmental Health Officer x2 Administration Officer		4 re-rating requested £520 income
		The % of regulatory compliance and monitoring inspections of aspects of the built and natural environment that can have an adverse impact on the quality of the environment or the health and welfare of the population (for the following);		Karen See- Senior Environmental Health Officer Julia Atkins- Senior Environmental Health Officer		
To carry out statutory programmed inspections of businesses to safeguard the health and wellbeing of residents visitors and employees						

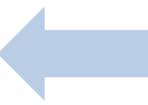
Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
		<ul style="list-style-type: none"> 100 % of all permitted industrial processes inspected 	100%	Chris Smith- Environmental Health Practitioner Peter Ord- Scientific Officer Rick Warren- Technical Officer		To be inspected by end of March
		<ul style="list-style-type: none"> 100 % of large mobile home sites inspected 	100%			60% 6 inspections out of 10 large mobile home sites. The final 4 will be inspected by the end of March 2020
		<ul style="list-style-type: none"> 100 % Private water supplies inspected 	100%			To be completed in January
		<ul style="list-style-type: none"> 97% of total air quality data capture obtained 	100%			98.4%
		<ul style="list-style-type: none"> 69 % of potentially contaminated land that has been remediated 	75.4%			76.7%
		Demonstrate the Council's compliance with statutory requirements for which the Local Authority is the enforcing authority by undertaking at least one project from the Health and Safety Executive's priorities.	79 visits	Richard Garnett- Senior Environmental Health Officer Food Safety Officer Environmental Health Officer x2 Administration Officer		To be undertaken January/February
		Demonstrate ECDC's compliance with Statutory requirements of official controls for food and food hygiene. Carry out inspections of (the following);		Richard Garnett- Senior Environmental Health Officer Food Safety Officer Environmental Health Officer x2 Administration Officer		
		<ul style="list-style-type: none"> 100% of all A and B rated food premises 	100% (50/50)			100% (17/17)
		<ul style="list-style-type: none"> 90% of C and D rated food premises 	92% (222/189)			91% (127/140) Some premises difficult to access due to opening hours
		<ul style="list-style-type: none"> 90% low risk E food premises sent out questionnaires 	87% (107/124)			87% (57/64)
		<ul style="list-style-type: none"> 100% of Approved food businesses inspected 	66% (6 inspected)			100% (2/2)

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
		<ul style="list-style-type: none"> 100% of food businesses contacted within 7 days of sample results being received from the laboratory 	90% (60 samples)			66% 10 samples taken 6 premises notified of results within 7 days. Delay in other results due to lab sending incomplete analysis of Ecoli results.
To reduce the incidence and effects of pollution and to promote environmental stewardship		The percentage of requests for advice or statutory investigations and intervention by Officers, resolved within 90 days and within 180 days; 94% within 90 days	91%	Karen See- Senior Environmental Health Officer Julia Atkins- Senior Environmental Health Officer Peter Ord- Scientific Officer Chris Smith- Environmental Health Officer Rick Warren- Technical Officer		95% 124 complaints + 36 housing complaint full HHSRS inspections
		98% within 180 days	96%			100%
		Undertake 3 targeted environmental crime promotional campaign aimed at reducing the incidence of fly tipping, littering and dog fouling. By December 2019.	1	Karen See/Julia Atkins – Senior Environmental Health Officer Domestic Team Officers		4 Countywide Scrap Fly Tipping Campaign promotion on the market square and in local press Press release regarding successful prosecution and conviction for an offence Visible presence of Environmental Enforcement Van patrolling around the district Ongoing promotions via the press, facebook and twitter including being involved in #Bringthewastehome Campaign for fly tipping, littering, dog fouling etc. Officers were involved in East Cambs Support and Advice Showcase
		Issue 100% of Fixed Penalty Notices in cases where the evidence is sufficient to do so.	100% (20)			4 x £400 illegal deposit of waste – fly tipping persons actually carrying

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
To ensure that the residents of ECDC are adequately housed in a dwelling that is safe and suited to their needs						<p>out the deposit. One not paid sent for prosecution.</p> <p>3 x £200 duty of care for waste found at fly tips. One not paid file to be submitted for prosecution.</p> <p>2 x £300 failing to produce waste transfer notes for waste found as fly tipped. One not paid file to be submitted for prosecution.</p> <p>One case resulting in 2 x guilty pleas for illegal waste deposit at Cambridge Magistrates in April 2019.</p> <p>2 cases have been referred to legal for further action but no summons served yet, this is still under consideration.</p> <p>5 Littering all paid</p> <p>Other disposals:</p> <p>1 Fly tip warning</p> <p>1 Duty of care warning</p>
		75 Disabled Facilities Grants delivered (DFG's)	69 completed 95 approved	Marie Beaumont-Senior Case Worker Stephen Presland-Technical Officer (Care and Repair) Martine D'Antonio-Case Worker Wendy Page-Administration Officer Sara Austen Business support Officer	←	<p>35 approved and 60 completed</p> <p>Delays due to access permissions on uniform</p> <p>Also 3 relocation grants completed</p>
		100% of Discretionary Special Purpose Assistance Grants approved within 28 days	100% 20	Marie Beaumont-Senior Case Worker Stephen Presland-Technical Officer (Care and Repair) Martine D'Antonio-Case Worker Wendy Page-Administration Officer	←	DSPA 100 % 13 completed

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
				Sara Austen Business support Officer		
		The average time from referral to grant approval for DFG's under £10,000 to be within 16 weeks	30 weeks	Marie Beaumont-Senior Case Worker (Care and Repair) Stephen Presland-Technical Officer (Care and Repair) Martine D'Antonio-Case Worker Wendy Page-Administration Officer Sara Austen Business support Officer		30 weeks
		The average time from referral to grant approval for DFG's over £10,000 to be within 32 weeks	33 weeks	Marie Beaumont-Senior EHO Stephen Presland-Technical Officer (Care and repair) Martine D'Antonio-Case worker Wendy Page-Administration Officer Sara Austen Business support Officer		33 weeks
		Provide 3 targeted housing advice campaigns for HMO's, Housing Disrepair, Mobile Homes etc. with regards to licensing and enforcement to achieve a good standard of housing	New Target	Karen See/Julia Atkins - Senior Environmental Health Officer		1 Press release regarding HMO's ongoing promotional campaigns via facebook and twitter Officers were involved in East Cambs Support and Advice Showcase
		Process 100% HMO license applications within 1 year from valid	New Target	Karen See/Julia Atkins - Senior		50%

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
		application (statutory requirement is within 3 years).		Environmental Health Officer Linda Thompson- Technical Officer Barbara Mitcham- Admin Officer		4 licenced out of a total of 19 applications to date 50% completed within 1 year of application (4 out of 8 due) Due to new legislation which made it a legal requirement for all HMO properties with 5 or more people to be licensed, an influx of applications were received in a short time period. New systems had to be set up and with the existing demands placed on the Team with respect to private sector housing complaints, Envirocrime work, and complex resource intensive nuisance complaints and planning applications, the target was not achieved. Licences will continue to be worked through and a risk based inspection program will be developed. Future actions will involve identifying and prosecuting those operating unlicensed and/or unsafe HMO's.
		To apply for 5 external funding sources for energy efficiency measures by March 2020	New Target	Nick Wyatt Sustainability Officer		3 As the winter approaches opportunities for external funding will increase.
		To organise and/or attend 8 promotional events relating to energy efficiency/fuel poverty. By March 2020	New Target	Nick Wyatt Sustainability Officer		9
		To provide energy efficiency advice to 120 households by March 2020	90	Nick Wyatt Sustainability Officer		101 Drawing on experience from previous years demand will peak during winter cold months
		To ensure a high standard of service is delivered to all our customers by ensuring that appropriate and timely responses are provided to all formal consultations and enquiries for advice or assistance (for the following)		Karen See-Senior EHO Julia Atkins- Senior EHO Chris Smith- Graduate EHO		
		<ul style="list-style-type: none"> 96% of customer enquiries responded to within 5 days 	98%			96% 137 complaints

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
		<ul style="list-style-type: none"> 97% of Planning/Building Regulation consultations responded to within 21 days 	99%			100% 228 consultations
		<ul style="list-style-type: none"> 94% of Temporary Event Notice consultations responded to within 3 days 	88%			98% 188 Applications (4 outside 3 day period)
		<ul style="list-style-type: none"> 97% of general Licensing consultations responded to within 14 days 	97%			85% 7 (6 out of the 7 were responded to within 14 days). One case needed a representation which takes the response outside of our targeted 14 day time period, but still within the timescales required by Licensing Team.
		Support our customers by organising or being involved in 6 promotional activities that engage with local businesses and the public, to build on and encourage good working relationships and assist people to have a better understanding of the role of the Domestic Team.	10 (stall on market square, radio appearance for Dog Warden, Careers Fair at Ely Cathedral, attendance at 3 safety zone events in Oct)	Karen See- Senior EHO Julia Atkins- Senior EHO Peter Ord- Scientific Officer Rick Warren- Technical Officer James Hobson Technical officer Linda Thompson Technical Officer Chris Smith- Graduate EHO Jenessa Springhall- Dog Warden		2 Officers were involved in East Cambs Support and Advice Showcase Ongoing promotions on social media to show the work of the Domestic Team, including fly tipping, dog fouling etc. Press release regarding successful prosecution for fly tipping. Promotional activities will continue when the opportunity arises.
		Responding to complaints/ enquiries/ requests for advice/ Reporting of Injuries, Diseases and Dangerous Occurrence Statutory Notifications/skin piercing registrations/infectious diseases notifications. Issue of Export Certificates <ul style="list-style-type: none"> 100% First contact in 3 working days 	99% (891/902)	Richard Garnett- Senior Environmental Health Officer Food Safety Officer Environmental Health Officer x2 Administration Officer		100%(482)

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
		<ul style="list-style-type: none"> 100% Export certificates issued in 7 working days 	100%			100% (17)
		To Work with 3 "Poor Performer" businesses to improve star rating	3	Richard Garnett- Senior Environmental Health Officer Food Safety Officer Environmental Health Officer x2 Administration Officer		5 premises selected 2 dropped out/declined
		100% of Appraisals undertaken	100%	Liz Knox- Environmental Services Manager Karen See- Senior EHO Julia Atkins- Senior EHO Richard Garnett Senior EHO Marie Beaumont- Senior Case Worker		100% mid-term reviews undertaken
Trained staff and comprehensive understanding of service by Service Delivery Champions		To regularly review higher level corporate risks, including: <ul style="list-style-type: none"> Ensuring that the Council's statutory and legislative requirements within Environmental Services are fully met 	Ongoing	Liz Knox Environmental Services Manager		
				Liz Knox Environmental Services Manager		
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.						

Commitments towards our Vision

Licensing Services 2019-2020-Six month update



East Cambridgeshire
District Council

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
Maximise income from fees and charges To approve applications for licences, permits and registrations within specified timescales	A customer driven efficient Council with a “can do” attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer	To support the Council’s growth agenda and undertake a fees and charges review	Completed- as part of the annual review.	Stewart Broome- Senior Licensing Officer		Scheduled for October’s Licensing Committee on 11 th October 2019
		95% of valid new licensed vehicle applications to be processed within 48 hours	100% (22 total)	Stewart Broome- Senior Licensing Officer Caroline Littleboy- Licensing Support Officer Lin Bagwell- Licensing Officer		100% (20 total)
		100% of valid licensed vehicle renewal applications to be processed within 72 hours of receipt, or by the expiry date of the license (where an applicant submits their application more than 72 hours in advance of their expiry date).	100% (100 total)	Stewart Broome- Senior Licensing Officer Caroline Littleboy- Licensing Support Officer Lin Bagwell- Licensing Officer		100% (71 total)
		100% of valid licensed vehicle variation applications to be processed within 24 hours.	100% (26 total)	Stewart Broome- Senior Licensing Officer Caroline Littleboy- Licensing Support Officer Lin Bagwell- Licensing Officer		100% (19 total)
		100% of valid Temporary event notices processed within the statutory period.	99% (274 total – 2 overdue)	Stewart Broome- Senior Licensing Officer Caroline Littleboy- Licensing Support Officer Lin Bagwell- Licensing Officer		100% (194 total)
		100% of valid Personal Licences (to sell alcohol) processed with the statutory period	100% (52 total)	Stewart Broome- Senior Licensing Officer Caroline Littleboy- Licensing Support Officer Lin Bagwell- Licensing Officer		100% (28 total)

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
Investigate complaints relating to licensed premises		100% of complaints received will be responded to within 72 hours.	100% (1 total)	Stewart Broome- Senior Licensing Officer Caroline Littleboy- Licensing Support Officer Lin Bagwell- Licensing Officer		100% (3 total)
To carry out statutory programmed inspections of businesses to ensure the safety, well-being and protection of residents, visitors and employees	Making East Cambridgeshire an even better place to live	Annual inspection of licensed animal boarding establishments, dangerous wild animal establishments, dog breeding establishments, pet shop premises, riding establishments and zoo premises.	100% (48 total)	Stewart Broome- Senior Licensing Officer Caroline Littleboy- Licensing Support Officer Lin Bagwell- Licensing Officer		100% (1 total) – all required inspections will be conducted, but numbers will drop due to legislation changes.
		Annual inspection of licensed taxi operator bases.	100% (23)	Stewart Broome- Senior Licensing Officer		inspections conducted in 2 nd half of the year.
Offer advice and guidance on licensable activities	A customer driven efficient Council with a “can do” attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer	Taxi licensing trade meeting.	100% (2 total)	Stewart Broome- Senior Licensing Officer		Taxi meeting to be held October 2019 and later in the second half of the year.
Trained staff and comprehensive understanding of the service by the service delivery Champion		% of Appraisals undertaken	100% (2 total)	Stewart Broome- Senior Licensing Officer		100% Mid-year performance review of staff has been undertaken
		Service awareness briefings for Service Delivery Champion.	100% (4 total)	Stewart Broome- Senior Licensing Officer		N/A
		To review all website pages to ensure that they meet with the needs of our customers.	On-going	Stewart Broome- Senior Licensing Officer		On-going
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.		To regularly review risks associated with performance management, including: reputational risk, legal challenges, budgetary control.	On-going	Stewart Broome- Senior Licensing Officer		On-going

Commitments towards our Vision

6 Month Report - Housing & Community Safety

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at end of year)	Outcome or output (at 6 month stage)
Maximising income via the re-charging policy and reduce the risk of temporary accommodation	A customer driven efficient Council with a "can do" attitude and pro-business approach and commercially focused to ensure financial self-sufficiency for the tax payer.	To avoid the use of B&B accommodation where possible unless in an absolute emergency and there is no other accommodation available to the client.	100%	All Officers		100%
		To prioritise emergency homeless presentations and where possible deal with the situation on the day of presentation to the Council.	100%	All Officers		100%
		To ensure that every effort is made by the Income Recovery Officer (IRO) to recoup monies loaned to clients for deposits, storage and removals and full recharge for any time spent in B&B with a collection rate of 75%	95%	Income & Recovery Officer		85% We lent £23,164 and collected £17,462
		To provide Universal Credit budgeting support for all of our clients applying or transferring over to UC (this is now provided by CAB)	100%	Tenancy Support Officers		100%

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at end of year)	Outcome or output (at 6 month stage)	
Provide a holistic Housing Options Service with the emphasis on preventing homelessness	Making East Cambridgeshire an even better place to live	To ensure we use 100% of Discretionary Housing Fund	100%	All officers		100% £45,667 of the allocated £99,821 as of 03/10/2019	
		To prevent or relieve at least 250 households from becoming homeless per year.	286 prevented & 116 relieved **	All Officers		118 prevented & 15 relieved **	
		To maintain and increase provision for mental health supported accommodation	3	All Officers		By November 2019 a further 6 spaces	
		To effectively engage with landlords by undertaking 2 landlord forums per year.	1	All Officers		2	
		To undertake a rough sleeper estimate.	Yearly	All Officers		Will be held in November 2019	
		To respond to all rough sleeper alerts offering assistance within 24 hours	100%	All Officers		Will be held in November 2019	
		To provide support in applying for grants and to improve the quality of life/standards of living to our clients.	100%	All Officers		100%	
		Clients remaining in existing accommodation with assistance from Tenancy Support Officers	80%	Tenancy Support Officers		100%	

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at end of year)	Outcome or output (at 6 month stage)
Adapting the service to meet the needs of the customer	A customer driven efficient Council with a "can do" attitude and pro-business approach and commercially focused to ensure financial self-sufficiency for the taxpayer	Update websites and ensure plethora of leaflets distributed across the district. Reviewed annually.	Yearly	All Officers		Ongoing
		Conduct Customer Satisfaction surveys.	50%	All Officers		50%
		To carry out home visits to those who need them.	100%	All Officers		100%
		Coordinating efforts with EH to ensure all HMO's are licensed and meet the require standards prior to any placements within the private landlord remit.	100%	Landlord Liaison Officer		100%
To maintain a full and professionally qualified team that is technically up to date with current and emerging legislative changes	Delivering a financially sound and well managed Council	Ensure all officers attend all mandatory council training courses in policy and procedures for child safeguarding, quality & diversity, health & safety etc.	100%	All officers		All officers are attending training as and when required
		Appraisals to be completed annually	100%	Housing & Community Safety Manager		At year end
		All officers to be up to date with changes to legislation and the introduction of The Homeless Reduction Act from April 2018 and Universal Credit rollout to all new applicants from September 2018	100%	All Officers		100%

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at end of year)	Outcome or output (at 6 month stage)
Ensuring people feel safe in their home and neighbourhood	Making East Cambridgeshire an even better place to live	To ensure 5% more rents collected than in 2018/2019 from the Traveller Sites.	£96,760	Traveller Liaison Officer		£30,097.00 **
		To attend meetings and conferences for MARAC, MAPPA and ASB, make sure housing team are aware of any impending homelessness relating to domestic violence/abuse, crime and disorder or ASB.	100%	All Officers		100%
		To deliver refresher safeguarding training to all front line staff	Annually	Housing & Community Safety Manger		Annually
		Deliver the Community Safety Partnership (CSP) Board meeting twice annually and lead development of annual Action plan and all performance measures	Twice annually	Neighbourhood Officer		Completed
		To sign up at least 20 Parish Council members/clerks as Eyes and Ears volunteers and roll out more multi agency events	100%	Neighbourhood Officer		We currently have ambassadors and agencies signed up to be 'eyes and ears' aware. (Eyes & Ears event 24th October)
		Prevent awareness raising sessions at the secondary schools in East Cambridgeshire involving video presentation.	Annually	Neighbourhood Officer		Completed
		Support the County Wide Delivery Group 'Hate Crime Action Plan' by setting up 3 rd party reporting centres in East Cambs	2 Centres	Neighbourhood Officer		2 Centres
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact	A customer driven efficient Council with a 'can do' attitude and pro-business approach and commercially focused to ensure financial self-sufficiency for the taxpayer.	To regularly review risks associated with Housing and Community Safety including the implementation of the Homeless Reduction Act which came into force in April 2018.	Ongoing-reviewed regularly	Housing & Community Safety Manager		Ongoing
		The roll out of Universal Credit could still see an increase of homelessness and the risk of using B&B accommodation, this risk continues to be unknown, the impact will be on the existing capacity of the team.	Ongoing-reviewed regularly	Housing & Community Safety Manager		ongoing

** under the new Homeless Reduction Act we now have 56 days to prevent someone from becoming homeless, 56 days to relieve someone's homelessness (once already homeless) before we accepted a main duty (Band A Statutory Homeless). Since April 2018 we have accepted a main duty to 8 households.

**There has been a period of time without a Traveller Liaison Officer, some weeks we haven't had the resources to go out and collect rents, payment plans are currently being set up.

ICT- Service Delivery Plan 2019/2020

Six month Update

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or Output (at 6 month stage)
<p>Ensure a responsive and proactive service is provided to all of our customers</p>	<p>Delivering a financially sound and well-managed Council</p>	<p>Close 90% of Service desk incidents and service requests within the Service level agreement</p>	<p>74% of all tickets 94.2% of Priority 1 tickets</p>	<p>ICT Service and Support Team Leader</p>		<p>82.94% off all tickets 100% of all Priority 1 tickets met the service level agreement in 4 hours "Priority 1" is used when an IT system or service is wholly down/unavailable.</p>
		<p>Continue to offer our customers Bi monthly ICT drop-in sessions</p>	<p>The re-introduction of the Drop in Sessions commenced in October following the staffing restructure and recruitment.</p> <p>Drop in Session have taken place in October, December 2018 and March 2019 with a further session planned for April.</p>	<p>ICT Service and Support Team Leader</p>		<p>Drop in Sessions have been held; 2nd May 2019 1st August 2019 With an additional session planned for 5th November 2019</p>
		<p>Ensure that internal and external networks and systems are stable and reliable and fit for purpose Network - @ 99% uptime Systems - @99% uptime</p>	<p>100% Network Uptime 98.8% Application and Software Unplanned Downtime</p>	<p>ICT System Admin/Network Team Leader</p>		<p>100% Network Uptime. 98% Application and Software Unplanned Downtime.</p> <p>The "Public Access" system (Planning Applications online) has been experiencing intermittent downtime and slowness. We have been, and continue to be, in contact with the suppliers regarding the issue. There is also a system upgrade and server migration in the pipeline.</p>
		<p>Assist and support all departments when ICT Software/hardware is required, renewed or replaced, ensuring that it is</p>	<p>New Performance Measure</p>	<p>ICT Manager</p>		<p>The ICT Team are involved with the Trees Team, Facilities Team and East Cambs Street Scene regarding new/replacement software for an outdated Tree Access database, Car Park</p>
<p>Ensure that ICT Services maximises possible efficiency savings</p>						

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or Output (at 6 month stage)
		fit for business and adds value for money.				Management Software and Asset Management Software including live vehicle location tracking.
To create a culture of continual service improvement and positive transformation		Complete an organisational wide application review and create a prioritised programme for upgrades and new software. – by end of Q1	Not completed on time due to capacity issues	ICT Manager		Work is planned to commence in November
		Attend Team Meetings and meet with Service Leads to establish business requirements. Help, assist and advise on how to move new initiatives forward	New performance measure	ICT Manager		Due to the current project commitments this has not been achieved. As existing projects close, attendance at Team Meetings can be arranged.
Provide a responsive, value for money Street Naming & Numbering Service		Royal Mail to be notified within 5 working days of receipt of payment and valid street naming and numbering application	New Performance measure	ICT Service and Support Team Leader		67% of notifications were carried out in 5 days
		Street Naming and Numbering schemes to be sent to customer with 5 working days of receipt of postcode from Royal Mail	New Performance Measure	ICT Service and Support Team Leader		76% of schemes were sent to applicants within 5 days
		Adopt/Object new street names within 1 month (in accordance with Street Naming and Numbering Legislation and policy) of receipt of full payment and valid application	100%	ICT Service and Support Team Leader		100% of all notifications to applicants were sent to customer with 1 month of receipt of name on valid applications advising of Adoption or Objection to road name
Provide technically skilled, motivated and engaged staff to deliver an efficient and effective ICT Service		To undertake staff appraisals within time frame set by HR ensuring all staff complete documentation to enable feedback and sign off. Training needs identified and new accountabilities set.	All appraisals booked for March 2019.	ICT Manager		Appraisals are not due until February/March 2020, however regular one to ones are held both between the ICT Manager and Team Leaders, and between Team Leaders and their staff.

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or Output (at 6 month stage)
<p>Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.</p>		<p>To regularly review higher level corporate risks, including:</p> <p>Security and Infiltration of the ECDC Network Disaster Recovery Plan Backup of ECDC Data</p>	<p>A review of available software is currently being undertaken of intrusion protection and intrusion detection software to protect our network from cyber-attacks.</p> <p>A review of the existing Disaster Recovery Plan and Site commenced in January.</p> <p>ICT have identified that a programmed test of recovery needs to be considered as part of the Disaster Recovery Plan.</p>	<p>ICT System Admin/Network Team Leader</p>		<p>A review of the existing Disaster Recovery process has been carried out, highlighting major recovery time issues. Following presentation to the Director Operations a new Disaster Recovery centre is to be resourced. Work will commence on the new centre following the migration of the firewall and network to new suppliers beginning of November.</p> <p>A new Disaster Recovery Plan can then be drawn up based on the new Disaster Recovery Setup. (This will be completed by end March 2020).</p> <p>Daily backups are maintained by the Council stored both locally and offsite.</p>
<p>Maintain the security and resilience of ICT systems and adhere to regulations</p>		<p>Ensure the Council is awarded an Annual PSN Compliance Certificate to maintain access to secured services- ensuring all servers remain compliant and in support with Microsoft for security updating.</p>	<p>The Annual Audit of the Council Systems has taken place, the report indicated no Severe issues, and only 13 high risk, all have been remedy and a full pass of the annual PSN Compliance has been awarded</p>	<p>ICT System Admin/Network Team Leader</p>		<p>63% of all servers operating on Microsoft 2008 have been upgraded. Of the remaining 37%, 33% will become redundant following the Go-Live of the replacement payment system. 25% will be replaced with following Public Access upgrade.</p> <p>The remaining 42% have been planned to upgraded before the end of December 2019.</p> <p>Quotations for the annual PSN Audit will commence in December 2019.</p> <p>Regularly security checks are being carried out on a weekly basis.</p> <p>All Microsoft Security updates released since April 2019 have</p>

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or Output (at 6 month stage)
						been applied to all servers and PC's (this includes Tablets and laptops)
		Rewrite ICT Information Security Policies to ensure compliance with current regulations and simplify for staff and members – end of Q1	New performance measure	ICT Manager ICT Service and Support Team Leader ICT System Admin/Network Team Leader		Due to project commitments the Information Security Policy is only now under review and being re-written, in addition this has highlighted a number of further Policies that require reviewing.
		Review disaster recovery plans with recommendations by end of Q1 Implement approved DR requirements. By end of Q4	New performance measure	ICT System Admin/Network Team Leader		A proposed Disaster Recovery review was carried out and a proposal presented to Director – Operations in June. The proposed new Disaster Recovery setup will commence following the migration of the Firewall and Network to new suppliers beginning of November 2019
		Review and install an Intrusion Prevention System and Intrusion Detection System to allow the ICT Team to monitor and give an internal overview of the entire network and systems to help highlight and prevent intrusions at first point of entry alongside the firewall, system errors and server failures, improving the security of the network and allowing the team to be proactive and ensuring compliance with GDPR and Data Protection Act 2018 . By end of Q2	New performance measure	ICT System Admin/Network Team Leader		This has been delayed due to the migration of new firewall and network as part of the Cambridgeshire partnership – a number of security monitoring tools can be utilised. Following the migration these can be fully assessed.

Commitments towards our Vision

Performance Management Service- service delivery plan 2019/2020

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year	Owner	Status	Outcome or output at the six month stage
Promote the achievements of East Cambridgeshire District Council against the Corporate Plan and wider Corporate Priorities	Delivering a financially sound and well managed Council	Produce an end of year Council report which promotes the achievements made against the Corporate Plan. To be designed, completed and printed by August 2019. Distributed to every household by end of September 2019. 1 produced Delivered to every household	1 produced Delivered to every household	Hetty Thornton- Performance Management Officer		Completed. Designed, printed and distributed to every household across East Cambs
Support the Council to bring about efficiency savings		Using Lean processes, look as identifying efficiencies with 2 services by November 2019. Highlight areas of inefficiency within the Council and put in recommendations to improve ways of working and better support our customers. Provide on-going findings and recommendations to CMT as and when Lean reports are completed.	Completed February 2018- worked with Care and Repair, Building Control, Environmental Services and Markets. Findings presented to CMT within End of Year reports. Efficiencies identified	Hetty Thornton- Performance Management Officer		Completed one additional Lean Review to date on Waste Services. This identified better working practices and recommendations to improve working relationships with developers. Other Lean review has not been completed due to continuing to work in Waste Services for 2.5 days per week and additional responsibilities
		Continue to offer project management support to phase 1 of the HR and payroll management system. Ensure that Phase 1 goes successfully into Business as usual.	Project management has been on-going.	Hetty Thornton- Performance Management Officer		Phase 1 has still not been closed down due to some outstanding issues. These are nearly resolved but

Commitments towards our Vision

Performance Management Service- service delivery plan 2019/2020

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year	Owner	Status	Outcome or output at the six month stage
			Phase 2 has been completed but Phase 1 continues to be on-going			until these are completed satisfactorily, then Phase 1 will stay open. Performance Management Officer has continued to offer support to the project under Prince 2 methodology.
Ensure that Council priorities are met through effective performance reporting	A fantastic place to live, work and visit	Present the six month update performance reports on behalf of all services which demonstrate how the Council is meeting the needs of our customers. By October 2019	Six month update reports were presented at Committee	Hetty Thornton-Performance Management Officer		On going. Performance Management Officer has supported Service Delivery Leads with their six month report update
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.	A fantastic place to live, work and visit	To regularly review risks associated with performance management, including: <ul style="list-style-type: none"> Ensuring all Service Delivery Leads meet their requirements within their Service Delivery Plans Project management of the HR and payroll management system which meets the needs of ECDC and its staff 	Ongoing	Hetty Thornton-Performance Management Officer		On-going. Risks continually reviewed. Performance Management Officer sits on the risk register corporate group

Commitments towards our Vision

Performance Management Service- service delivery plan 2019/2020

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year	Owner	Status	Outcome or output at the six month stage
Lead the project management of the initial data migration for Her Majesty's Land Registry	Delivering a financially sound and well managed Council	To project manage the pre-migration data testing in preparation for the full data migration to HMLR (Her Majesty's Land Registry). Manage a project team to look at planning data to determine levels of accuracy,	New target	Hetty Thornton- Performance Management Officer Support from Paula Holmes- Legal Services, Lucy Flintham- Planning Services, Karen Wright- ICT Services		Performance Management Officer and the Project Team has met with Her Majesty's Land Registry. ECDC unable to extract the initial data sets required for pre-migration due to software not being in place and lack of knowledge to extract the data. This is in the process of being resolved with upgrade of software and additional support being provided by HMLR.
	A fantastic place to live, work and visit	NEW TARGET Working in the Business development manager role (secondment) for Waste Services- Design a new education van which will promote the work of ECSS, help to reinforce the new education programme and help to highlight the benefits of recycling across East Cambs.	N/A	Hetty Thornton		New waste education van has been externally designed which promotes ECSS and helps education children, young people and adults on the benefits of recycling. It shows the current outputs from Waste Services and also includes interactive education games

Commitments towards our Vision

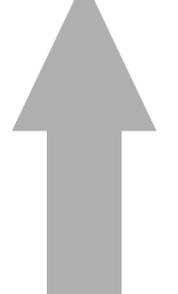
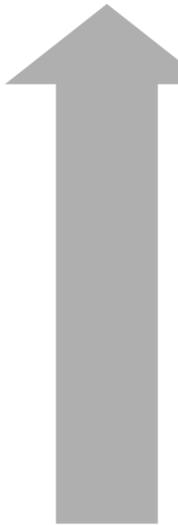
Performance Management Service- service delivery plan 2019/2020

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year	Owner	Status	Outcome or output at the six month stage
						to help families understand what can/cannot be recycled locally. The van will be used to visit community groups, schools, and events and act as a community hub when required.

Commitments towards our Vision

Six Month Update-Planning Service 2019 - 20

Performance Measure	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status (at 6 month stage)	Outcome or output (at 6 month stage)
To deliver statutory functions within specified timescales and within budget constraints	A customer driven efficient Council with a "can do" attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer.	90% of major applications determined within 13 weeks (or within an agreed timescale) N.B this is an increase of 10% from last years' target	97% 35 out of 36 applications on time	Rebecca Saunt- Planning Services Manager Andrew Phillips- Planning Team Leader Barbara Greengrass- Planning Team Leader Angela Briggs – Planning Team Leader All Planning Officers and Christopher Patrick - Conservation Officer		100% 17 out of 17 applications on time
		80% of minor applications to be determined within 8 weeks (or within an agreed timescale)	95% 380 out of 402 applications on time	Rebecca Saunt Andrew Phillips Barbara Greengrass Angela Briggs All Planning Officers and Christopher Patrick		95% 206 out of 218 applications on time
		90% of householder applications determined within 8 weeks (or within an agreed timescale)	99% 385 out of 390 applications on time	Rebecca Saunt Andrew Phillips Barbara Greengrass Angela Briggs All Planning Officers and Christopher Patrick		98% 234 out of 238 applications on time
		90% of all other applications to be determined within statutory timescales (or within an agreed timescale)	96% 110 out of 114 applications on time	Rebecca Saunt Andrew Phillips Barbara Greengrass Angela Briggs All Planning Officers and Christopher Patrick		97% 64 out of 66 applications on time
		100% of Tree Preservation Order applications and Conservation Area Notices (trees) to be determined within statutory timescales.	100% 381 applications on time	Cathy White – Senior Trees Officer Rebecca Saunt		100% 170 applications on time
		100% of planning applications determined within 26 weeks of validation unless a planning performance agreement or extension of time has been agreed.	99.8% (1007 out of 1009 decisions)	Rebecca Saunt Andrew Phillips Barbara Greengrass Angela Briggs All Planning Officers and Christopher Patrick		99.7% 577 applications out of 579 applications

		75% of planning applications validated within 5 working days N.B This is a decrease of 15% from last year's target.	66% (1275 out of 1919 applications)	Rebecca Saunt Lucy Flintham – Office Team Leader Sarah Parisi – Senior Planning Support Officer All Support Team Members		63% within 5 working days (690 out of 1096 apps) 84% within 7 working days (922 apps)
		75% of discharge of condition applications determined within 8 weeks unless an extension of time has been agreed. N.B this is a decrease of 5% from last year's target	65% (185 out of 283 discharge applications on time)	Rebecca Saunt Andrew Phillips Barbara Greengrass Angela Briggs Christopher Partrick and All Planning Officers		65% 151 out of 232 applications on time
		Implementation of further electronic working processes and procedures within 1 year – to include reduction of paper documents held on a planning file, emailing decision notices and correspondence	Starting Decision Notice review following legislation update on pre-commencement conditions. Big reports not being printed for planning portal applications. Officers reading documents on screen.	Rebecca Saunt Lucy Flintham Sarah Parisi		Working on emailing contributor acknowledgements, committee notifications and decision outcomes
To take a proactive approach to enhancing and improving the places in which people live: balancing economic, environmental and social needs	Making East Cambridgeshire an even better place to live	Carry out a scoping exercise for establishing Design Review panel to assess completed development schemes within 1 year.	No further progress due to workloads and no permanent Conservation Officer in post until January	Rebecca Saunt Andrew Phillips Barbara Greengrass Angela Briggs Christopher Partrick		CP looking at other panels' terms of reference
		Review the 'Buildings of Local Interest Register' adopted in February 2017 within 1 year	Desktop scoping begun for 15 parishes without coverage	Rebecca Saunt Christopher Partrick		CP publicised review at South Parish Forum, met with potential Ely volunteer
		To help facilitate the successful delivery of North Ely through the planning process	Care Home taken to Planning Committee and approved. Ongoing work with Redrow, Hopkins and Care Home on discharge of conditions. Work on Design Codes progressing and pre-application discussions continuing.	Rebecca Saunt Angela Briggs		Care Home completed on site and occupied. Redrow now building on site. Ongoing work with Redrow, Hopkins and Care Home on discharge of conditions. Most Design Codes now approved and pre-application discussions continuing.

		<p>To work proactively with any Enterprise Zone within the district to bring forward appropriate development in order to provide a range of jobs to the district in a timely manner.</p> <p>Quarterly meetings between the Enterprise Zone and a Planning Team Leader (as well as other relevant professionals) in order to mitigate problems and find solutions to significant problems at the earliest opportunity.</p> <p>Biannual meetings with Planning Manager and Enterprise Zone to cover any strategic problems or concerns</p>	<p>Lancaster Way only Enterprise Zone.</p> <p>Planning Team Leader met with the Lancaster Way Project Group Meeting every 3 months.</p> <p>Planning Team Leader and the Planning Manager have worked with the Infrastructure and Strategy Manager and Director (Commercial) with the developer to try and overcome a highway capacity problem on the site and met on a regular basis to discuss applications.</p> <p>Applications received are dealt with as a priority.</p>	<p>Rebecca Saunt Andrew Phillips Barbara Greengrass Angela Briggs</p>		<p>Regular meetings being held with Infrastructure & Strategy Manager and Lancaster Way.</p> <p>Ongoing work on highway capacity.</p>
		<p>To meet with the Police, Fire Brigade, Lead Local Flood Authority and other key stakeholders on a quarterly basis to increase the level of service we are able to provide to our customers.</p>	<p>Carried out on a monthly basis</p>	<p>Rebecca Saunt Barbara Greengrass Andrew Phillips Angela Briggs</p>		<p>Meetings carried out on a monthly basis with LLFA and Anglian Water and weekly basis with County Highways. We work closely with the Police and Fire Brigade during an application and at pre-application stage and on any other matters.</p>

To improve the quality of the built & natural environment throughout the district	Making East Cambridgeshire an even better place to live	Undertake review & update Design Guide SPD for adoption within 1 year	First draft completed and to be circulated to officers for comment once a full complement of staff – Working with Strategic Planning To update SPD's	Rebecca Saunt Andrew Phillips Barbara Greengrass Angela Briggs Christopher Partrick Cathy White All Planning Officers and Tree Officers		Comments have been received from Planning Officers on first draft and now being reviewed by Planning Manager for Strategic Planning to take forward. National Design Guide now published by Government which will also form a basis for the Design Guide.
		Monitor 20% of approved tree works	20% 88 inspections	Cathy White Rebecca Saunt		20% 36 inspections
		Annual update to Tree Strategy	New target	Cathy White Rebecca Saunt		Completed and endorsed by Planning Committee April 2019
		80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt and the complainant contacted within 15 working days to advise of findings	100% 100%	Rebecca Saunt Juleen Roman – Enforcement Team Leader All Enforcement Officers		100% 146 inspections 100% 146 responses
		80% of approved applications monitored for inconsistency and pre-commencement conditions within 2 months of commencement	New target	Rebecca Saunt Juleen Roman Lucy Flintham Sarah Parisi		72% (238 out of 333 commencements)
		Undertake visits during works to listed buildings for 25% of approved consents	Target will be achieved but there is a time lag between consent & implementation	Rebecca Saunt Christopher Partrick		CP will get BC commencements report to ensure visits carried out to meet target – a couple of visits for ongoing works have been made

		Proactively identify unauthorised adverts across the District and work with businesses to regularise	Ongoing engagement with protagonists	Rebecca Saunt Juleen Roman All Enforcement Officers		JR & CP have met with Cathedral, Visit Ely & Riverside businesses. Application from King's School in progress.
		Investigation and implementation of a programme of biodiversity net gain for development sites in light of the Governments focus (NPFF and the publication of 'a Green Future') on enhancing the natural environment within 1 year	New target	Rebecca Saunt Andrew Phillips Barbara Greengrass Angela Briggs Cathy White All Planning Officers (including Senior and Assistant) and Tree Officers		New SPD on the Natural Environment approved by Full Council to be produced by Strategic Planning, working with Planning Officers. Reviewing biodiversity conditions to help secure biodiversity gains. Engaging with the public via social media to raise awareness of protected species and encourage residents to map their sightings to inform future biodiversity projects.
		To Improve staff motivation, participation and involvement in service provision and encourage	A customer driven efficient Council with a "can do" attitude and pro business approach and	20 hrs of CPD to be identified and to be provided annually	970 hours completed by 25 members of staff resulting in 38.8 hrs/person	Rebecca Saunt All Officers

staff development	commercially focused to ensure financial self-sufficiency for the tax payer	To investigate going into local schools to discuss and promote the planning profession within 6 months	New target	Rebecca Saunt Andrew Phillips Barbara Greengrass Angela Briggs Christopher Partrick		Long Road College visited by the Planning Manager and talk given to students about a career in planning
Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.		To regularly review higher level corporate risks, including: Judicial review- the decision making process has not been carried out lawfully, which could lead to a financial risk on the Authority and judicial review by aggrieved party	2 Judicial Reviews – Council consented to the 2 permissions being quashed and re-issued, addressing matters raised. Implications discussed with officers at team meeting.	Rebecca Saunt		No Judicial Reviews received
To provide excellent customer services at all times and to improve communication with all customers	A customer driven efficient Council with a "can do" attitude and pro business approach and commercially focused to ensure financial self-sufficiency for the tax payer.	Proactively engage with Parish Councils and Agents through: <ul style="list-style-type: none"> Parish meetings (to attend at least one meeting per Parish request, per year)and e-newsletters (x 4 a year) Agent Forums/Newsletters At least one evening/breakfast agents meeting a year	<ul style="list-style-type: none"> Parish meetings attended and letters produced Letters produced Breakfast meeting postponed due to lack of attendees 	Rebecca Saunt Lucy Flintham Sarah Parisi Andrew Phillips Barbara Greengrass Angela Briggs All Planning Officers		Parish meetings attended when requested (5 in past 6 months), Newsletters not produced but regular updates sent by email in relation to key topics/information. 1 agents forums held and breakfast meeting arranged for November.
		Produce new guidance/general information leaflets and review current leaflets and publish a minimum of 2 on website every 6 months	Reviewed, amended and published leaflet on the Planning Committee Process and Tree leaflet in final stages	Rebecca Saunt Andrew Phillips Barbara Greengrass Angela Briggs Cathy White		Tree leaflets completed in Summer 2019

		Use feedback from customer surveys to inform improvements in the planning service	Comments being summarised to highlight areas of improvement	Rebecca Saunt Lucy Flintham Sarah Parisi		Report taken to Committee to outline findings and included appendix 1 which outlined areas of improvements and timetable for completion. Next report programmed for February 2020 with updates.
		Expand further the use of social media (Facebook and Twitter) into the planning service to support the planning process and keep customers and the general public up to date with news and information.	Twitter now reports all validated and decided applications. Regular updates from RS and OH about planning news and advice sessions on Tues/Thurs. Facebook picking up slowly.	Rebecca Saunt Catherine Looper – Planning Officer Molly Hood – Planning Officer		Planning Facebook page deleted as limited use by members of the public. Validated and decided applications reported and regular planning updates about planning news on Twitter. Will look to expand further in the next 6 months

Commitments towards our Vision

Waste Services – 6 month update – 2019/20

	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status at 6 Months	Outcome or output at 6 month stage
To increase recycling of waste, with a target of 58% recycling, and reduce waste sent to landfill	Delivering a financially sound and well managed Council	To achieve European recycling targets Target – 65% by 2030 Reported - Annually	55% (full year estimate based on April – December results)	Head of Street Scene Development Manager Street Scene Manager		With the Government's emerging Waste and Resource Strategy and the proposed changes to waste collection and recycling, ECDC are on track to achieve this target. With the addition of local planned promotions and educational events ECDC aims to surpass the recycling rate before the target date.
		To achieve East Cambridgeshire target for recycling (58%). Target 58% Reported - Annually	55% (full year estimate based on April – December results)	Head of Street Scene Development Manager Street Scene Manager		The current recycling rate (as of 18 th September 2019) is 59.7%. However, the recycling rate will fluctuate throughout the year and is heavily dependent on the tonnage of green waste collected. Communication and education will continue to be a large contributor in achieving this target. With the employment of a new Development Manager whose main focus will be on waste reduction and recycling, the waste team aim to over achieve this target.
To keep the environment of East Cambridgeshire clean through a combination of high quality cleansing services		Street cleansing works carried out to standard. Target - 82% Reported - Annually	Cumulative Performance of 43% with February's monthly performance figure at 69%	Head of Street Scene Street Scene Manager Assistant Managers		As of September, street cleansing works to standard is at 83% with a cumulative percentage of 81%. Considerable work has been given to improving the street cleansing operation throughout the district. This has resulted in the performance figures increasing substantially

Commitments towards our Vision

Waste Services – 6 month update – 2019/20

	Link to Corporate Plan Priority	Target and reporting timescale (i.e. 6 monthly or annually)	Baseline from previous year/output from previous year	Owner and co-owners	Status at 6 Months	Outcome or output at 6 month stage
						from the last financial year. With the continued dedication given to street cleansing, the waste team is set to over achieve against this target and end the year with the street cleansing service performance accomplishing 90%
Trained, helpful staff working with the Service Delivery Champion to deliver service improvements	Delivering a Financially sound and well managed Council	To develop staff by completing annual appraisals, including personal development plans to agreed timescales. Target – 100% Reported - annually	100%	Head of Street Scene Development Manager Street Scene Manager Assistant Managers		Annual appraisals were included with the implementation of performance related incremental pay in October 2018. Appraisals commenced in October 2019 and included both individual targets as well as Company based performance targets. Employees who successfully realise their targets will be awarded with an increment within their pay scale. With the implementation on performance related pay and increments, employees will be rewarded for their hard work and dedication to service delivery. New targets will be implemented for the next annual review continuing the drive for success.

<p>To resolve reported issues within target timescales</p>	<p>Delivering a Financially sound and well managed Council</p>	<p>Percentage of missed collections resolved by the end of the next working day.</p> <p>Target - 98%</p> <p>Reported – Annually</p>	<p>97% average across all collection streams in February</p>	<p>Head of Street Scene Street Scene Manager Assistant Managers</p>		<p>As of September, all missed collections, including assisted collections, across all three waste streams was 100%. We have been able to achieve this target with the hard work and commitment from all staff, to provide a high performing, valued service to the residents of the district. To be able to sustain this level of performance, the waste team are set to look at new technology to streamline the collection operation. This in turn, will assist in reducing the number of missed collections reported.</p>
<p>To provide high quality information to enable residents to make full use of waste services provided</p>		<p>To run awareness campaigns and attend promotional events to increase knowledge of waste issues, resolve service issues and encourage more sustainable attitudes to waste.</p> <p>Target – 10 events</p> <p>Reported - Annually</p>	<p>5 events</p>	<p>Development Manager Development Officer</p>		<p>Currently, the waste team have attended 14 events throughout the district. Four of these events have been school visits. It is imperative that we ensure the next generation are fully informed of the impact waste and recycling has on the environment. With the addition of our new education vehicle and the support of Michael Recycle, the waste team will continue to spread the important messages surrounding waste throughout the district by attending events and group meetings as well as sharing up to date information with our</p>

						residents using social media.
<p>To provide Best Value services through East Cambs Street Scene Limited</p>	<p>Delivering a financially sound and well managed Council</p>	<p>Monitor the performance of ECSS to ensure all KPIs are met in line with the MOA</p>	<p>New indicator</p>	<p>Director of Operations Head of Street Scene</p>		<p>Rigorous work has already been carried out in the first half of this year working towards improving the way we record and report on the performance of the services. Ensuring that the information we receive through our CRM system is accurate and informative. Currently, we have set ourselves a target to introduce improved KPIs in line with the MOA to guarantee robust monitoring of the services delivered by ECSS; thus ensuring residents of the district receive best value.</p>
<p>Ensure that the Council's corporate risks are managed effectively and mitigations are put in place to reduce impact.</p>	<p>Delivering a financially sound and well managed council</p>	<p>To annually review corporate risks related to the delivery of services through East Cambs Street Scene Limited, and put in place appropriate mitigation measures.</p> <p>Reported - Annually</p>	<p>New Indicator</p>	<p>Director of Operations Head of Street Scene</p>		<p>With the ever emerging pressures Brexit brings to us all, ECDC have been investigating how these may alter the risks posed to ECSS. Additional measures have been revised to ensure we mitigate against the possible increased demand on fuel, staff and consumables, all of which are paramount to delivering the service and to ultimately ensuring we can continue to deliver a service the residents are accustomed to.</p>

TITLE: EAST CAMBS STREET SCENE 2018/19

Committee: Operational Services Committee

Date: 18 November 2019

Author: Director Operations

[U120]

1.0 ISSUE

1.1 To receive the East Cambs Street Scene accounts 2018/19.

2.0 RECOMMENDATION

2.1 Members are requested to note the East Cambs Street Scene accounts 2018/19 as set out in Appendix 1.

3.0 BACKGROUND/OPTIONS

3.1 Appendix 1 sets out the East Cambs Street Scene that have been submitted to Companies House.

4.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

4.1 There are no financial implication arising from this report.

4.2 EIA not required.

5.0 APPENDICIES

5.1 Appendix 1- East Cambs Street Scene accounts 2018/19.

Background Documents

None

Location

Room 101,
The Grange,
Ely

Contact Officer

Jo Brooks
Director Operations
(01353) 616498
E-mail: jo.brooks@eastcambs.gov.uk

EAST CAMBS STREET SCENE LIMITED
DIRECTORS' REPORT AND
FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 MARCH 2019



EAST CAMBS STREET SCENE LIMITED

COMPANY INFORMATION

Directors	P J Remington (appointed 15 January 2018) J Hill (appointed 15 January 2018) E L Grima (appointed 15 January 2018) C G J Roberts (appointed 15 January 2018, resigned 2 May 2019) A M Bailey (appointed 15 January 2018, resigned 30 May 2019) J E Brooks (appointed 15 January 2018) J Schumann (appointed 30 May 2019) D Brown (appointed 30 May 2019)
Company number	11150811
Registered office	The Grange Nutholt Lane Ely Cambridgeshire CB7 4EE
Auditors	Price Bailey LLP Chartered Accountants & Statutory Auditors Tennyson House Cambridge Business Park Cambridge CB4 0WZ

EAST CAMBS STREET SCENE LIMITED

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Statement of financial position	7
Statement of changes in equity	8
Cash flow statement	9
Notes to the financial statements	10 - 18

EAST CAMBS STREET SCENE LIMITED

DIRECTORS' REPORT FOR THE PERIOD ENDED 31 MARCH 2019

The directors present their report and the audited financial statements of the company for the period ended 31 March 2019.

Directors

The directors who served during the period were:

P J Remington (appointed 15 January 2018)
J Hill (appointed 15 January 2018)
E L Grima (appointed 15 January 2018)
C G J Roberts (appointed 15 January 2018)
A M Bailey (appointed 15 January 2018)
J E Brooks (appointed 15 January 2018)

Business Review

The Directors are pleased to report that on the first year of trading, a profit before tax was made by the company of £728. Due in the main to timing differences, the tax charge is higher than the profits made causing an overall loss for the year to be recorded. The Directors fully expect in future years the company will make an overall profit after taxation.

Statement of directors' responsibilities

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial period. Under that law the directors have elected to prepare the financial statements in accordance with International Financial Reporting Standards as adopted by the European Union. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the group and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's and the group's transactions and disclose with reasonable accuracy at any time the financial position of the company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

EAST CAMBS STREET SCENE LIMITED

DIRECTORS' REPORT (CONTINUED) FOR THE PERIOD ENDED 31 MARCH 2019

Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board on July 18th 2019 and signed on its behalf.



**J Hill
Director**

EAST CAMBS STREET SCENE LIMITED

INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF EAST CAMBS STREET SCENE LIMITED

Opinion

We have audited the financial statements of East Cambs Street Scene Limited for the period ended 31 March 2019 on pages 6 to 18. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union.

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2018 and of the loss for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Director's Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Director's Report has been prepared in accordance with applicable legal requirements.

EAST CAMBS STREET SCENE LIMITED

INDEPENDENT AUDITORS' REPORT (CONTINUED) TO THE SHAREHOLDERS OF EAST CAMBS STREET SCENE LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Director's Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Directors were not entitled to take advantage of the small companies exemptions in preparing the Director's Report and from the requirement to prepare a Strategic Report.

Responsibilities of Directors

As explained more fully in the Directors' Responsibilities Statement set out on page 1, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

EAST CAMBS STREET SCENE LIMITED

INDEPENDENT AUDITORS' REPORT (CONTINUED) TO THE SHAREHOLDERS OF EAST CAMBS STREET SCENE LIMITED

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Cullen FCCA (Senior Statutory Auditor)
for and on behalf of Price Bailey LLP
Chartered Accountants & Statutory Auditors
Tennyson House
Cambridge Business Park
Cambridge
CB4 0WZ

Date: 11/10/19

EAST CAMBS STREET SCENE LIMITED

REGISTERED NUMBER: 11150811

STATEMENT OF COMPREHENSIVE INCOME FOR THE PERIOD ENDED 31 MARCH 2019

	Notes	2019 £
CONTINUING OPERATIONS		
Revenue from contracts		2,574,533
Revenue from recycling credits		368,200
Other income		102,384
		<hr/>
		3,045,117
Cost of sales		(1,828,136)
		<hr/>
Gross profit		1,216,981
Administrative expenses		(1,216,253)
		<hr/>
Profit before taxation		728
Tax on profit	5	(1,284)
		<hr/>
Loss and total comprehensive income for the period		<u>(556)</u>

There were no recognised gains and losses from 2019 other than those included in the statement of comprehensive income.

The notes on pages 10 - 18 form part of these financial statements.

EAST CAMBS STREET SCENE LIMITED
REGISTERED NUMBER: 11150811

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2019

	Notes	2019 £
Current assets		
Trade and other receivables	6	145,437
Cash at bank and in hand	7	174,541
		<hr/>
		319,978
Current Liabilities		
Trade and other payables	8	(317,358)
		<hr/>
Total assets less current liabilities		2,620
		<hr/>
Net assets		2,620
		<hr/> <hr/>
Equity		
Called up share capital	11	1
Retained earnings		2,619
		<hr/>
		2,620
		<hr/> <hr/>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

J Hill
Director
Date:


18 JULY 2019

The notes on pages 10 to 18 form part of these financial statements.

EAST CAMBS STREET SCENE LIMITED

STATEMENT OF CHANGES IN EQUITY FOR THE PERIOD ENDED 31 MARCH 2019

	Share Capital £	Retained earnings £	Total equity £
Balance as at 15 January 2018	-	-	-
Transactions with owners			
Shares issued	1	-	1
Total transactions with owners	<u>1</u>	<u>-</u>	<u>1</u>
Comprehensive income			
Loss for the period	-	(556)	(556)
Total comprehensive income	<u>-</u>	<u>(556)</u>	<u>(556)</u>
Balance as at 31 March 2019	<u>1</u>	<u>(556)</u>	<u>(555)</u>

EAST CAMBS STREET SCENE LIMITED

CASH FLOW STATEMENT FOR THE PERIOD ENDED 31 MARCH 2019

		2019	2019
	Notes		
Cash flows from operating activities			
Net cash inflow from operating activities	16	174,539	<u>174,539</u>
Net cash inflow from operating activities			174,539
Cash flows from financing activities			
Issue of ordinary shares		1	<u>1</u>
Net decrease in cash and cash equivalents			174,540
Cash and cash equivalents at beginning of year			-
Cash and cash equivalents at end of year	9		<u><u>174,540</u></u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2019

1. Accounting policies

1.1 Statutory information

East Cambs Street Scene Limited is a private company limited by shares incorporated and domiciled in England and Wales, United Kingdom. The address of the registered office is The Grange, Nutholt Lane, Ely, Cambridgeshire, CB7 4EE.

The company is primarily involved in providing waste and street cleansing services to the residents of East Cambridgeshire.

The financial statements are presented in sterling which is the functional currency of the company and rounded to the nearest £.

1.2 Critical accounting estimates and judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for revenues and expenses during the year and the amounts reported for assets and liabilities at the statement of financial position date. However, the nature of estimation means that the actual outcomes could differ from those estimates.

1.3 Compliance with accounting standards

These financial statements have been prepared in accordance with International Financial Reporting Standards and IFRIC interpretations and with those parts of the Companies Act 2006 applicable to reporting entities under IFRS.

The financial statements have been prepared under the historical cost convention.

1.5 Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- The amount of revenue can be measured reliably;
- It is probable that the Company will receive the consideration due under the contract;
- The stage of completion of the contract at the end of the reporting period can be measured reliably; and
- The costs incurred and the costs to complete the contract can be measured reliably.

The company carries out waste collection and street cleansing service for and on behalf of East Cambridgeshire District Council.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 MARCH 2019

1. Accounting policies (continued)

1.6 Trade and other receivables

Short term receivables are measured initially at fair value, and are measured subsequently at amortised costs.

1.7 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

1.8 Operating profit

Operating profit is stated before investment income and finance costs.

1.9 Financial Instruments

Financial assets and liabilities are recognised on the statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

- Cash and cash equivalents comprise cash held at bank and short term deposits
- Trade payables are not interest bearing and are stated at their nominal value
- Equity instruments issued by the Company are recorded at the proceeds received except where those proceeds appear to be less than the fair value of the equity instruments issued, in which case the equity instruments are recorded at fair value. The difference between the proceeds received and the fair value is reflected in the share based payments reserve.

1.10 Trade and other payables

Short term payables are measured fair value, and subsequently at amortised cost. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

1.11 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independently administered funds.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 MARCH 2019

1 Accounting policies (continued)

1.12 Taxation

Current taxes are based on the results shown in the financial statements and are calculated according to local tax rules, using tax rates enacted or substantially enacted by the statement of financial position date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the statement of financial position.

1.13 New IFRS standards and interpretations not yet adopted

New Standards, Interpretations and Amendments that are not yet effective and have not been adopted early

The following new and revised Standards and Interpretations are relevant to the Company but not yet effective for the year commencing 1 April 2017 and have not been applied in preparing these financial statements:

- IAS 1 Presentation of Financial Statements (amended 2018)
- IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors (amended 2018)
- IAS 12 Income Taxes (amended 2017)
- IAS 19 Employee Benefits (amended 2018)
- IFRS 9 Financial Instruments (amended 2017)

The Directors do not consider that the implementation of any of these new standards will have a material impact upon reported income or reported net assets.

2. Profit before income tax

Profit before income tax is stated after charging

	2019
	£
Operating leases	30,000
Auditors' remuneration	12,500
	<u> </u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 MARCH 2019

3. Employees and directors

	2019 £
Wages and Salaries	1,291,615
Social security	111,940
Other pension costs	24,658
	<u>1,428,213</u>

The average monthly number of employees during the year was as follows:

	2019
Directors	6
Direct labour	60
Administration	9
	<u>75</u>

4. Directors' remuneration

The Directors did not receive any remuneration from the Company as a result of their employment.

5. Income tax

Corporation tax	2019
Current tax on loss for the period	<u>1,284</u>

Factors affecting the tax expense

The tax assessed for the year is higher than the standard rate of corporation tax in the UK. The difference is explained below:

	2019 £
Loss per accounts	<u>(556)</u>
Loss multiplied by the standard rate of corporation tax in the UK of 19%	-
Expenses not deductible for tax purposes, other than goodwill, amortisation and impairment	1,284
Tax expense	<u>1,284</u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 MARCH 2019

6. Trade and other receivable	2019
	£
Trade receivables	44,240
Prepayments and accrued income	101,197
	<u>145,437</u>
7. Cash and cash equivalents	2019
	£
Cash at bank and in hand	174,540
	<u>174,540</u>
8. Trade and other payable	2019
	£
Current	
Trade payables	80,578
Other taxation and social security	51,311
Other payables	23,648
Corporation tax	1,284
Accruals and deferred income	160,497
	<u>317,318</u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 MARCH 2019

9. Financial Instruments

Financial assets and liabilities

The carrying value of the company's financial assets and liabilities as recognised at the balance sheet date of the years under review may also be categorised as follows:

As 31 March 2019	Amortised cost £	Other financial liabilities £	Total carrying amount £
Cash and cash equivalents	174,540	-	174,540
Trade receivables	44,240	-	44,240
Other receivables	4,440	-	4,440
Trade payables	-	(80,578)	(80,578)
Other payables - current	-	(138,659)	(136,199)
Total	<u>223,220</u>	<u>(219,237)</u>	<u>3,943</u>

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 MARCH 2019

10. Financial Instruments (continued)

Financial risk management objectives and policies

The company's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the company's business whilst managing its risks. The company does not engage in speculative transactions or hedging transactions.

The company's principal financial instruments consist of cash and cash equivalents. The main purpose of these financial instruments is to finance the company's operations. The company has other financial instruments such as trade receivables and trade payables that arise directly from its operations.

The directors have overall responsibility for the establishment and oversight of the company's risk management and they recognise that financial risk management is an area in which they may need to develop specific policies should the company become exposed to further financial risks as the business develops. The directors currently ensure that the company has sufficient cash and cash equivalents to ensure there is sufficient reserves to support the business operations. The exposure to other financial instruments are limited to those generated through the operations and borrowings.

The main risks arising from the company's financial instruments are credit risk, interest rate risk and liquidity risk. The Board have also considered currency and market risk but do not believe these to be significant. This note presents information about the company's exposure to each of the main risks. The Board reviews and agrees policies for managing each of these risks as and when they arise. Further quantitative disclosures are included throughout the financial information.

There have not been any material changes in respect of the exposure to financial risks during the periods presented.

Credit risk

The company's exposure to credit risk is limited to the carrying amount of cash deposits and trade and other receivables recognised at the balance sheet date of £223,220. The risks associated with cash deposits are limited as the banks used are reputable. The principal credit risk therefore lies with trade receivables and in order to manage credit risk, limits are set for customers based upon a combination of payment history and third party credit references.

Interest rate risk

Interest rate risk is the risk that the value of financial assets will fluctuate due to changes in market interest rates. The company's income and operating cash flows and the value of its financial assets are largely independent of changes in market interest rates. Low levels of surplus funds are invested in short term secured deposit accounts such that the company is not unduly exposed to market interest rate fluctuations.

Liquidity risk

Liquidity risk is the risk that the company will not be able to meet its financial obligations as they fall due. The company's policy throughout the year has been to ensure that it has adequate liquidity to meet its liabilities when due by careful management of its working capital.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 MARCH 2019

10. Financial Instruments (continued)

	Less than one year £	More than one year £	Total £
2019 Trade and other payables	219,237	-	219,237
	<u>219,237</u>	<u>-</u>	<u>219,237</u>

Fair values

The carrying amounts of all financial assets and liabilities of the company as disclosed in the notes to the financial information are approximately their fair values.

Capital management

The company's objectives when managing capital are to safeguard the company's ability to continue as a going concern in order to provide returns for shareholders, benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital with an appropriate level of leverage for the size of the business so as to maintain investor, creditor and market confidence and to sustain future development of the business. In order to maintain or adjust the capital structure, the company may return capital to shareholders, issue new shares or sell assets to reduce debt.

11. Share capital

	2019 £
Share classified as equity	
Allotted, called up and fully paid	
1 Ordinary share of £1	<u>1</u>

12. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £25,083.

Contributions totalling £3,005 were payable to the fund at the balance sheet date and are included in creditors.

EAST CAMBS STREET SCENE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE PERIOD ENDED 31 MARCH 2019

13. Related Party Transactions

In line with paragraph 25 of IAS24, the company has taken advantage of the exemption from the requirement to disclose transactions with East Cambridgeshire District Council (ECDC) and connected companies due to the control exercised by ECDC by virtue of it being the only shareholder.

All of the income categorised under revenue from contracts derives from the contract the company has with ECDC.

14. Details of Parent Undertaking

The Ultimate parent undertaking is East Cambridgeshire District Council, registered address The Grange, Nutholt Lane, Ely, Cambridgeshire, CB7 4EE

15. Note to the cash flow statement

	2018 £
Loss before tax	(556)
(Increase) in trade and other receivables	(142,223)
Increase in trade and other payables	317,318
Net cash outflow from operating activities	175,863

16. Reserves

The following is a description of each of the reserve accounts that comprise equity shareholders' funds:

Share capital The share capital comprises the issued ordinary shares of the company at par.

Retained earnings Retained earnings comprise the group's cumulative accounting profits and losses since inception.

TITLE: BUDGET MONITORING REPORT

Committee: Operational Services Committee

Date: 18th November 2019

Author: Finance Manager

[U115]

1. ISSUE

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

2. RECOMMENDATION (S)

- 2.1 Members are requested to note that this Committee is currently projected to end the year with an overspend, compared to its planned budget, of £47,500.
- 2.2 Members are further requested to note that the Committee has a projected capital programme outturn of £1,557,570.

3. 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 second quarter report for the 2019/20 financial year and details actual expenditure incurred as at 30th September 2019 and current projections as to the year-end position.
- 3.3 The revenue budget for each service that falls under the stewardship of this Committee has been reviewed with appendix 1 detailing the current variance and forecast outturn for each service line.
- 3.4 The significant variances of actual spend compared to profiled budgeted spend at the end of September, where no variance is forecast for yearend, are detailed in the table on the next page:

Service	Variance £	Explanation
IT	(66,020)	This is due to delays in staff recruitment and the intended implementation of IT system upgrades. The latter are expected to happen in the third quarter and will reduce the underspend currently reported.
Licencing	(£19,863)	Some taxi operators have purchased new vehicles and this has seen income growth in the first six months for both vehicles and drivers. Dog breeding income appears high, but this is due to new regulations introducing two and three years licences paid for in advance, where appropriate this income will be carried forward.
Community Infrastructure Levy (CIL)	(£2,034,338)	CIL transactions are treated as a revenue income or expense, but any balance on the account at yearend will be transferred to reserve.
Community Safety	(£26,318)	An accrual at the end of 2018/19 remains unpaid.
Marketing & Grants	(£9,651)	An invoices for research into a website development remains outstanding.

- 3.5 The net revenue expenditure for this Committee at yearend is forecast to be £5,564,270. This reflects a forecast £47,500 overspend when compared to the approved budget. Explanations for the forecast yearend variances which make up this balance are detailed in the table below:

Service	Variance £	Explanation
Housing	(£22,500)	The Council has not needed to hire any hotel rooms during the first half of the year, so the provision in the budget for this eventuality remains unspent and is shown as a forecast underspend.

Planning	70,000	Due to the volume and type of some of the applications received, two agency workers have been employed for the past six months to ensure the level of customer service continues and the target deadlines for dealing with applications and any subsequent appeals are achieved. This will continue to the end of this year as we expect this trend to continue.
----------	--------	--

3.6 The revised capital budget for this Committee stands at £2,210,190; including £538,543 of slippage brought forward from 2018/19 and approved additions of £15,278.

3.7 When building the budget for 2019/20 the amount of Disabled Facilities Grant we were due to receive had not been announced by Government and so an estimated figure was included in the budget. We have now been informed and indeed received £526,577; this is £15,278 more than the estimate included in the budget.

3.8 The current forecast is that capital spending will be underspent by £652,620, meaning the total expenditure for the year is £1,557,570.

Project	Variance £	Explanation
Waste Depot	(£645,950)	Depot improvements continue to be delayed as further costings are obtained to ensure best value for money is achieved.

4. FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

4.1 The current forecast is for the Committee's net revenue expenditure to come in £47,500 over budget.

4.2 Equality Impact Assessment (INRA) not required.

5. APPENDICES

5.1 Appendix 1 – Operational Services Committee Budget Monitoring Report – 30th September 2019.

Background Documents

Budget Monitoring Report
Preparation Documents

Location

Room 104
The Grange
Ely

Contact Officer

Ian Smith
Finance Manager
Tel: (01353) 616470
E-mail: ian.smith@eastcambs.gov.uk

OPERATIONAL SERVICES COMMITTEE REVENUE MONITORING REPORT - 30th September 2019

Revenue	Total Budget 2019-20	Profiled Budget to 30 September 2019	Actual to 30 September 2019	Variance to date	Projected Outturn	Variance between Total Budget & Projected Outturn	Outturn Variance previous Quarter
	£	£	£	£	£	£	£
Building Regulations	18,280	9,142	(1,250)	(10,391)	18,280	--	--
CIL	(0)	--	(2,034,338)	(2,034,338)	(0)	--	--
Civic Amenities Act	11,102	5,551	4,239	(1,312)	11,102	--	--
Community Projects & Grants	221,424	87,083	92,829	5,746	221,424	--	--
Community Safety	46,346	24,673	(1,645)	(26,318)	46,346	--	--
Cons.Area & Listed Buildings	59,701	29,851	33,047	3,197	59,701	--	--
Customer Services	359,094	172,166	166,476	(5,691)	359,094	--	--
Dog Warden Scheme	40,317	20,410	16,968	(3,442)	40,317	--	--
Ely Markets	(0)	--	2,672	2,672	(0)	--	--
Emergency Planning	27,808	6,958	9,480	2,522	27,808	--	--
Environmental Issues	85,609	35,523	40,643	5,120	85,609	--	--
Health - Admin. & Misc.	379,249	190,235	199,670	9,435	379,249	--	--
Homelessness	337,757	(427,326)	(457,264)	(29,938)	315,257	(22,500)	--
IT	833,281	477,890	411,840	(66,050)	833,281	--	--
Licencing	1,848	(5,076)	(24,939)	(19,863)	1,848	--	--
Marketing & Grants	66,119	4,998	(44,653)	(49,651)	66,119	--	--
National Practitioner Support Programme	--	41,575	161,230	119,655	--	--	--
Parish Conferences	2,000	1,000	--	(1,000)	2,000	--	--
Nuisance Investigation	65,201	32,600	32,951	351	65,201	--	--
Performance Management	56,486	28,243	22,116	(6,127)	56,486	--	--
Pest Control	8,055	4,027	2,808	(1,220)	8,055	--	--
Planning	(80,821)	(40,356)	10,138	50,493	(10,821)	70,000	50,000
Public Relations	74,435	37,218	30,786	(6,432)	74,435	--	--
Refuge Recycling	840,750	420,375	447,443	27,068	840,750	--	--
Refuse Collection	1,370,393	637,697	580,565	(57,131)	1,370,393	--	--
Renovation Grants	1,300	650	363	(287)	1,300	--	--
Street Cleansing	609,548	304,774	338,726	33,952	609,548	--	--
Street Naming & Numbering	3,062	(4,469)	(12,253)	(7,784)	3,062	--	--
Town Centres	--	--	157	157	--	--	--
Travellers Sites	(20,000)	(1,761)	7,996	9,757	(20,000)	--	--
Tree Preservation	98,426	49,213	45,649	(3,564)	98,426	--	--
Revenue Total	5,516,770	2,142,865	82,450	(2,060,415)	5,564,270	47,500	50,000

OPERATIONAL SERVICES CAPITAL MONITORING 2019/20

Capital	Published Budget 2019-20	Slippage from 2018- 19	Approved Additions	Revised Budget 2019-20	Actual at 30th September 2019	Forecast Outturn	Variance between Revised Budget & Forecast
	£	£	£	£	£	£	£
OPERATIONAL SERVICES							
Conservation Area Schemes - 2nd round		27,506		27,506		27,506	0
Refuse & Cleansing Vehicles	52,450			52,450		52,450	0
Depot	795,950	50,000		845,950	21,089	200,000	(645,950)
Mandatory Disabled Facilities Grants	697,299	368,231	15,278	1,080,808	316,345	1,080,808	0
Empty Properties, Discretionary DFGs, Minor Works, Home Repair Asst.	75,000	3,619		78,619	20,832	78,619	0
Vehicle Etc Replacements	29,000	89,187		118,187		118,187	0
Leisure Centre					-210,697	0	0
Ely Country Park	6,670			6,670		0	(6,670)
Total	1,656,369	538,543	15,278	2,210,190	147,569	1,557,570	(652,620)

OPERATIONAL SERVICES COMMITTEE

Lead Officer: Jo Brooks, Director, Operations

FORWARD AGENDA PLAN

Democratic Services Officer: Adrian Scaites-Stokes

20 th January 2020 4:30pm		30 th March 2020 4:30pm		27 th April 2020 4:30pm	
Agenda Planning Meeting #	22 nd October 2019 10:00am	Agenda Planning Meeting #	To be agreed	Agenda Planning Meeting #	To be agreed
Report Deadline:	8 th January 2020	Report Deadline:	18 th March 2020	Report Deadline:	15 th April 2020
Review of Grant Provided to Citizens Advice	Lewis Bage			End of Year Service Delivery Performance & New Service Delivery Plans ❖	
Budget Monitoring Report	Ian Smith/Anne Wareham			Budget Monitoring Report	Ian Smith/Anne Wareham
Quarter 3 Waste Performance	James Khan			Youth Strategy	Lewis Bage
Grants to Voluntary Organisations	Lewis Bage				
Forward Agenda Plan	A Scaites-Stokes Democratic Services Officer	Forward Agenda Plan	A Scaites-Stokes Democratic Services Officer	Forward Agenda Plan	A Scaites-Stokes Democratic Services Officer

- | | |
|------------------------------|----------------------------|
| ❖ Building Control | ❖ Licensing |
| ❖ Communities & Partnerships | ❖ Performance Management |
| ❖ Customer Services | ❖ Planning |
| ❖ Environmental Services | ❖ Public |
| ❖ Housing & Community Safety | ❖ Relations/Communications |
| ❖ Information Technology | ❖ Waste Services |

These meetings are not open to the public.



EAST
CAMBRIDGESHIRE
DISTRICT COUNCIL

AGENDA ITEM NO. x

Minutes of a meeting of the Operational Services Committee held in the Council Chamber, The Grange, Nutholt Lane, Ely on Monday 18th November 2019.

PRESENT

Cllr David Ambrose Smith (Chairman)
Cllr Victoria Charlesworth
Cllr Lis Every
Cllr Julia Huffer
Cllr Mark Inskip
Cllr Paola Trimarco
Cllr Jo Webber
Cllr Christine Whelan

OFFICERS

Jo Brooks – Director Operations
Maggie Camp – Monitoring Officer
James Khan – Head of Street Scene
Adrian Scaites-Stokes – Democratic Services Officer
Anne Wareham – Senior Accountant

26. **PUBLIC QUESTION TIME**

There were no public questions.

27. **APOLOGIES AND SUBSTITUTIONS**

Apologies were received from Councillor Amy Starkey.

28. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

29. **MINUTES**

It was resolved:

That the minutes of the meeting held on 9th September 2019 be confirmed as a correct record and be signed by the Chairman.

30. **CHAIRMAN'S ANNOUNCEMENTS**

There were no Chairman's announcements.

31. **ADOPTION OF AMENDED PRESS AND PUBLIC RELATIONS PROTOCOL**

The Committee considered a report, U110 previously circulated, that detailed the Council's amended Press and Public Relations Protocol.

The Monitoring Officer advised the Committee that the key amendments were highlighted under paragraph 4.1 of the report. If the Committee was minded to approve the amended Protocol it would be circulated to all Members.

A query was raised about paragraph 3.5 of the Protocol, which stated that only 'Chairs and Lead Officers' be sent relevant press releases and it was proposed that all Members should receive a copy of all press releases. It was also questioned paragraph 6.2, where permission should be sought to photograph or record Council business, as this appeared to be contrary to recent Local Authority Regulations on openness. It was therefore proposed to remove that paragraph from the Protocol. Both proposals were agreed by the Committee.

It was resolved:

That the amended Press and Public Relations Protocol as detailed in Appendix 1 with the following amendments be approved:

- All press releases to be forwarded to all Members;
- Paragraph 6.2 be deleted.

32. **CLIMATE CHANGE IDEAS FORUM**

The Committee considered a report, U111 previously circulated, that outlined the introduction of the Climate Change Ideas Forum and how it would work to inform the Council's Environment and Climate Change Strategy and Action Plan.

The Director, Operations reminded the Committee that Council had agreed to declare a climate emergency. Following this, action had been taken to set up an Ideas Forum. Its format had been written and tested and would go live on the Council's website the day after the Committee meeting. There would be a dedicated email address where people could submit their ideas. People could also use an online form or could telephone in, where the Customer Services Team would take their comments. The forms would be passed onto the Customer Services Manager to respond and create a database. This was just the start. Future Committee reports would now include a Climate Change Assessment section.

In response to Members questions, the Committee was informed that the ideas would help produce the Strategy but there would be an intention to continue afterwards, as the issue was always involving. A report on the public reactions to the new Forum would be presented at the January Committee meeting. A press release to promote the Forum was already written but had not yet been released due to the General Election, but would be published soon afterwards. People submitting ideas would receive an instant acknowledgement. If the ideas related to other organisations beyond the Council then a follow-up response would be made. The Strategy and Action Plan would then be put in place once the Committee had adopted them.

It was resolved:

That the content of the report be noted.

33. **WASTE COLLECTIONS FOR PRIVATE AND UNADOPTED ROADS**

The Committee considered a report, U112 previously circulated, that provided an update on the assessments made on private and unadopted roads.

The Head of Street Scene advised the Committee that the report included further information on the impact of the Policy on properties. Site visits had been made to all the affected roads and a risk matrix had been created, in accordance with the tabled paper. Each road had received a Red Amber Green (RAG) rating in accordance with that matrix. A number of the properties were on unadopted or private roads but were presenting their waste bins on an adopted road. The Green rated properties meant there was no additional work required on the roads but an indemnity from each property was needed. Amber rated properties meant the roads were not up to standard but only minimal remedial work would be needed. Red rated properties, of which there were only 48, meant that substantial work was required to bring the roads up to standard. Collections would continue whilst the work was done and some temporary collection points might be used.

It was resolved:

- (i) That the additional information supplied in regards to the affected private and unadopted roads be noted;
- (ii) That the “Introduction of the Policy for Providing Waste Collection Services to Private and Unadopted roads and project plan” (Appendix A) be approved;
- (iii) That the Director, Operations at ECDC and the Chairman, Operational Services Committee, be delegated authority for all issues arising for the Project Plan.

34. **QUARTER 2, 2019 PERFORMANCE REPORT FOR THE WASTE AND STREET CLEANSING SERVICES**

The Committee considered a report, U1138 previously circulated, detailing the second quarter performance of the waste and street cleansing services by East Cambs Street Scene (ECSS).

The Head of Street Scene advised the Committee that all services had over-achieved during the last quarter. Refuse collections had been 100% over July and August, the newly appointed Development Manager was working on education and promotions, and the consultation on sickness absence had been completed. The Company was looking at potential technological solutions to help streamline the services provided. Neighbouring local authorities were using different equipment, so the Company could purchase similar equipment where appropriate. A new vehicle had been purchased and would be used to spread the message about recycling.

The Committee was pleased with the work that the Company was doing with youngsters and how it was treating and developing its staff. Staff retention levels were good but could be put at risk due to working in bad weather over the winter. The Committee offered its thanks to all the staff, as their service had yielded a positive response from the public.

In reply to a number of questions, the Head of Street Scene revealed that the Company did work with other Councils through RECAP (Recycling in Cambridgeshire and Peterborough). Though there was nothing formal in place, County-wide targets might be brought in. A number of in-cab technology options were being considered, some of which were being used elsewhere. Their progress would be checked to see how they worked. The decrease in recycling rates over the summer months was due to the season and took into account garden waste, so recycling rates had a tendency to fluctuate through the year.

It was resolved:

That the performance of service delivery for the second quarter be noted.

35. **PERFORMANCE MANAGEMENT – SIX MONTH UPDATES**

The Committee considered a report, U114 previously circulated, providing updates on the progress made over the previous six months within the Service Delivery Plans for services under the remit of the Committee.

The Director, Operations highlighted a few issues for each service area. The Performance Measure columns had been included when the Service Delivery Plans were first introduced. Recently elected Councillors would not have seen these, so copies would be circulated. The upward pointing arrows under the Status column indicated the targets were being achieved, the down arrows indicated targets were not being achieved and the horizontal arrows meant the targets were on course to be met.

Building Control

No major issues, though the number of properties being built had slightly decreased.

Communities and Partnerships

The indicator for management of Section 106 and Community Facilities Grant schemes should be a horizontal arrow, not a downwards one. The intention was to have an annual Parish Council event to engage those councils. The idea was to have a more interactive event which could include outside agencies.

Customer Services

The Council's website accessibility score was not up to standard when tested in January 2019, but the issues have been identified and an Action Plan put in place to resolve before the next assessment in January 2020. A check would be made on the statutory deadline for when the website should comply with the relevant Regulations. The single sign-on point on the Self Service Portal had not been achieved. This would need to go to Committee for agreement and associated funding.

Environmental Services

The income from re-rating food businesses was down on expectations. As the number of visits was purely dependent on the businesses requesting inspections, this target was out of the control of the Department. It was therefore proposed that this target be removed and this was agreed. The indicator for promotional activities for the Domestic Team should be a horizontal arrow, as the team was on track to meet its target for the year.

Licensing

A second taxi meeting would be held in the New Year, so that target would be met. The appraisals were not due until next year, so that was also on track to be met.

Housing and Community Safety

The income recovery was always an ambitious target and the 85% recovery was less than had been hoped for. The money would not be written off. The loans were made to individuals who would have their own payments plans, so they could afford the re-payments. If their circumstances changed, then the plans could be re-assessed and re-adjusted. Congratulations were offered to the Department for its pro-active approach which had seen a significant turn-around over the last six years.

Information Communication Technology

The application review was a significant project and had fallen behind due to other work commitments. The revised Information Security Policy was currently being drafted. The team was now up to capacity, with the recruitment of new staff. It was noticed that the figures relating to the Council systems did not appear to add up. It was asked what systems were being upgraded. These would be checked and a response made to the Committee Members later.

Performance Management

No comments were made.

Planning

The sheer volume of applications being received had meant that the 75% validation target was not being met. This was under constant review by the Planning Manager and Director, Operations. Some staff vacancies had occurred but had been filled by existing staff. The Committee were impressed with the Department, as it was considered one of the best in the country. This was due to the hard work of staff and the way it handled the issues it had to deal with.

Waste Services

The Committee expressed its appreciation for all departments within the Waste service.

It was resolved:

That progress made against priorities of the Council including areas where the service has been under achieving and where outstanding performance was delivered be noted and the following be agreed:

- The target for Environmental Services for re-rating of food businesses be removed.

36. **EAST CAMBS STREET SCENE 2018/19**

The Committee considered a report, U120 previously circulated, detailing the East Cambs Street Scene (ECSS) accounts for 2018/19.

The Senior Accountant advised the Committee that the accounts had already been presented to the Finance And Assets Committee and had been submitted to Companies House.

The Committee had a number of questions that could not be answered at the meeting but answers would be provided afterwards. The questions were:

- Why was there a delay between the accounts being signed off by the Directors on 18th July and the Auditors on 11th October?
- Should not the figures for cash flow on pages 9 and 18 be the same?
- Why were the figures on page 15 different?

In response to further queries from the Committee, the Senior Accountant explained that there was a typographical error on page 14, as the total figure should match that on page 7. The total figure on page 6 was a timing issue related to pension contributions, so differed from the retained earnings figure. The equity statements on pages 7 and 8 were also affected by the pension contributions. The accounts were for a company of the Council, which had been signed off though there appeared to be errors. The Directors of the Company should be questioned and answers provided for the Committee.

Councillor Mark Inskip then proposed that the accounts should be brought back to the Committee and the relevant Director of the Company should attend to go through them. This was duly seconded and when put to the vote it was declared lost.

It was resolved:

That the East Cambs Street Scene accounts 2018/19 as set out in Appendix 1 be noted.

37. **BUDGET MONITORING REPORT**

The Committee considered a report, U115 previously circulated, that updated Members on the financial position for services under the Operational Services Committee.

The Senior Accountant advised the Committee that not much had changed though the figures were slightly better, as no hotel rooms were now being used by the Housing Department. The Planning Department continued to employ agency staff but were looking to recruit permanent staff.

It was resolved:

- (i) That it be noted that this Committee was currently projected to end the year with an overspend, compared to its planned budget, of £47,500;
- (ii) That it be noted that the Committee had a projected capital programme outturn of £1,557,570.

38. **FORWARD AGENDA PLAN**

The Committee were reminded that an additional item, an update on the Climate Change Idea Forum, had been included for the January meeting.

The amended forward agenda plan was noted.

The meeting concluded at 5:47pm.

Date of Publication of Decision List: 21st November 2019



EAST
CAMBRIDGESHIRE
DISTRICT COUNCIL

OPERATIONAL SERVICES COMMITTEE – 18th NOVEMBER 2019
DECISION LIST

ITEM NO.	Ref.	Item	ISSUE	DECISION	ACTION BY
6.	U110	Adoption of Amended Press and Public Relations Protocol	To consider adoption of the amended Protocol.	<p>It was resolved:</p> <p>That the amended Press and Public Relations Protocol as detailed in Appendix 1 with the following amendments be approved:</p> <ul style="list-style-type: none">• All press releases to be forwarded to all Members;• Paragraph 6.2 be deleted.	Maggie Camp Monitoring Officer
7.	U111	Climate Change Ideas Forum	To note the introduction of the Climate Change Ideas Forum.	<p>It was resolved:</p> <p>That the content of the report be noted.</p>	Jo Brooks Director Operations Annette Wade Customer Services Manager

8.	U112	Waste Collections for Private and Unadopted Roads	To consider an update on the assessments made on private and unadopted roads	<p>It was resolved:</p> <p>(i) That the additional information supplied in regards to the affected private and unadopted roads be noted;</p> <p>(ii) That the “Introduction of the Policy for Providing Waste Collection Services to Private and Unadopted roads and project plan” (Appendix A) be approved;</p> <p>(iii) That the Director, Operations at ECDC and the Chairman, Operational Services Committee, be delegated authority for all issues arising for the Project Plan.</p>	James Khan Head of Street Scene
9.	U113	Quarter 2, 2019 Performance Report for the Waste and Street Cleansing Services	To consider the service performance by East Cambs Street Scene	<p>It was resolved:</p> <p>That the performance of service delivery for the second quarter be noted.</p>	James Khan Head of Street Scene
10.	U114	Performance Management – Six Month Report Updates	To consider progress made over the previous six months within the Service Delivery Plans.	<p>It was resolved:</p> <p>That progress made against priorities of the Council including areas where the service has been under achieving and where outstanding performance was delivered be noted and the following be agreed:</p> <ul style="list-style-type: none"> The target for Environmental Services for re-rating of food businesses be removed. 	Jo Brooks Director, Operations
11.	U120	East Cambs Street Scene 2018/19	To consider the East Cambs Street Scene accounts 2018/19.	<p>It was resolved:</p> <p>That the East Cambs Street Scene accounts 2018/19 as set out in Appendix 1 be noted.</p>	Jo Brooks Director, Operations

12.	U115	Budget Monitoring Report	To consider the financial position for services under the Operational Services Committee.	<p>It was resolved:</p> <ul style="list-style-type: none"> (i) That it be noted that this Committee was currently projected to end the year with an overspend, compared to its planned budget, of £47,500; (ii) That it be noted that the Committee had a projected capital programme outturn of £1,557,570. 	Ian Smith Finance Manager
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Please Note: These decisions will come into effect on **2nd December 2019** unless any 3 Members object and call-in the decision. The call-in must be in writing to the Chief Executive and be received by **25th November 2019**.