



# EAST CAMBRIDGESHIRE DISTRICT COUNCIL

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

MEETING: **OPERATIONAL SERVICES COMMITTEE**

TIME: 4.30pm

DATE: 8<sup>th</sup> June 2020

VENUE: **PLEASE NOTE:** Due to the introduction of restrictions on gatherings of people by the Government due to the Covid-19 outbreak, this meeting will be conducted remotely facilitated using the Zoom video conferencing system. There will be no access to the meeting at the Council Offices, but there will be Public Question Time at the commencement of the meeting in accordance with the Council's Public Question Time Scheme, as modified for remote meetings. Details of the public viewing arrangements for this meeting are detailed in the Notes box at the end of the Agenda.

ENQUIRIES REGARDING THIS AGENDA: Adrian Scaites-Stokes

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## **Membership:**

### **Conservative Members**

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

### **Liberal Democrat Members**

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

### **Independent Member**

Cllr Paola Trimarco

### **Substitutes:**

Cllr Anna Bailey  
Cllr Dan Schumann  
Cllr Lisa Stubbs

### **Substitutes:**

Cllr Simon Harries  
Cllr John Trapp  
Cllr Alison Whelan

### **Substitute:**

Cllr Sue Austen

### **Lead Officers:**

Jo Brooks, Director Operations

**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**
  - (a) To confirm as a correct record the Minutes of the meeting of the Committee held on 20<sup>th</sup> January 2020.
  - (b) To confirm as a correct record the Minutes of the meeting of the Committee held on 21<sup>st</sup> May 2020.
- 5. Chairman's Announcements**
- 6. ECDC Environment and Climate Change Strategy and Action Plan**
- 7. Draft Homelessness & Rough Sleeper Strategy 2020-2025**
- 8. Appointment of Representatives on Outside Bodies & Annual Reports**
- 9. Forward Agenda Plan**
- 10. EXCLUSION OF THE PUBLIC INCLUDING REPRESENTATIVES OF THE PRESS**

That the press and public be excluded during the consideration of the remaining item no. 11 because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item(s) there would be disclosure to them of exempt information of Categories 1, 2 and 3 of Part I Schedule 12A to the Local Government Act 1972 (as amended).
- 11. East Cambs Street Scene Business Plan**

**NOTES:**

1. Since the introduction of restrictions on gatherings of people by the Government in March 2020, it has not been possible to hold standard face to face public meetings at the Council Offices. This led to a temporary suspension of meetings. The Coronavirus Act 2020 now has been implemented, however, and in Regulations made under Section 78 it gives local authorities the power to hold meetings without it being necessary for any of the participants or audience to be present together in the same room.  
The Council has a scheme to allow Public Question Time at the start of the meeting using the Zoom video conferencing system. If you wish to ask a question or make a statement, please contact Adrian Scaites-Stokes, Democratic Services Officer [adrian.scaites-stokes@eastcambs.gov.uk](mailto:adrian.scaites-stokes@eastcambs.gov.uk) by 5pm on Wednesday, 3<sup>rd</sup> June 2020. If you are not able to access the meeting remotely, or do not wish to speak via a remote link, your question/statement can be read out on your behalf at the Committee meeting.
2. A live stream of the meeting will be available on YouTube at [www.eastcambs.gov.uk/meetings/council-21052020](http://www.eastcambs.gov.uk/meetings/council-21052020) for public viewing.
3. Reports are attached for each agenda item unless marked “oral”
4. If required all items on the agenda can be provided in different formats (e.g. large type, Braille or audio tape, or translated into other languages), on request, by calling Main Reception on (01353) 665555 or e-mail: [translate@eastcambs.gov.uk](mailto:translate@eastcambs.gov.uk)
5. If the Committee wishes to exclude the public and press from the meeting, a resolution in the following terms will need to be passed:  
“That the press and public be excluded during the consideration of the remaining item no(s). X because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item(s) there would be disclosure to them of exempt information of Category X of Part I Schedule 12A to the Local Government Act 1972 (as amended).”



EAST  
CAMBRIDGESHIRE  
DISTRICT COUNCIL

## **AGENDA ITEM NO. 4(a)**

Minutes of a meeting of the Operational Services Committee held in the Council Chamber, The Grange, Nutholt Lane, Ely on Monday 20<sup>th</sup> January 2020.

### **PRESENT**

Cllr David Ambrose Smith (Chairman)  
Cllr Christine Ambrose Smith  
Cllr Anna Bailey (as a Substitute Member)  
Cllr Simon Harries (as a Substitute Member)  
Cllr Julia Huffer  
Cllr John Trapp (as a Substitute Member)  
Cllr Paola Trimarco  
Cllr Jo Webber  
Cllr Christine Whelan

### **OFFICERS & PUBLIC**

Lewis Bage – Communities & Partnerships Manager  
Tracy Couper – Democratic Services Manager  
Emma Grima – Director Commercial  
James Khan – Head of Street Scene  
Angela Parmenter – Housing & Community Safety Manager  
Adrian Scaites-Stokes – Democratic Services Officer  
Annette Wade – Customer Services Manager  
Anne Wareham – Senior Accountant  
15 Members of the Public

The Chairman welcomed Councillor Christine Ambrose Smith to her first meeting of this Committee.

### **39. PUBLIC QUESTION TIME<sup>1</sup>**

Questions and statements were submitted by 7 Citizen's Advice Rural Cambridgeshire (CARC) Volunteers; and Mr Michael Mealing, Chair of the CARC Trustee Board, relating to Agenda Item 6 on the review of grant provided to CARC. A copy of these questions/statements and the full responses to them provided by the ECDC Director Commercial are attached at Appendix A to these Minutes.

At the meeting, the Director Commercial gave initial responses to the questions/statements in advance of her full written responses, referring to the upskilling of ECDC staff and the extensive range of advice and support now available from the Council; the nature of the Service Level Agreement with CARC, which was for a one year period, with no guarantee of grant funding in future years; and the notice given to CARC in March 2019 that the Council would be carrying out a review.

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<sup>1</sup> See the Appendix at the end of the minutes for the full set of questions received.

In that connection, Mr Mealing acknowledged the initial responses from the Director Commercial, but expressed disappointment that there had not been negotiation with CARC in the spirit/intention of best practice represented by the national compact. He referred to the fact that CARC was a well-respected organisation with a wealth of professional experience amongst its volunteers and would welcome the opportunity for further dialogue/discussion on the matter.

40. **APOLOGIES AND SUBSTITUTIONS**

Apologies were received from Councillors Victoria Charlesworth, Lis Every and Mark Inskip.

Councillors Anna Bailey, Simon Harries and John Trapp attended as Substitute Members.

41. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

42. **MINUTES**

It was resolved:

That the minutes of the meeting held on 18<sup>th</sup> November 2019 be confirmed as a correct record and be signed by the Chairman.

43. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman made the following announcements:

- A Parish Conference would be held on 2<sup>nd</sup> March at the Littleport Leisure Centre, commencing at 10am, and all Members would be notified.

44. **REVIEW OF GRANT PROVIDED TO CITIZENS ADVICE RURAL CAMBRIDGESHIRE**

The Committee considered a report, U153 previously circulated, detailing the outcome of a review undertaken as to whether to continue awarding a grant to Citizens Advice Rural Cambridgeshire (CARC).

The Communities & Partnerships Manager and Housing & Community Safety Manager advised the Committee that the Council was committed to ensuring its citizens had access to relevant services and had awarded grants to CARC on an annual basis to help achieve that. A review had been undertaken to see if this resulted in the effective delivery of these services. It became apparent that the services were also being provided by the Council.

In assessing the services, officers completed options appraisals and recommended Option 3, for a direct delivery of these services by the Council. Therefore it was recommended to not provide the grant to CARC in 2021 and the Council would then deliver a more comprehensive service.

In reply to Members questions, the Committee was informed that the Council officers also dealt with a range of mental health issues and officers were trained in these issues, and continued to undertake training, to ensure that they were able to assist in the most effective way. All training includes ensuring that the service stayed up to date with any changing legislation. Previously officers would not have dealt with a number of services but through upskilling the Council would not now be turning people away who needed help.

Some Members thought that the Council appeared to consider that making these services available from the Council would result in a better service. The questions received at the meeting showed there was concern that the Council was not seen as independent. There was no question that the officers did not do a fine job but the question was, should the Council be doing this itself? People wanted to go somewhere that was independent. It was also questioned why Members had not been informed about the consultation and why the review had been evaluated internally, which cast doubt on the credibility of the results. Duplication of services had been mentioned, but where was this duplication and how was it measured? The CARC office in Ely was only open three hours a day for three days per week and appointments had to be made, so what would happen if it closed?

Officers responded by disclosing that historically the Service Level Agreement with CARC, paid for CARC to pick up services, which were listed in the Service Level Agreement, not provided by the Council. Since then the Council service had evolved so it could provide these services through the upskilling of its staff. The Council had also introduced community hubs, where people who did not wish to approach the Council directly could access relevant services. The Council also offered greater opening hours and people could drop-in at any time or could telephone in for advice. Free home visits were also available.

In debating the issue some Members contended that people wanted an independent advice bureau, as some vulnerable people did not trust the Council, so they needed independent help. The officers could not cover all things, such as mental health issues or other groups. There was concern about the process used to determine the recommendation and it appeared that the Service Level Agreement did not matter. The Council should step back from making the decision and consider whether it wanted to do everything. Why were the staff upskilling, as people would be better served by expert independent advice? The services provided by CARC were extremely cheap and included professional volunteers, so their training and resources were second to none. The services provided were not just about housing but covered a range of topics, so a range of expertise was needed which CARC could supply.

The contrasting view was that the recommendation not to provide grant funding in future years had not come out of the blue, as CARC had been notified 12 months ago. The Council was not closing CARC down, as the Council only provided a grant and CARC also received funding from other sources. CARC was always looking for alternative sources of revenue and should never have taken Council funding for granted. There was no denying that CARC provided a good quality service and it was hoped that it would continue to work with the

Council. The Council's department had changed for the better, beyond all recognition and now dealt with people in a holistic manner. The team had been trained in many fields and had become incredibly skilled and supportive. The staff could call on other expertise and so respond quickly. The duplication of service was not a good use of either service, so the recommendations were to provide a more accessible service. The needs of the community were changing and the services needed to respond. The community hubs being introduced in various locations would help people feel less intimidated.

The report recommendations were duly proposed, and second, and when put to the vote were carried.

It was resolved:

- That the availability of grant funding available in 2020/21 and future years cease;
  
- That the recommendation to directly deliver the service as set out in 5.12 of this report be approved.

#### 45. **GRANTS TO VOLUNTARY ORGANISATIONS**

The Committee considered a report, U154 previously circulated, that suggested awarding grants to two local organisations.

The Communities & Partnerships Manager advised the Committee it was recommended to award grant funding via a Service Level Agreement to Voluntary and Community Action East Cambridgeshire to enable it to provide a volunteer advice service to voluntary and community organisations. It was also recommended to award a grant to West Suffolk Citizens Advice Bureau, which also provided an advice service, also through a Service Level Agreement. To ensure that the grants provided maximum benefits it was recommended that the services be reviewed.

In reply to Members' queries, the Committee was informed that recently the Citizens Advice Bureau in Newmarket had merged with that from West Suffolk, so reviewing its services would give an opportunity to evaluate the new arrangement. The Council aspired to create more community hubs in the south of the district.

Members offered support for the Citizens Advice Bureau and the Voluntary organisation and approved the recommendations for grant support.

It was resolved:

- (i) That the award of a grant of £19,928 to Voluntary and Community Action East Cambridgeshire for 2020/21, as set out in 5.1 of this report, be approved;
  
- (ii) That the award of a grant of £23,166 to Citizens Advice West Suffolk for 2020/21, as set out in 5.1 of this report, be approved;

- (iii) That the Communities & Partnerships Manager be authorised to enter into a Service Level Agreement to implement (i) above;
- (iv) That the Communities & Partnerships Manager be authorised to enter into a Service Level Agreement to implement (ii) above;
- (v) That the Communities & Partnerships Manager be instructed to carry out a thorough and robust review of grants to both Voluntary and Community Action East Cambridgeshire and Citizens Advice West Suffolk during 2020/21.

46. **CLIMATE CHANGE IDEAS FORUM UPDATE**

The Committee considered a report, U155 previously circulated, that provided an update on the Ideas Forum.

The Director Commercial advised the Committee that there had already been a large volume of ideas submitted, which would be considered.

Members offered thanks to the Customer Services Manager, acknowledged that things that could be done instantly were being undertaken and the Forum would be expected to carry on indefinitely.

It was resolved:

That the content of the report be noted.

47. **QUARTER 3, 2019 PERFORMANCE REPORT FOR THE WASTE AND STREET CLEANSING SERVICES**

The Committee considered a report, U156 previously circulated, detailing the third quarter performance of the waste and street cleansing services by East Cambs Street Scene (ECSS).

The Head of Street Scene advised the Committee that the latest quarter performance saw all service areas achieve 100% on their targets, which was outstanding and amazing. All operators and management were working really well and aimed to maintain those performance levels. The Christmas period had been very busy, with increases in tonnage of materials collected. In anticipation of this, some services had been brought in early and enough communication was generated to ensure a successful completion of the programme. The safety of operatives and the public would be helped by random drug and alcohol tests of the operatives, and all had passed the latest set. A Health and Safety audit had been completed and would be done on a yearly basis.

The newly appointed Development Manager would undertake work relating to education and promotion, to help increase the services provided. Recycling rates averaged out at around 58%, though the performance did fluctuate during the year.



Members thought this was a classic example of success when bringing in a service in-house. It was now a 'gold-plated' service but needed to consider raising its targets for an even more improved service. It was acknowledged that it was already over-achieving its targets but it was hoped that service requests would be reduced in future due to an improved service. The team was congratulated on its performance, particularly over the Christmas period where the services changes had worked very well.

It was resolved:

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

48. **BUDGET MONITORING REPORT**

The Committee considered a report, U157 previously circulated, that updated Members on the financial position for services under the Operational Services Committee.

The Senior Accountant advised the Committee that the its revenue budget now had a projected underspend, mainly due to Housing spending less on homelessness and Planning increasing its income plus other contributions from not replacing the Performance Management Officer, who left, and a staff vacancy on Street Naming & Numbering.

It was noted that £¾ million remained unspent on depot improvements and it was explained that options for improvements were being looked at and the delay was due to checking how it would affect business.

It was resolved:

- (i) That it be noted that this Committee was currently projected to end the year with an underspend, compared to its planned budget, of £1,000;
- (ii) That it be noted that the Committee had a projected capital programme outturn of £1,457,570.

49. **FORWARD AGENDA PLAN**

The Committee were informed that an additional item, the East Cambs Street Scene Business Plan, would be considered at the March Committee meeting.

The amended forward agenda plan was noted.

The meeting concluded at 6:15pm.

## APPENDIX A

## LIST OF QUESTIONS RECEIVED

### Debi Tynan

#### **Question:**

The Council states that the advice is duplicated and that they offer impartial, confidential and are independent of any governing body.

But the council are not independent for clients to use. So how is this just? If clients feel, they have nowhere else to go, how is this going to have a knock on effect on advice sought. There could be a big domino effect with issues in benefits, housing, ICT and overpayments.

#### **Response:**

For citizens not wishing to come in to the Council offices directly, they can have access to full support and advice via the community hubs which are being extended to cover a wider area of East Cambridgeshire. The community hubs are a multi-agency approach for delivering a service. All of the Council's front line officers offer home visits if needed.

### Anita Mills

#### **Question:**

Where will the staff of ECDC that they are proposing to recruit, obtain their training from to cover all of the items on the CA website, how long do they propose it will take to train them given that our own staff and volunteers take up to a year to become proficient as advisers.

#### **Response:**

As set out in 5.10 of the report to Operational Services Committee, the existing staff have already undertaken training to improve service delivery and provide a fully comprehensive support service to the community. Further training will be undertaken within the team with the Financial Conduct Authority to ensure they can offer compliant financial advice.

### Chris Prescott

#### **Question:**

Please explain how the proposal to cease grant funding, which I understand has not been put to consultation, is consistent with the Council's Community Engagement Strategy 2018-2031.

In particular, how the proposal has addressed the following:

- That "community engagement ... should ... provide the fundamental basis of everything [my emphasis] that we do" (p4).
- That "This strategy seeks to ensure that effective engagement takes place when changes to policies or services are being proposed and that the views and opinions of those possibly affected are heard, understood and valued." (p5).
- The forms of engagement illustrated in the diagram on page 7.
- That "residents have a wealth of knowledge and information regarding their communities as well as a first-hand insight to the matters faced, solutions desired and services required." (p8).
- The promise to "work with other organisations, groups and individuals from the community, voluntary and private sectors to make sure that engagement activities influence the future direction of the district. We know that we need to work closely with communities to encourage effective community engagement and ensure that processes are flexible and can be tailored to different groups and individuals in different areas of the district." (p14).
- The promise to "Consult on policy reviews relating to all areas of service delivery to ensure that the public and businesses have the opportunity to put forward their views on policy changes that may impact on them" (p18).
- The process of decision making outlined on page 18.

Further, please advise why the Government's Revised Best Value Statutory Guidance Consultation Paper (for England) (February 2015) does not appear to have been followed. This states that "authorities are under a Duty to Consult representatives of a wide range of local persons; this is not optional. Authorities must consult representatives of council tax payers, those who use or are likely to use services provided by the authority, and those appearing to the authority to have an interest in any area within which the authority carries out functions" (quoted p9).

The Review of Grant makes no mention of CARC volunteers. Is ECDC aware of the fact that CARC volunteers contributed value of £83,785 in 2018-19, based on a conservative putative hourly rate?

- If it is so aware, why was this not considered in the Review?
- Why has this input to the community not been factored into the assessment?
- Is it not considered to be a disadvantage of Option 3 that the experience, enthusiasm, knowledge, time and effort of these volunteers is being completely discarded, without a hint of recognition or gratitude, and entirely lost to the community?
- Furthermore, has ECDC considered the effect of its proposal on the morale of the wider voluntary sector. In particular, has it considered the impact that this contemptuous disregard of CARC volunteers may have on its relationship with other charities with which it wishes to work?

Appendix 1, Summary of Options, states that 80% of services provided by CARC are already provided by ECDC. How is this figure arrived at? It does not appear in the Review of Grant.

**Response:**

Providing an outstanding and effective service to the community is at the heart of what the Council strives to achieve. To ensure that we continue to achieve this, we provide customer feedback forms for all customers that our housing team are engaged with. We use this feedback to continue to improve our service.

The service from our Council offices includes a daily drop-in service where no appointment is needed and customers can get immediate help and advice. Customers can also access our holistic service through community hubs (informal community based settings), home visits and our out of hours service. This multi access offer ensures that people can get advice in a way that is accessible and comfortable for them.

The Council is invested in continuing to improve the service that is offered to the community. This is one of the reasons the review of the CARC grant arose. Historically, the purpose of the SLA was to provide funding to CARC to deliver an element of service that was not available through the Council.

Over time, the Council has evolved its offer in order to provide a holistic service and has focused on delivering a service that can support people with all of their issues. The Council is very focused on the prevention and intervention agenda and has been working hard to identify people at an early stage to support them before they get into crisis. The review identified that 80% of the service being offered to the community was in fact already being done through the existing housing service.

It is important to stipulate that the Council is not proposing to cease making a service available to the community. It is seeking to continue to deliver and extend it from within its own service offer.

The Council will continue to work with CARC for the benefit of the community of East Cambridgeshire. CARC are encouraged to work with the Council to see what opportunities arise for the CARC within the community hubs.

The Council has considered, in detail, the service that it offers to the community and in particular how to improve the service being offered to the community. This has been at the heart of the rationale for the review. It is for the Council to determine how to measure best value, which is not necessarily a measure of cost, but indeed the social benefit that will arise. The Council believes that it is complying with best value and is improving the service for its users.

## **Spencer Greener**

### **Question:**

Although you as an organisation plan to provide advice in certain areas, you will not cover all the areas that are presently advised on by Citizens Advice. Many people will be disadvantaged by this. Do you think the public should be put in this position?

### **Response:**

The Council is not proposing that it will provide all of the wide ranging services offered by CARC. The Council is proposing that it will provide the services detailed in the SLA between the Council and CARC.

## **Joanna Landeryou**

### **Question:**

How will the new advice service be impartial and guarantee no conflict of interest? (E.g. council tax debt, housing benefit and other benefit enquiries)?

Will the new advice service staff use and direct clients to the national CAB public site (without contribution to funding it)?

Is there already training in place for advice staff or is it cart before horse?

CAB relies on volunteers meaning funding-wise CAB is sustained on a shoe string. Will new service have only paid staff and therefore will it cost ECDC more than £47,000 to fund or will it be an even more stretched service with fewer people able to deal with fewer clients or with less comprehensive support for each client?

How comprehensive will the support be according to the client's need? Will they be offered a more in-depth face to face appointment if necessary? What if anything will be an improvement in the service and will it (and how will it) be better value? Presumably ECDC plans for it to be both these things or why end the relationship with CAB.

Why such short notice for CAB? The immediate withdrawal of funds allows almost no time for any public consultation or for CAB to deal with all the issues that arise. It's both unfair and unreasonable and could have been avoided.

CAB is very visible and known to the public. When people search for information online very often the CAB site comes up with answers through a search engine and so people can learn about CAB and phone numbers, their local office etc., if they didn't know already. How will ECDC make their new service just as visible and will they guarantee funding for it into the future?

### **Response:**

As identified in the review, 80% of the service is already being delivered by the Council. The Council has established relationships with multiple agencies to ensure that a well-rounded and holistic service is offered to the community.

The Council has no intention of referring customers to the national CAB; the Council will be working directly with customers to support them with their issues.

Existing experienced support officers and other frontline members of the team have been upskilling their knowledge, this is an ongoing programme within the team.

The Council will closely monitor the impact from the changed arrangements and will listen to feedback from the community and make the changes necessary to keep improving the service to the community.

The Council deals with every client face-to-face. There will be a full drop-in service Monday to Thursday 8:45am to 5pm and Fridays 8:45am to 4:30pm allowing customers to get immediate access and timely advice. This will be in addition to our home visits and community hub services. This will provide a much more accessible and immediate service to the community.

At a meeting in March 2019, CARC were informed of the Council's intention to carry out a review and were told that the grant was not guaranteed for 2020/21 and in future years. If the Council is to offer the enhanced service from April 2020 there will be a full communication strategy to ensure that the community is fully aware of the service.

### **Questions from Michael Mealing Chair of the Trustee Board**

Despite the fact that CARC is a long standing and well regarded supplier of independent advice and information services, it has only very recently become aware of the threat to its funding and has not had the opportunity to put forward alternative ways of deploying the additional resources that the Council seeks to use to enhance the services provided to the local community.

A unilateral decision to accept the recommendation before the Committee would be contrary to Section 1.16 of the current Service Level Agreement between ECDC and CARC. This states that the "entire agreement shall be the subject of a formal review at a time to be negotiated between the parties, outside the normal annual review process. The aim of this review will be to consider the funding commitment of the Council in the longer term."

If the recommendation were approved, ECDC would also not be compliant with its obligations under the National Compact. The compact provides a framework for relations between the Public and Third sectors. Section 4, deals with arrangements for managing changes to services. It specifies the need for Impact Assessments that in this instance would cover current CARC clients, CARC itself and the local community. A minimum of 3 months' notice in writing is also required in the case of the change or withdrawal of funding.

The review ignores and omits both the cost per client of Council run services (In comparison with CARC) and the additional funding acquired for the East Cambs area by the leverage provided to CARC by the ECDC grant. This would not be accessible to a non-charitable council run service

Backed but not funded by a national organisation CA Volunteers are trained to extremely high professional standards and are subject to very rigorous quality assurance and auditing requirements. CARC is also registered with the Financial Conduct Authority with regard to the provision of debt advice.

Currently over 50 clients are seen a week and many of these particularly appreciate an independent source of professional advice. Part time Volunteer Advisors are also better able to respond more flexibly to the individual needs and time requirements of particular clients with multiple issues.

It is also not yet clear whether without ECDC financial support, it will be possible to keep the CARC office in Ely open. Should it be closed, three jobs would be lost and twenty two local volunteers would lose the opportunity to make their contribution to Community.

The Committee should not be prepared without further deliberations to approve an only partially formulated proposal, which disenfranchises local residents, sets a precedent for dismantling the local third sector and runs counter to open and community focussed policy-making.

If the decision is deferred an opportunity would be created for discussions to take place between officials on the short and long term development of advice services within the District. We strongly believe that these discussions would lead to a mutually beneficial outcome that would help achieve the Council's objectives without the loss to the Community that would arise, if a local Citizens Advice service were no longer available.

### **Response:**

The Council is grateful to CARC and its volunteers for the service that it has delivered to the

community on behalf of the Council. The review has focused on ensuring that we offer the best, most preventative, holistic, accessible and responsive service we can in the future to those people throughout our growing district that need help, advice and support.

The SLA between CARC and the Council expires on 31 March 2020. It is very clear in the SLA that it is for a one year period and places no obligation on the Council to renew the SLA or to even consider a renewal of the agreement.

The Council informed CARC of its intention to carry out a review at a meeting held in March 2019, at that same meeting CARC were informed that there was no guarantee that the grant would be available in 2020/21 and in future years.

The national compact agreement relates to the relationship between government and public and third sectors. It does not relate to the relationship between the local authority and the third sector. There is the local compact agreement which does relate to the local authority and the third sector.

The 12 week notice period to terminate mentioned at para 3.2 of the local compact is in relation to Agreements which run for 3 years. In this instance, the SLA is a 1 year agreement so arguably, either a notice period is not required or a fraction of that period would be considered reasonable notice. If a decision is taken in line with the recommendation then the Council will effectively be giving 10 weeks' notice to end of March (leaving aside the verbal notice that was given months ago that funding may not continue in 2020) which is reasonable.

The review, undertaken by Officers, did not focus on delivering savings to the Council. The focus was to ensure that the community received the most efficient and effective service possible.

Officers have already undertaken training to ensure that a meaningful and effective service can be delivered. They will undergo further training to reflect the needs of the service. All frontline officers in the housing team will undergo training which will be delivered by the Financial Conduct Authority.

All of our frontline officers are experienced in dealing with complex cases; most of the officers carry a caseload of 40+ and could see many of these clients on several occasions. Ongoing support is at the heart of the offer to the community and there is no timescale on support plans, they are tailored to meet the needs of the individual.

The Council would be very happy to have a discussion with CARC about staffing.

### **Linda Spiers**

#### **Statement**

People having problems at work. I've personally seen pregnant women experiencing constructive dismissal, someone who should have been TUPE'd and wasn't, someone who'd been working over 70 hours a week for 2 years who was sacked when they had a nervous breakdown, people who hadn't been paid when their employer went out of business ... etc etc. These are not people who live in Sanctuary Housing and I don't think it would occur to most of them to go to ECDC for help and none of them could afford a lawyer.

Advice and support to people who are having consumer issues. I have helped people suffering from John Lewis, a furniture store, their energy supplier, mobile phone supplier, garage etc etc. Again, not all these people are extremely poor or vulnerable, but they still need help and generally can't afford a solicitor. I don't think ECDC is planning to offer support with consumer issues?

Relationships. "Domestic violence" is the tip of the iceberg, there is also coercive control and I have had at least two male clients who have been the victims of violent female partners. Thinking about their social class, income brackets, again I'm not sure many people I've seen would have approached the Council for help, but they really needed it. Then there's access to children and grandchildren, I have seen so many people about this issue, and it has been the biggest cause of people crying in the consulting room. The barriers to people approaching the Council for help with this are enormous,

given the fear of getting social services involved in a difficult situation and the loss of the children to the care system.

I think that CARC provides a very useful bridge and a doorway for people who either don't think of going to the Council for help or who are frightened/shy of doing so and we also cover areas of advice that the new service will not offer. I'd really like this to be considered and see if there is a way in which at least part of the service could be retained.

Just a couple of other points I wanted to raise - the money the Council gives us provides the core of the funding for the Ely office and without it Citizens Advice would not be able to provide its central service and would likely have to close, except for a bit of separately funded case work like Universal Credit and some debt advice - if it could find a premises to operate from. Nick, our CEO, told me that officers seemed surprised when he told them that.

The money also funds the telephone advice service, which receives over 300 calls a months from people based in East Cambs. If the funding is withdrawn, the Contact Centre would have to refer all East Cambs callers to the Council. Nick said that when he raised it with them, officers told him they had not planned to put in a phone service and so all these calls would have to go via the Council's switchboard

### **Penelope Taylor**

#### **Statement**

CARC is an independent charitable organisation and I am extremely concerned at the possibility of ECDC withdrawing their funding. I had extensive training and now have 15 years experience of dealing with clients with a wide variety of issues. I am one of many advisers and I do not feel that 2 additional employees at ECDC will be able to cope with the work that is covered by Citizens Advice in Ely. They will need extensive training in many more areas than housing, benefits and debt. I hope that you will be able to support me and my colleagues in our great concern for clients if this change occurs.



EAST  
CAMBRIDGESHIRE  
DISTRICT COUNCIL

## AGENDA ITEM NO. 4(b)

Minutes of a meeting of the Operational Services Committee held in the Council Chamber, The Grange, Nutholt Lane, Ely on Thursday, 21<sup>st</sup> May 2020, at 8:19pm.

### **PRESENT**

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

### **OFFICERS**

John Hill – Chief Executive  
Maggie Camp – Legal Services Manager and Monitoring Officer  
Jo Brooks – Director Operations  
Emma Grima – Director Commercial  
Adrian Scaites-Stokes – Democratic Services Officer

#### 1. **ELECTION OF CHAIRMAN**

Councillor David Ambrose Smith was duly nominated. There being no other nominations:

It was resolved:

That Councillor David Ambrose Smith be elected as Chairman of the Operational Services Committee for the ensuing municipal year.

#### 2. **APPOINTMENT OF VICE-CHAIRMAN**

Councillor Julia Huffer was duly nominated. Councillor Mark Inskip was also duly nominated. When put to the vote:

It was resolved:

That Councillor Julia Huffer be appointed as Vice-Chairman of the Operational Services Committee for the ensuing municipal year.

The meeting closed at 8:21pm.



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**TITLE: ECDC ENVIRONMENT AND CLIMATE CHANGE STRATEGY AND ACTION PLAN**

Committee: Operational Services Committee

Date: 8 June 2020

Author: Richard Kay, Strategic Planning Manager

[V12]

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1.0 ISSUE

1.1 On 17 October 2019, Full Council passed a 'climate change motion', which declared a climate emergency and agreed a number of actions to take place. One such action was to task this Committee with the preparation of an 'Environment and Climate Change Strategy and Action Plan'. Such a Plan is brought to this Committee today.

2.0 RECOMMENDATION(S)

2.1 That the Committee:

- (A) Approves the Council's first Environment and Climate Change Strategy and Action Plan;
- (B) Acts as champions for the Plan, helping to communicate its key messages and facilitate its delivery;
- (C) Recommends to Finance and Assets Committee that consideration be given to the actions outlined in the Plan, in terms of how they may be suitably resourced; and
- (D) Seeks regular updates on progress with delivering the actions in the Plan, including a thorough update report approximately one year hence.

3.0 BACKGROUND/OPTIONS

3.1 On 16 October 2019, Full Council approved a wide-ranging Motion relating to climate change matters and which, in short, had the effect of this council declaring that there is a climate emergency.

3.2 The Motion agreed a number of specific actions which should take place, including a commitment to the preparation of an Environment and Climate Change Strategy and Action Plan.

3.3 This report is intended to meet that commitment.

3.4 Over the last six months, assisted by a new mini-officer group which (until COVID-19 impacted) met most weeks, officers have prepared the Plan attached at appendix A, which Committee is asked to consider and approve.

- 3.5 It is important to recognise from the outset that the Plan attached is only a small stepping stone to delivering what the Motion seeks. The Motion had a timespan of 30 years (to 2050); this Plan should be seen as 'Year One Plan', and it is recommended that each year progress should be monitored, and new actions set.
- 3.6 The document intends to both act as a strategy, to guide us in the early years of the journey to 2050; as well as an action plan, so we can make progress straight away.
- 3.7 It is also two pronged: it seeks to mitigate climate change, doing our bit to address this global problem; and it seeks to boost the natural environment, here in East Cambridgeshire.
- 3.8 The Plan is predominantly 'inward looking', in that it focuses on what we can do, as an organisation, to make a difference. But, it also commits us to facilitate preparation of a district wide Plan, one which will set out what residents and businesses can do, to do their bit. That second Plan, we hope, will be prepared and owned by residents and businesses themselves, with our assistance.
- 3.9 The Plan also commits to working with a willing Parish Council, to create a template for a parish-plan. We know there is interest in this from the discussions held at the recent Parish Forum, held in Littleport.
- 3.10 In summary, the Plan has the following main sections, and is intended to complement a similar Strategy and Action Plan being prepared by the County Council:
- A 'summary of actions', setting out a top 20 list of actions for the next 12 months;
  - An introduction, setting the scene for the issues tackled in the Plan;
  - A section on mitigating climate change, which includes a number of 'carbon footprint' calculations, including one for ECDC itself (using a method endorsed by the Climate Trust);
  - A section on biodiversity and the natural environment;
  - A summary of the outcome of the 'Ideas Forum' that was launched shortly after the Motion was approved;
  - A section on 'actions' proposed to be taken;
  - A section on how the actions could be financed; and
  - Some further reading, references and monitoring process
- 3.11 If approved, it is hoped the Plan will form the start of a 'conversation', including a conversation:
- With staff – to embed a culture within the organisation to instinctively think about the climate and the natural environment in all decisions and actions we take;
  - With residents – to encourage and facilitate action they could take;
  - With businesses – to encourage them to lead by example;

- With partners organisations – so we all act in a complementary way (eg Parish Councils; County Council; Combined Authority; charities; government agencies; community groups and more); and
- With government – so that funding can be secured, and national policy amended;

#### 4.0 ARGUMENTS/CONCLUSIONS

4.1 The Strategy and Action Plan put forward is deemed ambitious, yet realistic. It provides a solid start on our journey, but recognises that much more will need to be done, year on year.

4.2 The Committee is not only asked to approve the Plan, but also commit to receiving regular updates and act as champions for its delivery.

#### 5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT/ ENVIRONMENTAL IMPACT ASSESSMENT

5.1 There are no immediate financial implications arising from the recommendation. However, delivering the actions it proposes will require investment, some of which is not presently secured. Making decisions on individual projects will, where appropriate, require their own individual decision, including consideration of financial implications.

5.2 Equality Impact Assessment has found no direct positive or negative impacts.

5.3 An Environmental Impact Assessment has found no direct benefits arise from approving the Plan, but indirectly there will be considerable benefits, should the actions it propose be taken forward.

#### 6.0 APPENDICES

6.1 Appendix A: Environment and Climate Change Strategy and Action Plan  
Appendix B: Ideas Forum – summary of responses received

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<b><u>Background Documents</u></b>	<b><u>Location</u></b>	<b><u>Contact Officer</u></b>
	Room 12, The Grange, Ely	Richard Kay Strategic Planning Manager (01353) 616458 E-mail: <a href="mailto:richard.kay@eastcambs.gov.uk">richard.kay@eastcambs.gov.uk</a>

East Cambridgeshire District Council

**ENVIRONMENT PLAN**  
**A STRATEGY AND ACTION PLAN TO BOOST**  
**THE ENVIRONMENT AND HELP MITIGATE**  
**CLIMATE CHANGE**  
(Council-EnvPlan)



June 2020

# Contents

<b>Foreword</b> .....	<b>3</b>
<b>1 Introduction</b> .....	<b>5</b>
<b>2 Mitigating Climate Change</b> .....	<b>11</b>
East Cambridgeshire's Carbon Footprint .....	14
East Cambridgeshire District Council's Carbon Footprint .....	16
Defining the Scope .....	16
Excluded Emissions.....	17
Data Collection .....	18
Calculating the Baseline .....	18
Overall Summary .....	20
<b>Intensity Ratios</b> .....	<b>23</b>
<b>3. Biodiversity and the Natural Environment</b> .....	<b>24</b>
<b>4. Ideas Forum</b> .....	<b>29</b>
<b>5. Actions and Projects</b> .....	<b>30</b>
East Cambridgeshire District Council's Projects .....	30
Current or Near-Term Projects .....	30
Medium Term Projects .....	35
Additional Projects .....	36
Summary of Actions.....	37
<b>7 Financing the Strategy and Action Plan</b> .....	<b>39</b>
<b>8 Further Reading</b> .....	<b>40</b>
<b>9 Monitoring and Evaluation</b> .....	<b>41</b>
Identifying Projects .....	41
Initiating Projects.....	41
Monitoring.....	41
Reporting Progress.....	41
Baseline Year Recalculation Policy.....	41
<b>10 Stakeholder engagement</b> .....	<b>43</b>
<b>Appendices</b> .....	<b>44</b>

## Foreword

In Autumn 2019 East Cambridgeshire District Council declared a climate emergency. In doing so, we agreed to explore a wide range of actions to improve our local environment and do our bit to help mitigate climate change.

One such commitment was the preparation of this Environment and Climate Change Strategy and Action Plan (EnvPlan), and I am delighted to introduce this to you.

This Council has already done many things such as boosting recycling, improve cycling and walking infrastructure and securing better environmental standards in new development.

But we can do much more, and we must do more. We can do this both directly, through our own operations, but also by helping to facilitate change in partnership with residents and businesses across the district.

This EnvPlan sets out our vision, which is that by 2050 or earlier the Council's operations will reach net zero carbon emissions and, in partnership with all stakeholders, for East Cambridgeshire as a whole, with clear and demonstrable progress towards that target year on year. At the same time, our vision is to support our communities and East Cambridgeshire's biodiversity and environmental assets so they can adapt and flourish as our climate changes.

To guide us towards meeting that vision, this first ever EnvPlan sets out where the Council's current emissions come from so we can identify those areas we will focus on, therefore maximising meaningful reductions over the coming months and years.

This EnvPlan also sets out how, here in East Cambridgeshire, we can make significant improvements to our natural environment, by creating new habitats and enhancing the special places we already have.

This is our first EnvPlan. Achieving our long-term vision will take years of hard work and commitment, a change of culture to one of "think zero" by default and the setting of new projects and targets year after year.

This EnvPlan is therefore only the first step. But if we deliver what this 'first step' is aiming to achieve, we will, by next year, have already made a real difference. Influenced by what you told us we should do through the Ideas Forum that ran over Winter 2019/20, we:

- Will have reviewed our entire **electricity and gas contracts**, and, provided we are able, amended them to 100% renewable electricity tariffs and 100% carbon off-set gas tariffs;
- Will have put in place a completely new '**think climate, think nature, think communities**' culture throughout the Council, with compulsory staff training and compulsory carbon impact assessments for key decisions;
- Will have thoroughly researched how the Council's biggest CO2 emitter – our **bin lorries** – can become less carbon intensive, perhaps through electric vehicles or new ways of working, and put in place a detailed plan to achieve it;
- Will have completed or started a new wave of energy efficiency improvements on **The Grange** – our second biggest CO2 emitter after bin lorries;



- Will have worked with, lobbied and persuaded **our partners** to take action to cut their emissions and bolster the natural environment;
- Will have adopted two new **Supplementary Planning Documents**, one on the Natural Environment and the second on Climate Change, which will give the Council additional powers to require new development to contribute to achieving our vision;
- Will have started a new **tree planting programme**, where opportunities to do so have been found.

With the Covid-19 outbreak still in its early phases, we are of course presently living in uncertain and worrying times. The pandemic, as awful as it has been and continues to be, has brought a collective examination of what is important in life with a new sense of increased value being placed on our natural environment and on the importance of having time to appreciate it. The recovery from the pandemic therefore requires us to think about a different future and to capture and nurture those positive things that people have experienced.

Nature has had a welcome break from human activity during the pandemic and is thriving; air quality has improved and CO2 emissions fallen across the globe. We've also seen Government promise large sums of money to boost cycling and walking, and East Cambridgeshire is well placed to take advantage of these opportunities as it concludes its extensive Bus, Cycle, Walk consultation. We must take advantage of all these opportunities, to make lasting positive change.

We cannot do this alone. We are committed to working with the whole district to reduce emissions and boost the natural environment of East Cambridgeshire for current and future residents to enjoy.

We need your help, your suggestions, your pledges.

And you have been fantastic so far, offering hundreds of suggestions through our 'Ideas Forum' which we have carefully reviewed, and many of which we have incorporated in this plan. Please keep your ideas coming.

**Together** we can make a real difference.

**Together** we can achieve a clean, green, East Cambridgeshire.

**Together** we can do our bit to minimise global climate change.

**Anna Bailey**  
**Leader - East Cambridgeshire District Council**

#### Acknowledgements

*In preparing this Environment Plan, the Council wishes to acknowledge the help and support of the County Council. With its agreement, we have aligned our EnvPlan with its similar emerging Plan, and have included similar diagrams and statistical evidence.*

# 1 Introduction

## The overriding context

The current generation has a duty to protect and improve the health of our planet for those that follow.

The world is facing unprecedented challenges in population growth, climate change, pollution and ever increasing and competing demands on its land and natural resources. By 2050 the world population is expected to rise from its current level of 7.7 billion to 9.8 billion<sup>1</sup>. There is global consensus that climate change poses significant risk to the health of the planet and its ability to sustain life.

Local Authorities have a responsibility, both in their own activities and those undertaken with partners, as well as in the influence they can bring to bear, to reduce the adverse effects of their populations on the planet.

East Cambridgeshire, and Cambridgeshire as a whole, is a growing area. Increasing populations result in increasing need for businesses, houses, health, retail and leisure outlets, transport and other supporting infrastructure, all of which can lead to adverse impacts on the environment. With growth comes a responsibility to balance competing demands and mitigate the negative impacts of that growth as far as is reasonably possible.

We know, and fully support, that residents are calling for action. We acknowledge that this Council has a significant role to play in protecting and improving the environment for future generations.

## What have we declared?

In October 2019, East Cambridgeshire District Council (ECDC) declared a climate emergency and committed to the development of an Environment and Climate Change Strategy and Action Plan.

In doing so, we acknowledged that our natural and built environment is the most precious inheritance for which we act as caretakers for the next generation.

We also accept that greater rigour is needed now, and hereafter, to protect our environment and mitigate the effects of climate change. We accept that every day action is delayed it becomes more likely we will pass irreversible environmental tipping points. Human driven climate change is one of the most complex issues facing us today. It poses significant risk to our health, our economy, our environment, and endangers the wellbeing of future generations.

Pollution, in all forms, is also another global environmental concern. It involves many dimensions – science, economics, society, politics and moral and ethical questions – and is a global problem, felt on local scales, that will be around for decades and centuries to come. People of all ages, all walks of life and all social and economic backgrounds are becoming increasingly concerned they will leave or inherit an environment that is irreparably damaged, forcing others to live with the consequences of the decisions we make today.

Carbon dioxide, the greenhouse gas that has driven recent global warming, lingers in the atmosphere for hundreds of years, and the planet (especially the oceans) takes a while to respond to warming. So even if we stopped emitting all greenhouse gases today, global warming and climate change will continue to affect future generations. All Governments (national, regional and local) have a duty to limit the negative impacts of environmental change by cutting carbon emissions, protecting

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<sup>1</sup> United Nations, Department of Economic and Social Affairs <https://www.un.org/development/desa/en/news/population/world-population-prospects-2017.html>



biodiversity and reducing pollution. The necessity of reaching net-zero was enshrined in UK law on 27th June 2019, with a target requiring the UK to bring all greenhouse gas emissions to net zero by 2050.

Human activity contributes significantly to the increases in global average air and ocean temperatures, widespread melting of snow and ice, and rising global average sea level. The International Panel on Climate Change (IPCC) estimates that human activity has already caused 1°C warming above pre-industrial levels. If temperatures increase at the current rate, warming is likely to reach 1.5°C between 2030 and 2052, leading to regional scale changes to climate including dramatic increases in the frequency and intensity of flood or drought events across the world, including the UK. These risks are set to increase should warming reach 2°C, and the longer that temperatures remain high, the harder it becomes to reverse the damage.

## **Balancing growth and environmental protection**

As one of the fastest growing counties within the UK comes the demand for more housing, food security, water resources and efficient public transport, all of which compete for land use and put pressure on our natural environment. Some land use changes bring negative effects to our environment, for example, damage to landscape from minerals extraction for building materials, loss of natural habitat, increased air pollution from power generation, unsustainable travel and the impact of agricultural pesticides on water quality and biodiversity.

Saying 'no' to growth is not an option. There is a pressing need for new homes and infrastructure, but we recognise the need for **sustainable growth** such as minimising the need to travel, providing sustainable transport options and reducing the carbon emissions from buildings, whilst enhancing its natural assets through restoring local heritage, providing increased green spaces for people and nature and increasing tree planting to assist with shade and urban cooling.

## **Imperatives for Action**

There are three clear imperatives for action, as outlined by the Global Commission for Adaptation, which will directly impact our ability to serve our communities in the most effective way.

**The Human Imperative:** Climate change exacerbates existing challenges to our services and the communities we serve. Increasing frequencies of heatwaves, flooding and its contamination of water supplies pose a particular threat for our most vulnerable residents. Climate refugees, people displaced from their homes as a result of the impacts of climate change, are likely to bring increased pressure on our social care delivery by 2050. It also puts an unfair burden on future generations who will have to cope with the challenges we are leaving them.

**The Environmental Imperative:** The natural environment is our first line of defence against extreme environmental events such as floods, droughts and heatwaves. A thriving natural environment is fundamental to effective and lasting adaptation. Yet, one in four species is facing extinction, about a quarter of all ice-free land is now subject to degradation, and ocean temperatures and acidity are rising. Climate change will bring adverse effects on our natural environment everywhere. We must protect and work with nature to build resilience and reduce climate risks at all scales before the damage has gone too far.

**The Economic Imperative:** Mitigation and adaptation are now in our strong economic self-interest: the cost of doing nothing far outweighs the cost of taking positive action now. The Global Commission on Adaptation has demonstrated that the overall rate of return on investments in improved resilience is high, with benefit-cost ratios ranging from 2:1 to 10:1, and in some cases even higher. Introducing climate adaptation considerations into our financial decision making will have commercial benefit to our economy in the long run.

## What have we done so far?

We know we can and must do more. But we should not dismiss the good work and action we have already completed and begun prior to this first Environment Plan, such as:

- A District wide review of bus services to inform a detailed plan, which aims to increase the number and frequency of services, to be presented to the Combined Authority in its county wide bus review;
- Development of an East Cambs Strategic Cycle/Footpath Network, identifying gaps in the current network, and seeking funding opportunities to improve the network over time;
- Thanks to our residents, achievement of one of the highest recycling rates in the country, leading to a new target of 65%; we stand ready to make further improvements in line with the Government's emerging Resources and Waste Strategy;
- Through planning policy we favour sustainable development, we secure energy and sustainability measures on all developments of 5 dwellings or more and we seek BREEAM 'very good' build standard on non-domestic developments greater than 1000m<sup>2</sup>;
- We seek to secure landscaping, tree planting and biodiversity improvements in new developments;
- Our Tree Strategy and Conservation Area policies are helping to protect and improve the tree stock across the District;
- We work with wildlife groups to increase habitat and biodiversity;
- We have established wildflower habitats on some of our own open spaces;
- Our Purge on Plastics campaign and action plan is helping to reduce the Council's use of single use plastics and to encourage others across the district to do the same;
- Ely Markets' Bring your Own Campaign is helping to raise awareness and reduce the use of single use plastic by market traders and customers;
- We are signed up to and supporting the Doubling Nature campaign and the Local Nature Partnership;
- Our free energy advice service helps residents improve the energy efficiency of their homes;
- Participation in the Energy Company Obligation Flexible Eligibility Scheme is helping to reduce carbon emissions and tackle fuel poverty;
- Together with Cambridgeshire County Council, we are developing ideas to design an energy system to deliver net zero carbon emissions from energy use in East Cambridgeshire by 2050. This will require shifting transport, gas and oil use to electricity and to grow the electricity network to cater for the change;
- We are working with Swaffham Prior Community Land Trust and Cambridgeshire County Council to secure funding for the low carbon Swaffham Prior Community Heat Scheme;
- Kennett Community Land Trust has been designed using Garden Village principles;
- We are building new homes at Haddenham Community Land Trust to high energy efficient standards;
- 2 rapid electric vehicle charging points were installed at The Hive car park;
- At end of life all lightbulbs on Council premises are replaced with LED lightbulbs; and
- Grant applications to the Council are asked to explain what steps are being taken to make a project environmentally sustainable.

But we recognise the need to build on this positive work, to further embed positive environmental thinking, behaviours, and action throughout our organisation and to seek to influence partners and others to do the same. This EnvPlan aims to commence and facilitate that process.

## Our Vision

Our vision for 2050 is to deliver net zero carbon emissions for the Council's operations and, in partnership with all stakeholders, for East Cambridgeshire as a whole, with clear and demonstrable progress towards that target year on year. At the same time, we will support our communities and East Cambridgeshire's biodiversity and environmental assets to adapt and flourish as our climate changes.

Our vision also fully aligns with that of the County Council, as follows:



(Source of graphics: Cambridgeshire County Council Climate Change and Environment Strategy)

## Purpose of the Strategy

The purpose of the strategy is to provide a clear statement of the Council's climate change and environmental objectives and to set out how the Council will continue to address environmental and climate change challenges.

It will describe how we will look to address our own impacts and how working together with our public sector partners and our communities we will support the transformation needed across East Cambridgeshire and beyond to tackle these challenges.

## Objectives

Our Objectives are to:

- Reduce our own, and the district's as a whole, greenhouse gas emissions to mitigate the impacts of human-made climate change;
- Support our communities and biodiversity to adapt to a changing climate;
- Improve East Cambridgeshire's natural environment for the benefit of present and future generations;
- Empower East Cambridgeshire communities and businesses to buy-into and support the delivery of the Strategy;
- Support the County Council's aim of delivering 100% clean energy for our communities by 2050.

## Our Approach

To deliver the vision and objectives of the Strategy we will step up our engagement with Officers, Members, partners, businesses and our communities to build a shared understanding of the challenges and grow our collective knowledge, capacity and skills to create the vision we have set ourselves.

This will include:

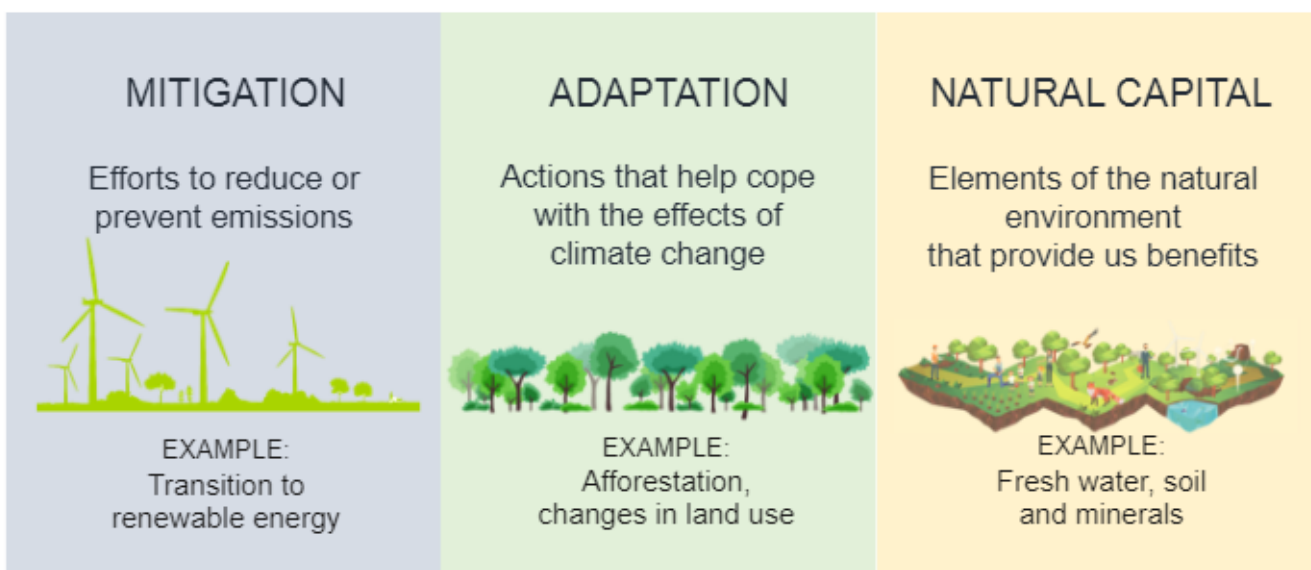
- Identifying, and keeping up to date, the carbon footprint for the Council's operations and for the district as a whole;
- Developing carbon targets and tracking carbon emissions reductions for the Council's operational footprint and the broader impact of its activities and policies;
- Preparing and regularly updating an action plan with our staff, communities and partners that shows how we are going to deliver our Strategy, where we will lead or where we must support or work with others to lead;
- Working closely with Cambridgeshire and Peterborough Combined Authority and Cambridgeshire County Council to support the implementation of county wide measures
- Demonstrating leadership and setting a good example, through using our numerous statutory responsibilities and duties to bring forward positive change; and
- Financing the delivery of the EnvPlan and providing a framework for the Council to inform its budget setting and delivery of its corporate priorities for the people of East Cambridgeshire.

## Identifying the Key themes to build our Strategy and Action Plan

In preparing its own strategy, Cambridgeshire County Council identified, in 2020, three key themes covering technical, organisational and engagement aspects to provide the context and how we work with partners and our community. ECDC endorses these themes and, to assist with coordination of activities with the County Council, will use the same themes in this Strategy.

Three themes:

1. Quantifying our carbon footprints to inform and deliver climate change mitigation through efforts to reduce or prevent carbon emissions;
2. Adaptation to cope with the existing and future impacts of climate change;
3. Enhancing and conserving natural capital such as wildlife, plants, air, water and soils.



(Source: Cambridgeshire County Council Climate Change and Environment Strategy)

## What is mitigation?

Mitigation of carbon emissions addresses the causes of climate change. It describes those actions which reduce, prevent or capture greenhouse gas emissions. A strong strategy must be informed by robust evidence. The current carbon footprints of both ECDC itself as an organisation, and that of the entire geographical area of East Cambridgeshire will inform our action planning as well as the views of our communities.

## What is adaptation?

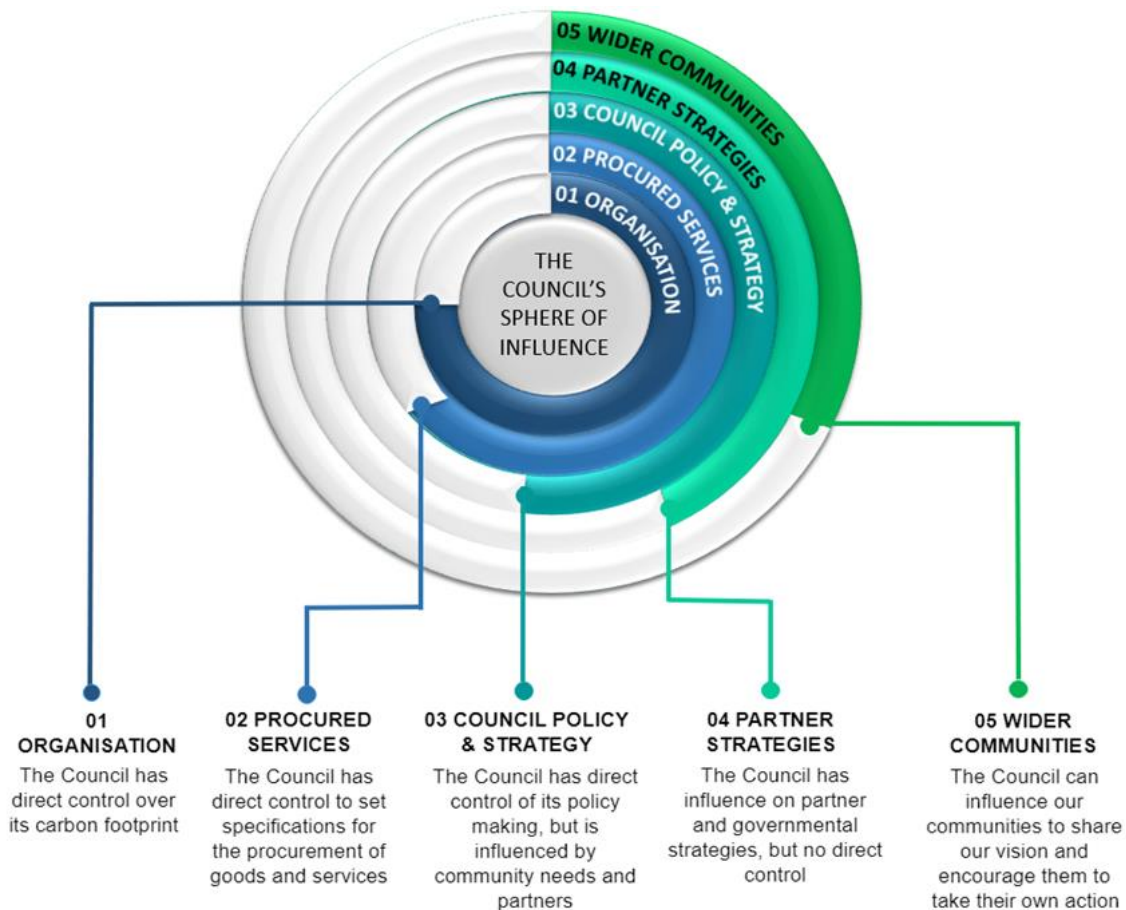
Adaptation consists of those actions that enable us to deal with the effects of climate change, such as flood risk management in response to heavier more frequent rainfall. We are proposing to prepare a separate document over 2020/21 in relation to the adaptation actions the Council can take, though Appendix 3 has some preliminary views on how society can and will need to adapt.

## What is natural capital?

Natural capital comprises our 'stock' of waters, land, air, species, minerals and oceans. This stock underpins our economy by producing value for people, both directly and indirectly. Goods provided by natural capital include clean air and water, food, energy, wildlife, recreation and protection from hazards. Improving our natural capital addresses how to enhance our existing nature reserves, improve biodiversity and tackle air, land and water pollution to keep our planet healthy for all species.

## Control and influence of the strategy

This is a strategy for ECDC (rather than the district of East Cambridgeshire) and identifies how we must work with our public and private sector partners and communities across East Cambridgeshire and beyond. As part of its strategy, the Council recognises what is under its direct control and wider influence. The diagram below was developed by the County Council, but is equally applicable to ECDC:



## 2 Mitigating Climate Change

### What is climate change mitigation?

Mitigation can mean using new technologies and renewable energies, making older equipment more energy efficient, reducing consumption and waste, or changing management practices or consumer behaviour, to reduce or prevent emission of greenhouse gases and limit the magnitude or rate of long-term global warming due to human emissions of greenhouse gases.

It is important to understand that the sooner mitigation of carbon emissions occurs, the greater the overall reduction of carbon emissions generated by 2050. For example, if you reduce 20 tonnes of CO<sub>2</sub> in 2020, this produces a cumulative impact of 600 tonnes reduction by 2050.

'Net Zero Carbon' means, first, the reduction of greenhouse gas emissions to the lowest possible level. Then, for any remaining emissions, offsetting them through carbon removal methods such as tree planting or carbon capture and storage, so we have net zero emissions overall to the atmosphere.

However, offsetting should be seen as a last resort. Planting trees, even on a massive scale across East Cambridgeshire, will only go a tiny fraction of the way to balance out our current emissions.

For the UK as a whole, the net zero target legally must be reached by the end of 2050.

#### Pathway to Net Zero Carbon



(Source: Cambridgeshire County Council Climate Change and Environment Strategy)

### Carbon Footprints

Before we decide what we should do differently to reduce our emissions, we need to properly understand what our current activities are emitting. This is sometimes known as working out our 'carbon footprint' which, in technical terms, is a measure of the greenhouse gases (GHGs)<sup>2</sup> emitted into the atmosphere from sources in a specified area or organisation. It usually includes all relevant greenhouse gases, the most common of which is carbon dioxide (CO<sub>2</sub>). Emissions of other GHGs such as methane (CH<sub>4</sub>) or nitrous oxide (N<sub>2</sub>O), are measured in 'carbon dioxide equivalent' (CO<sub>2</sub>e)<sup>3</sup>.

<sup>2</sup> The main GHGs are: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF<sub>6</sub>) and Nitrogen Trifluoride (NF<sub>3</sub>). The Kyoto Protocol – the international agreement addressing climate change - covers these seven main GHGs. The last four are fluorinated gases ("F-gases") which are a range of man-made compounds (including HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub>) used in a variety of industries including refrigeration, air-conditioning and the manufacture of cosmetics, pharmaceuticals, electronics and aluminium. F-gases are extremely potent greenhouse gases with some having GWPs of several thousand or more (BEIS, 2019a). The greenhouse gases covered by the Kyoto Protocol account for over 99% of global greenhouse gas emissions.

<sup>3</sup> By using CO<sub>2</sub>e as a measuring tool means that the different global warming potential (GWP) of different gases are taken into account. Quantities of GHGs are multiplied by their GWP to give results in units of carbon dioxide equivalent (CO<sub>2</sub>e)

Nationwide, emissions of CO<sub>2</sub> make up 81% of GHG emissions, with the remainder from methane (11%), nitrous oxide (4%) and fluorinated gases (3%), when weighted by Global Warming Potential (GWP)<sup>4</sup>. The biggest source of greenhouse gas emissions in the UK is transport, closely followed by energy supply.

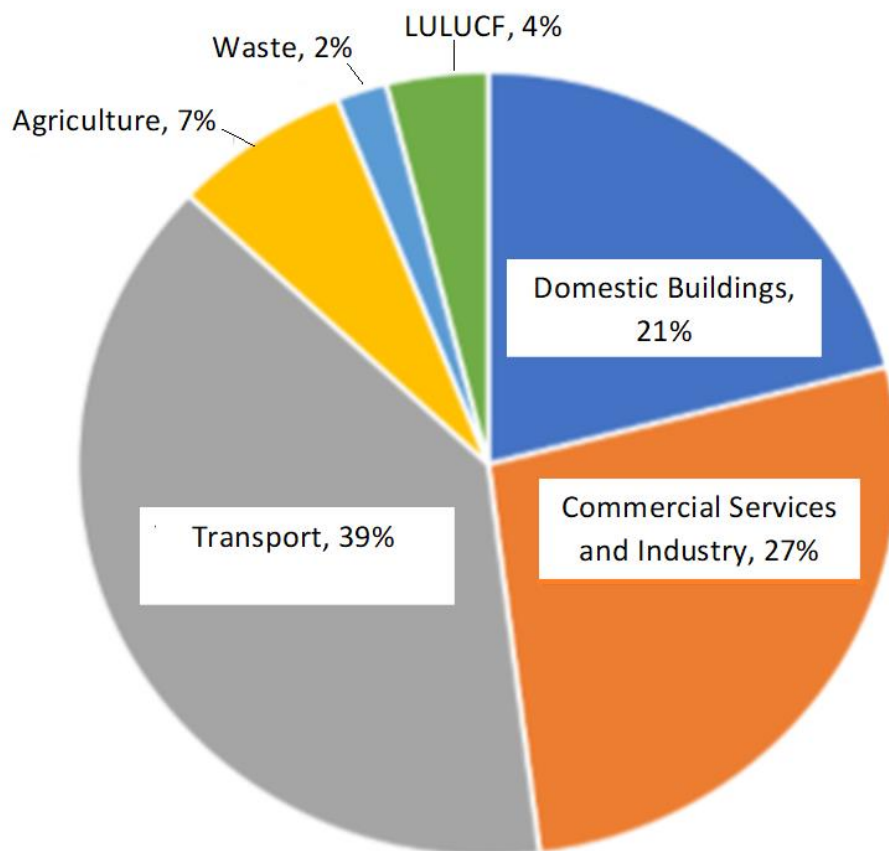
To help set the wider context, this EnvPlan reports the carbon footprint of the geographical area of Cambridgeshire-Peterborough as a whole, then East Cambridgeshire as a whole, and finally that of ECDC as an organisation.

Whilst not an exact science, you can also have a go at calculating your own (or your family's) carbon footprint using an online tool such as <https://footprint.wwf.org.uk/>. Calculating a carbon footprint can provide a useful indicator of how much impact you or a business is having, and pointers to where action could be taken to reduce the footprint (and hence reduce your impact on the environment).

## Cambridgeshire's Carbon Footprint

In 2019, Cambridgeshire County Council's annual collaboration with the Cambridge University Science and Policy Exchange (CUSPE) brought a team of researchers together to develop an evidence base of current carbon emissions for Cambridgeshire and Peterborough (improving on the 'CO<sub>2</sub>-only' data published by the department for Business Energy and Industrial Strategy), to provide a more accurate carbon footprint for the area.

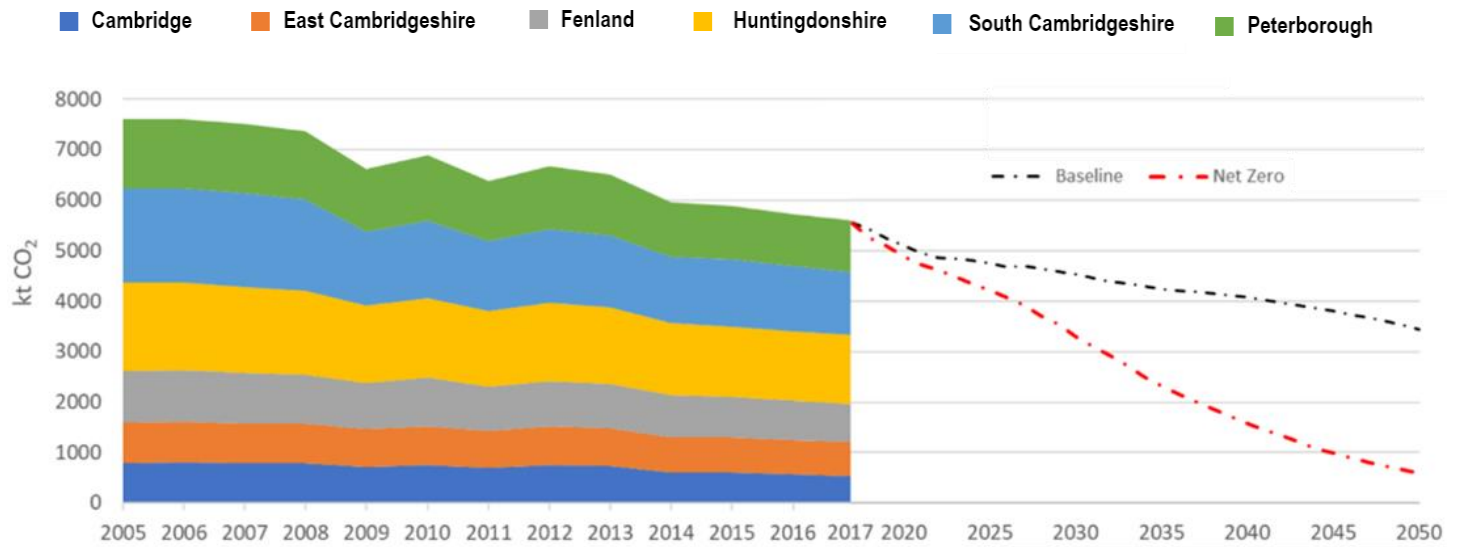
This report found that Cambridgeshire and Peterborough communities together produced 6.1 million tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) in 2017. The breakdown of this is shown below (source: CUSPE) (LULUCF = land use, land use change and forestry).



**Figure:** Breakdown of Cambridgeshire and Peterborough GHG emissions by source, 2017.

<sup>4</sup> Global warming potential. A factor describing the radiative force impact (degree of harm to the atmosphere) of one unit of a given GHG relative to one unit of CO<sub>2</sub>.

As well as looking at current emissions, the research team also modelled two scenarios projecting future emissions up to 2050; presented as: “business as usual” and “net zero emissions by 2050”. The difference between the two scenarios highlights the policy gap to reach Government’s ambition of net zero carbon by 2050. This is illustrated below.



**Figure:** GHG Emissions Pathways to 2050 (Source: Cambridgeshire County Council Climate Change and Environment Strategy)

To achieve the ambitious reduction scenario, the report highlighted the key areas that Councils across Cambridgeshire, and their partners, should consider incorporating into new policy, including:

- Decarbonisation of heat and improvements to the energy efficiency of the housing stock;
- Implementation of low carbon heating and carbon capture and storage in commercial and industrial buildings;
- All cars, vans, buses and motorcycles and most HGVs to be electric, as well as shifting more transport away from cars to walking, cycling and public transport;
- A significant reduction of food waste, reduction of demand for red meat and dairy by 20%, and increased fertiliser efficiency, breeding measures, and livestock food additives;
- Deployment of carbon capture and storage on waste sites, increasing capture of landfill and compost gas emissions and electrification of waste transport;
- Extensive afforestation;
- Further research on peatland emissions and to work with experts to find the best solution to ameliorate the current impact of our peatland areas.

The full report from the CUSPE team can be viewed online here: [CUPSE Report](#).

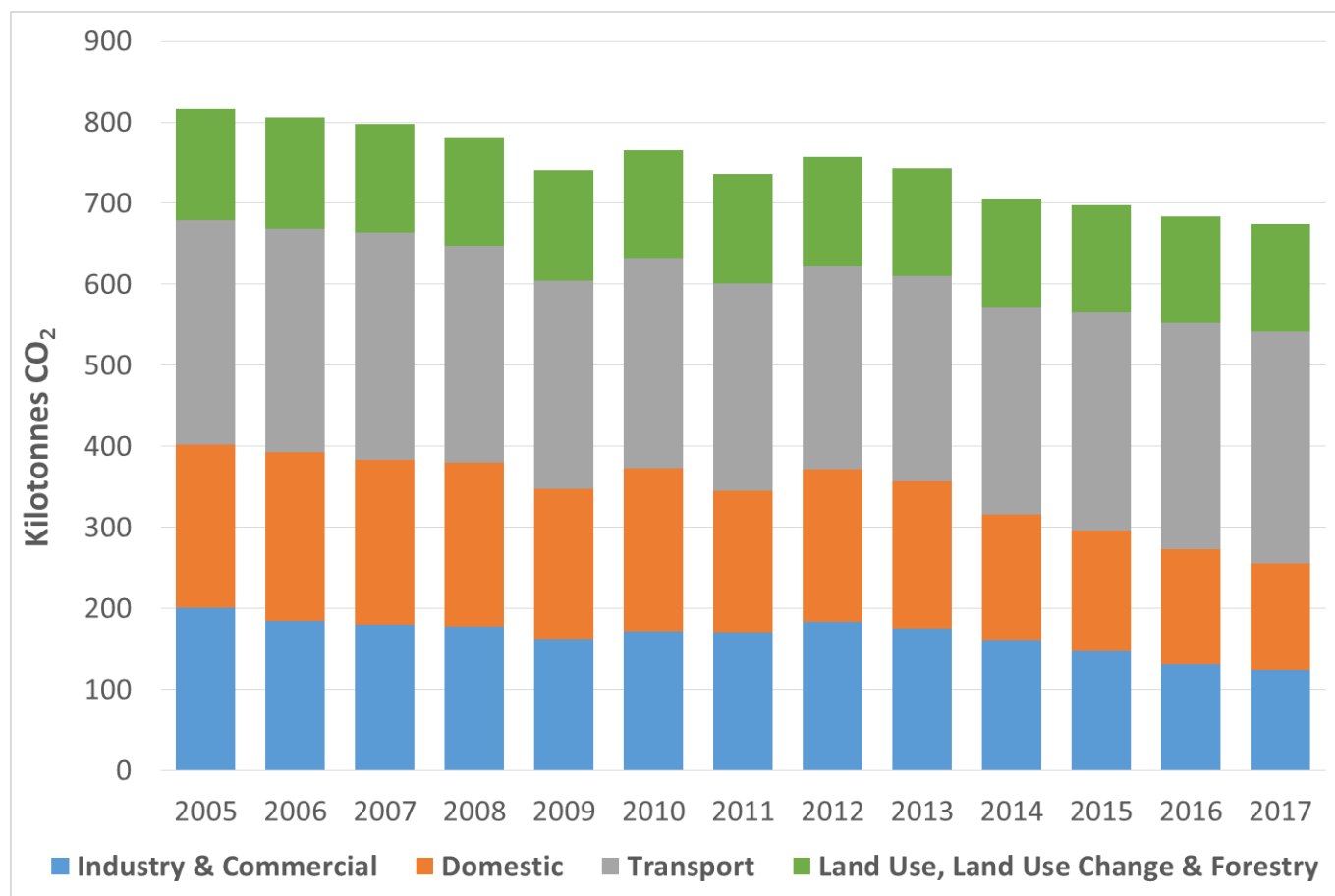


## East Cambridgeshire's Carbon Footprint

The carbon footprint for the geographical area of East Cambridgeshire should comprise all GHG emissions that occur in the area – this includes commercial and industrial sources, domestic homes, transport, agriculture, waste and land use.

There is no simple 100% accurate way of calculating a carbon footprint, as it relies on a number of assumptions. The Government Department for Business, Energy and Industrial Strategy (BEIS) annually publishes detailed local authority level CO<sub>2</sub> emissions data. However this does not provide data on the other recognised Kyoto Protocol GHGs emissions, collectively known as CO<sub>2</sub>e emissions. As such, this data 'misses' 19% of all GHGs.

The data is published with a 2 year lag (year x-2), and therefore 2017 is the most recent data available. From this it is evident the trend in East Cambridgeshire is reflective of the national trend: CO<sub>2</sub> emissions slowly and steadily declining over the last few years, due mainly to the decarbonisation<sup>5</sup> of the electricity grid. See figure below. Emissions from agriculture, waste and peatlands are not included in these figures because they primarily produce methane rather than CO<sub>2</sub>, therefore are missed from these calculations (BEIS, 2019). The drying (due to intensive agriculture) of peatlands is also not included, but if they were included would dramatically increase the carbon footprint of East Cambridgeshire (perhaps increase by 100%, or more – more research is needed on this).



**Figure: East Cambridgeshire's CO<sub>2</sub> emissions by end-user sector, 2005 – 2017 (BEIS, 2019c)**

<sup>5</sup> Decarbonisation means reducing the carbon intensity of energy in the national grid, this is achieved by reducing the proportion of fossil fuels and increasing the proportion of renewable energy sources such as solar and wind.

It is also useful to look at this data on a per capita basis. This shows that each resident in East Cambridgeshire is currently responsible for emissions amounting to 7.59 tCO<sub>2</sub> annually, illustrated in the figure below, significantly higher than the national average at 5.32 tCO<sub>2</sub>. We are uncertain at this stage why this is the case.

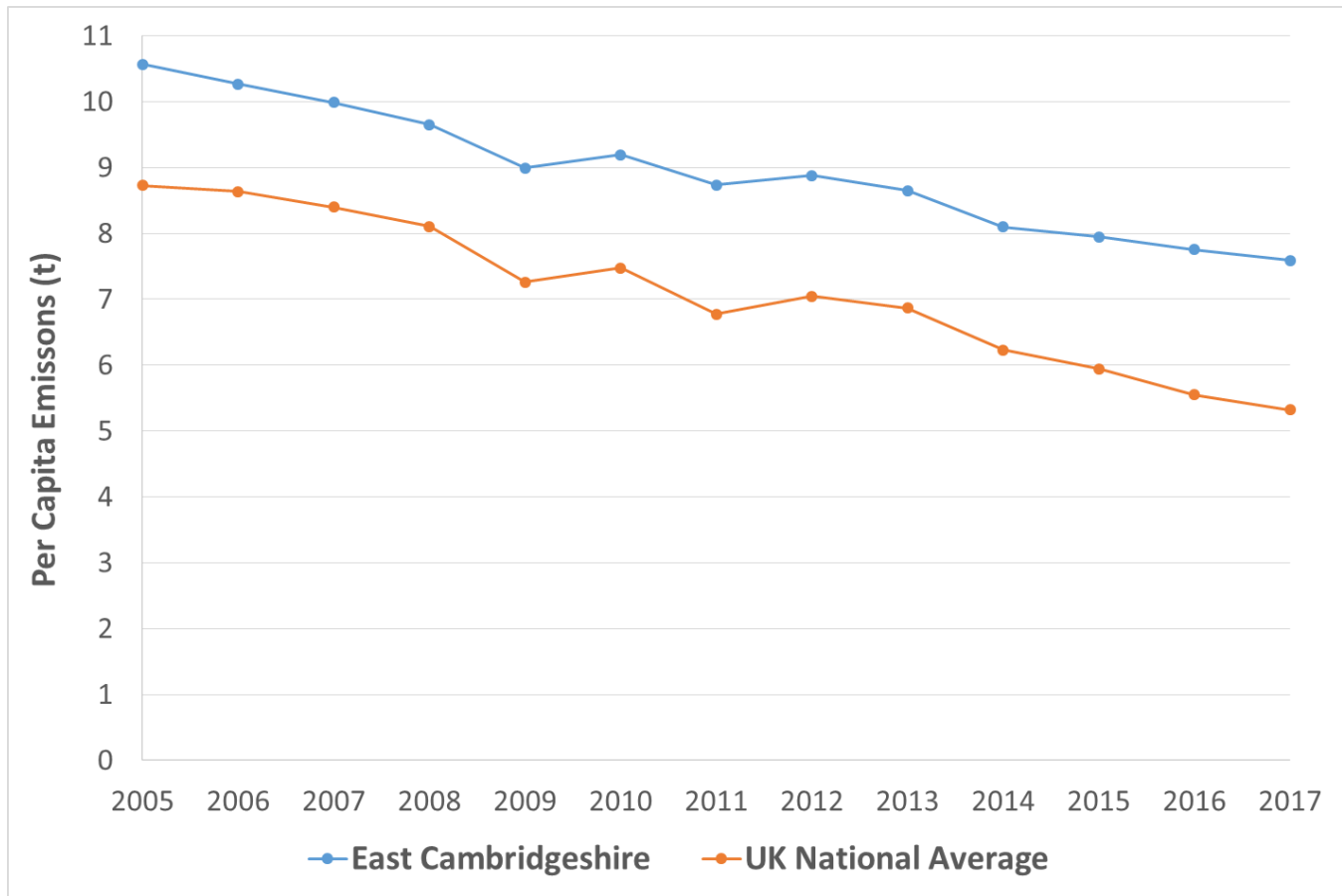


Figure: Per capita emissions for East Cambridgeshire and UK National Average, 2005 – 2017 (BEIS, 2019c)

# East Cambridgeshire District Council's Carbon Footprint

## Defining the Scope

The previous section, looking at Cambridgeshire-Peterborough as a whole, and East Cambridgeshire as a whole, used data collected and published by other parties. However, to work out the carbon footprint of an individual company or organisation, like ECDC, then a lot more data collection and analysis is required.

The starting point for carbon management is to accurately establish the emissions baseline. The scope of the baseline includes the required types and sources of emissions over a defined timescale. The baseline is a fixed point against which a reduction target can be set and future performance monitored.

Emissions-releasing activities are classified into three groups known as scopes. These, their relevant associated activities, are defined in the GHG Protocol Corporate Standard as follows:

Scope	Definition / Activity
<b>1 (Direct)</b>	<b><i>Emissions from sources that are owned or controlled by the organisation</i></b>
Fuels	Fuel sources combusted at a site or in an asset owned or controlled by the organisation.
Passenger vehicles	Travel in cars and on motorcycles owned or controlled by the organisation.
Delivery vehicles	Travel in vans and heavy goods vehicles that are owned or controlled by the organisation.
<b>2 (Indirect)</b>	<b><i>Emissions that are a consequence of the organisation's operations, but occur from sources owned or controlled by another company</i></b>
Electricity (grid)	Electricity used by an organisation at sites owned or controlled by them.
<b>3 (Other Indirect)</b>	<b><i>Emissions that are a consequence of the organisation's operations, which occur at sources which they do not own or control</i></b>
Well-to-Tank (WTT): Fuels	Upstream emissions associated with extraction, refining and transportation of the raw fuel sources to an organisation's site (or asset) prior to their combustion.
Transmission and distribution (T&D)	Emissions associated with grid losses (the energy loss that occurs in getting the electricity from the power plant to the organisations that purchase it).
Land business travel	Travel for business purposes in assets not owned or directly operated by the organisation.
Well-to-Tank (WTT): Passenger vehicles	Upstream emissions associated with extraction, refining and transportation of the raw fuels before they are used to power the transport mode.
Well-to-Tank (WTT): Delivery vehicles	Upstream emissions associated with extraction, refining and transportation of the raw fuels before they are used to power the transport mode.
Well-to-Tank (WTT): Land business travel	Upstream emissions associated with extraction, refining and transportation of the raw fuels before they are used to power the transport mode.
Hotel stays	Overnight hotel stays for work purposes.

**Table: GHG Emission scopes and associated emission releasing activities (BEIS,2019)**

In order to produce our organisational carbon footprint it is essential to accurately establish the scope of the operations on which our organisation will report. This process is known as defining the organisational boundary.

This means establishing what activities and functions are counted (or 'in scope') for the purpose of determining the Council's overall emissions, and by default what activities and functions are not counted ('out of scope'). This stage of the process involves reviewing the Council's operations to determine activities that give rise to carbon emissions.

We have determined that it is appropriate to include the following sources:

Scope	Activities typical to an office based organisation		Identified Council emission sources
1	Stationary	Production of electricity, heat or steam	<ul style="list-style-type: none"> <li>Gas used in Council Offices e.g. The Grange</li> <li>Gas used in buildings operated by the Council e.g. E-Space North</li> </ul>
	Mobile	Transportation of raw materials/waste	<ul style="list-style-type: none"> <li>Travel in cars, vans and heavy goods vehicles operated by the Council</li> </ul>
	Fugitive	Hydrofluorocarbons (HFC) emissions during use of refrigeration and air-conditioning equipment	<ul style="list-style-type: none"> <li>Air conditioning used in Council Offices e.g. The Grange</li> </ul>
2	Stationary	Consumption of purchased electricity, heat or steam	<ul style="list-style-type: none"> <li>Electricity used in Council Offices e.g. The Grange, Portley Hill Depot</li> <li>Electricity used in street and car park lighting which also includes road signs and illuminated bollards</li> <li>Electricity used in business facilities operated by the Council e.g. E-space North, E-space South</li> <li>Electricity used in public facilities operated by the Council e.g. Ely Market Square, Jubilee Gardens</li> </ul>
3	Stationary & Process	Production emissions from purchased materials	<b>Excluded (see below)</b>
	Mobile	Transportation of raw materials/ products/ waste, employee business travel, employee commuting	<ul style="list-style-type: none"> <li>Staff business travel and accommodation</li> <li>Employee commuting – <b>Excluded (see below)</b></li> <li>Supply and treatment of water used in Council Offices e.g. The Grange</li> <li>Supply and treatment of water used in public facilities e.g. Public toilets</li> </ul>

**Table: Identified Council related emissions in relation to typical GHG emissions for service sector / office based organisations (WRI/WBCSD, 2004)**

### Excluded Emissions

In addition to those sources detailed above there are other areas which give rise to emissions that the Council feels should be included but for which, at this time, insufficient detail is held to enable them to be included:

### SCOPE 3

- Waste production
- Purchased materials
- Employee commuting
- Third parties

However, for future editions of this EnvPlan we intend to make as many of these areas as possible ‘in scope’, therefore taking responsibility for the full emissions arising.

### Data Collection

The energy data used to calculate the baseline was gathered from different sources, for example invoices received by the Council, annual energy statements from utility providers and property services. Work continues to ensure that this data is robust and systems are in place to ensure ongoing timely and accurate collection of such data.

Energy Type	Source	Data Quality/Estimation techniques
<b>Gas</b>	Energy invoices from different suppliers, meter readings.	Where estimations have been used records are held with source data.  Methods include:  Annualising consumption or average data calculated using bookended data.
<b>Passenger vehicles</b>	Staff mileage claims, fuel purchased and vehicle log books.	Annualising consumption where required
<b>Delivery vehicles</b>	Fuel purchased and vehicle log books.	Annualising consumption where required
<b>Electricity</b>	Energy invoices from different suppliers, meter readings.	Where estimations have been used records are held with source data.  Methods include:  Annualising consumption or average data calculated using bookended periods.
<b>Business travel</b>	Staff mileage claims	N/A
<b>Hotel Stays</b>	Staff claim forms	N/A
<b>Refrigerants</b>	Energy invoices	N/A
<b>Water supply</b>	Energy invoices from different suppliers.	Annualising consumption where required

**Table: Source of data by energy type**

### Calculating the Baseline

To calculate what your CO<sub>2</sub>e emissions are, it is necessary to convert the ‘raw’ data (such as KWh of electricity used) into CO<sub>2</sub>e emissions. This process is relatively straight forward, using what are known as ‘conversion factors’.

The carbon conversion factors used for this Action Plan are the 2018 UK Government published carbon conversion factors (BEIS, 2019b), except where there is no appropriate emissions factor given, or a more accurate conversion factor is available. Where this is the case it will be stated.

The Council will use the most up to date conversion factors each time it updates this plan or produces an annual report.

The key conversion factors used are as follows:

<b>Energy Type</b>	<b>Conversion factor</b>
<b>Fuels</b>	
Natural Gas	0.18396 kg CO <sub>2</sub> e / kWh (Gross CV)
Diesel (average biofuel blend)	2.62694 kg CO <sub>2</sub> e / litre
Petrol (average biofuel blend)	2.20307 kg CO <sub>2</sub> e / litre
<b>Refrigerants</b>	
Refrigerant R410A	2088.00 kg CO <sub>2</sub> e / kg
<b>Electricity</b>	
UK electricity	0.28307 kg CO <sub>2</sub> e / kWh (Gross CV)
<b>Vehicles (passenger, delivery and business travel)</b>	
Small diesel car	0.14533 kg CO <sub>2</sub> e / km
Medium diesel car	0.17353 kg CO <sub>2</sub> e / km
Large diesel car	0.21520 kg CO <sub>2</sub> e / km
Small petrol car	0.15565 kg CO <sub>2</sub> e / km
Medium petrol car	0.19386 kg CO <sub>2</sub> e / km
Large petrol car	0.28411 kg CO <sub>2</sub> e / km
<b>Water</b>	
Water supply	0.34400 kg CO <sub>2</sub> e / cubic metres
Water treatment	0.70800 kg CO <sub>2</sub> e / cubic metres
<b>Hotel Stays</b>	
UK hotels	26.4000 kg CO <sub>2</sub> e / room per night
<b>Transmission &amp; Distribution</b>	
UK electricity	0.02413 kg CO <sub>2</sub> e / kWh
<b>Well-To-Tank</b>	
Various	Various (dependant on fuel type)

**Table: Key GHG conversion factors (BEIS, 2019b)**

## Overall Summary

The carbon footprint of ECDC (as an organisation) comprises emissions that occur as a result of the Council's own operations.

We have calculated the carbon footprint of the Council's own operations in line with the UK Government's Environmental Reporting Guidelines for Voluntary Greenhouse Gas Reporting<sup>6</sup>. The footprint is calculated using data for the financial year 1 April 2018 to 31 March 2019.

The resultant baseline for 2018/9 is 1,317 tonnes of CO<sub>2</sub>e. This is summarised in the table below:

Total Gross Emissions 2018-19	Tonnes of CO <sub>2</sub> e
for Scope 1 (Direct)	839
for Scope 2 (Indirect)	164
for significant Scope 3 (Other indirect)	314
<b>Grand Total</b>	<b>1,317</b>

Table: Summary GHG emissions (CO<sub>2</sub>e, tonnes)

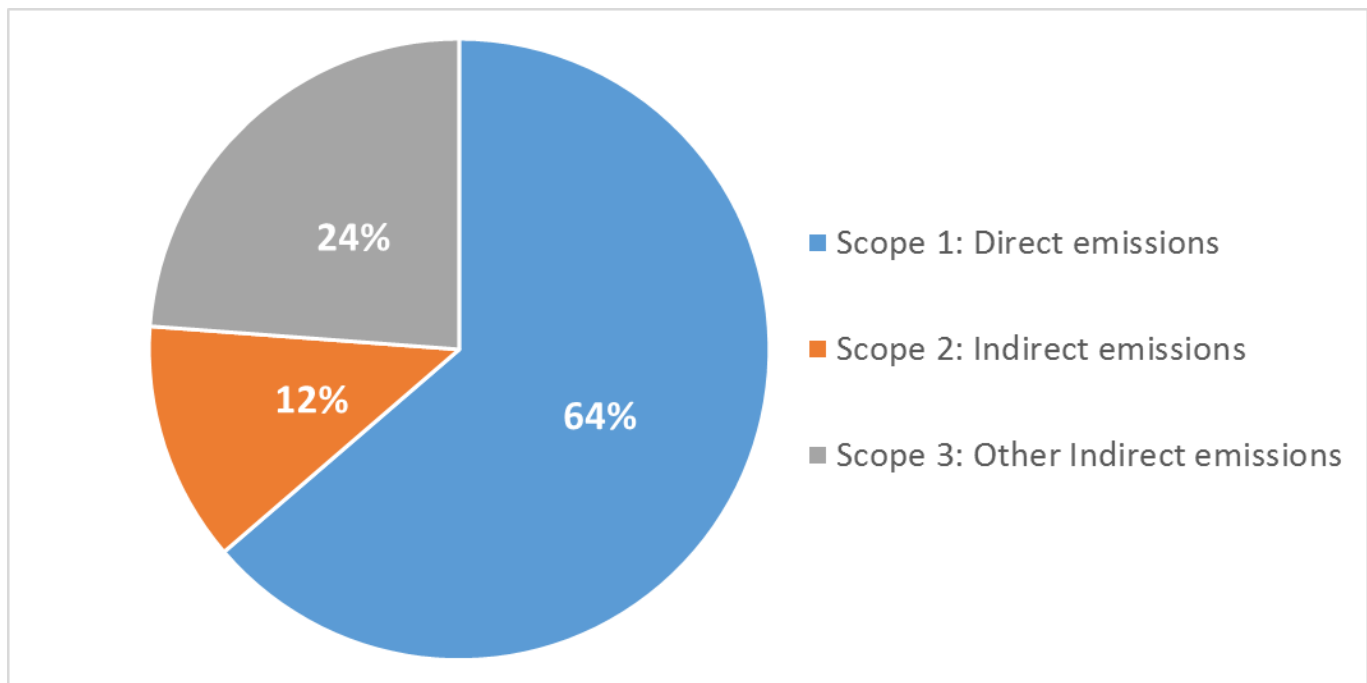


Figure: Emissions by scope, 2018-19

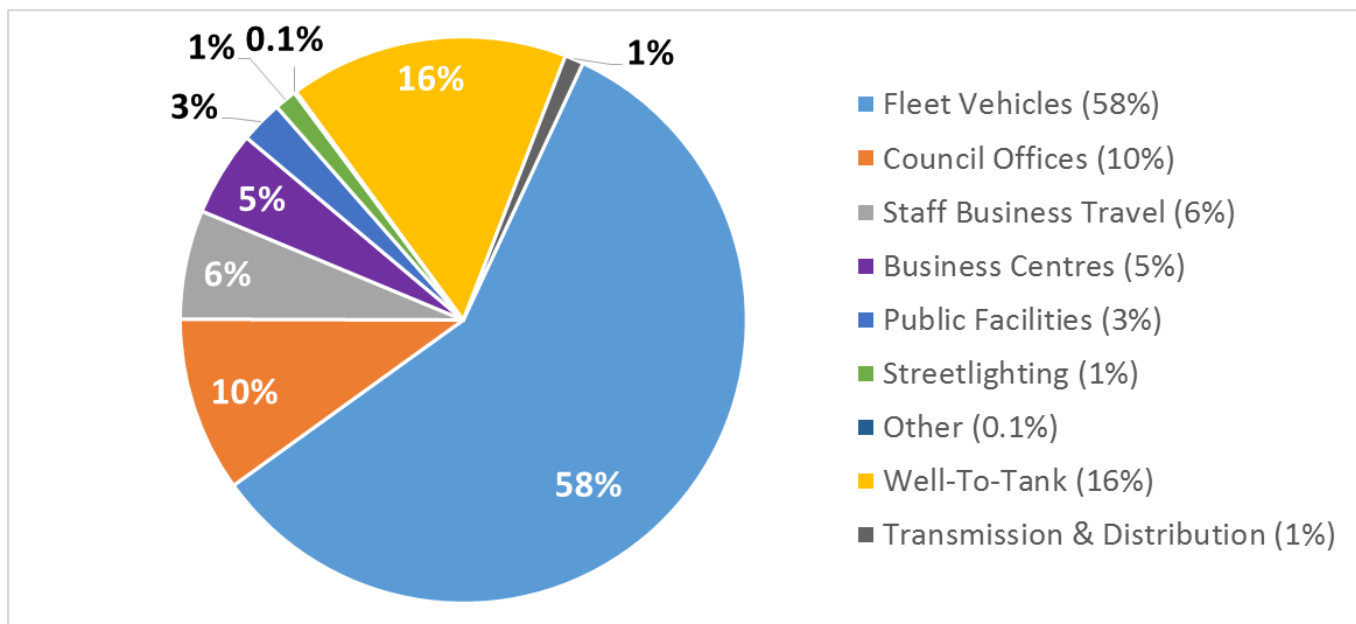
Scope 1 (direct) and scope 2 (purchased electricity) emissions amounted to 1,003 tonnes CO<sub>2</sub>e. Scope 1 and 2 includes emissions from gas and oil for heating our buildings, electricity for our buildings and street lighting etc. and emissions from fleet vehicles.

Scope 1 and 2 are generally considered to be areas that an organisation has a high degree of control over and can therefore reduce the resultant emissions significantly, if not completely. Scope 3 are

<sup>6</sup> These reporting guidelines are based on internationally-recognised standards from the World Resources Institute and World Business Council for Sustainable Development: the GHG Protocol Corporate Accounting and Reporting Standard, and the GHG Protocol Scope 3 standard. (BEIS, 2019a)

considered to be indirect emissions that an organisation cannot directly control and therefore the ability to reduce emissions to net-zero is less realistic.

The largest single contributing area is Fleet Vehicles (an international term) which emitted approximately 765 tonnes of CO<sub>2</sub>e, followed by Council Offices at 131 tonnes of CO<sub>2</sub>e.



**Figure: Emissions by business area, 2018-19**

In the case of ECDC 'fleet vehicles' can be broken down to:

Fleet Vehicle Activity	Distance or fuel consumed	Tonnes CO <sub>2</sub> e
Waste Collection (ECSS)	252,813 litres	664.126
General Maintenance	28,075 litres	72.716
Parks and Open Spaces	8,417 litres	22.111
Lease Vehicles	42,289 km	6.491

**Table: Fleet vehicle emissions by activity**

Unsurprisingly, therefore, the Council's waste collection accounts for around half of the Council's CO<sub>2</sub>e emissions.

The largest single contributing building is The Grange which emitted approximately 132 tonnes of CO<sub>2</sub>e, followed by E-Space North at approximately 62 tonnes of CO<sub>2</sub>e.

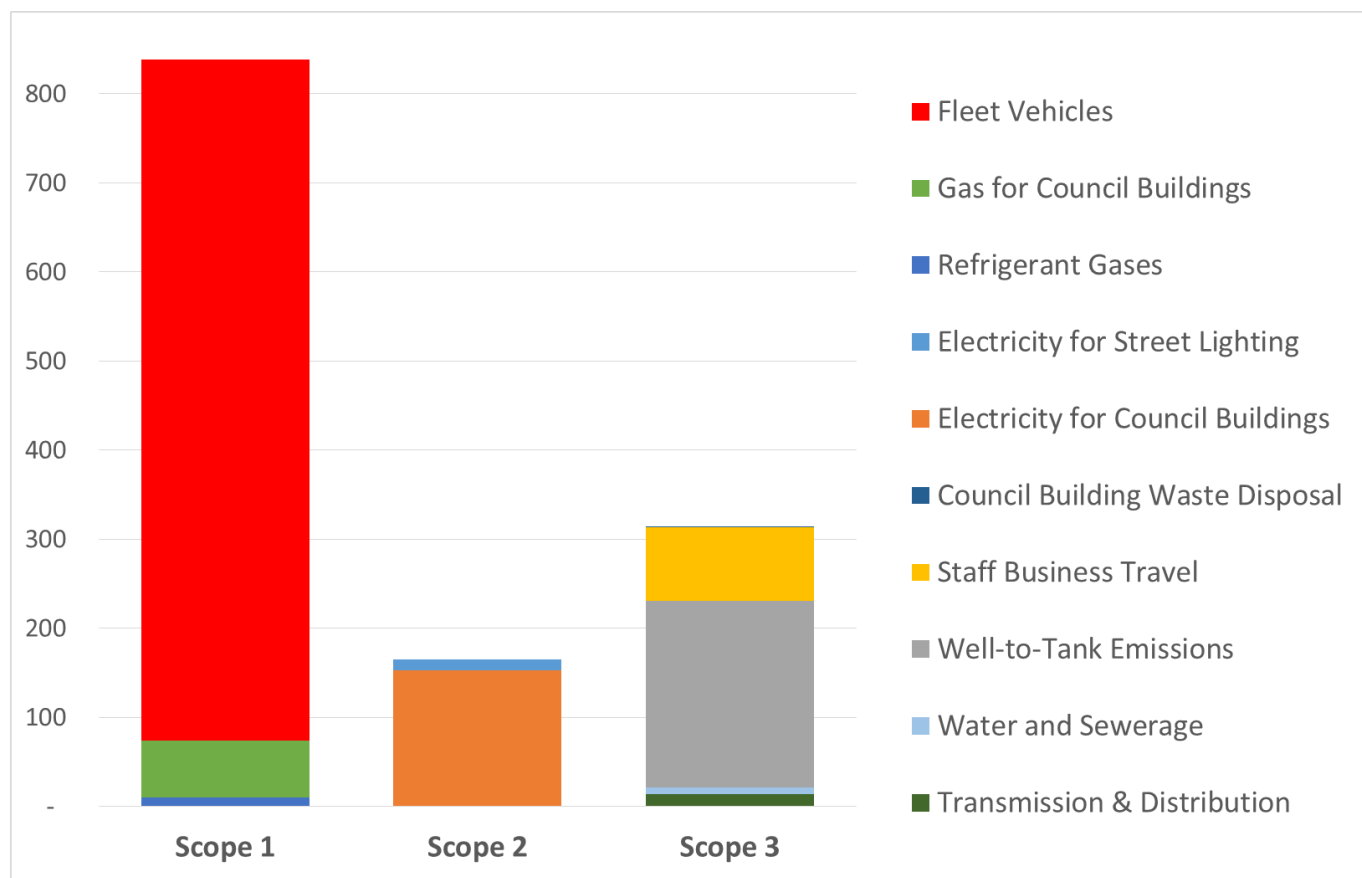
Understanding the Council's biggest emitters helps focus identification of projects, as set out in Section 4 of this Environment Plan.

More detailed figures are set out below:



GHG Emissions (Tonnes CO <sub>2e</sub> )	Scope 1	Scope 2	Scope 3	Grand Total
<b>Buildings &amp; Utilities</b>	<b>73</b>	<b>164</b>	<b>30</b>	<b>268</b>
Electricity for Council Offices	0	152	0	152
Gas for Council Offices	64	0	0	64
Refrigerant Gases (from air con units)	10	0	0	10
Electricity for Street Lighting	0	12	0	12
Transmission & Distribution	0	0	14	14
Water and Sewerage	0	0	7	7
Well-To-Tank	0	0	9	9
<b>Transport</b>	<b>765</b>	<b>0</b>	<b>284</b>	<b>1,049</b>
Business Travel	0	0	82	82
Fleet Vehicles	765	0	0	765
Well-To-Tank	0	0	201	201
<b>Waste</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
Waste Disposal from Council Offices	0	0	1	1

**Table: Breakdown of emissions, tonnes of CO<sub>2e</sub>**



**Figure: Breakdown of emissions by scope and type, tonnes of CO<sub>2e</sub>**

## **Intensity Ratios**

Intensity ratios express the GHG impact per unit of physical activity or unit of economic value. The intensity ratio that is most relevant to the Council's emissions is tonnes of CO<sub>2</sub>e per full time equivalents. The Council employed 181 FTE in 2018/19 which equates to an intensity measure of 5.54 tCO<sub>2</sub>e/FTE (scope 1 and 2 only).

### 3. Biodiversity and the Natural Environment

Our environment provides numerous benefits to people and communities' humanity, many of which are fundamental to our lives. It enables the food we eat to grow, clean air to breathe and water to drink. This is referred to as the 'regulating' services or benefits we get from nature. We also, of course, derive huge cultural, mental health and wellbeing benefits from the natural environment all around us.

Put another way, damaging our natural environment, especially if beyond recovery and repair, will mean a diminished quality of life for us all and for future generations.

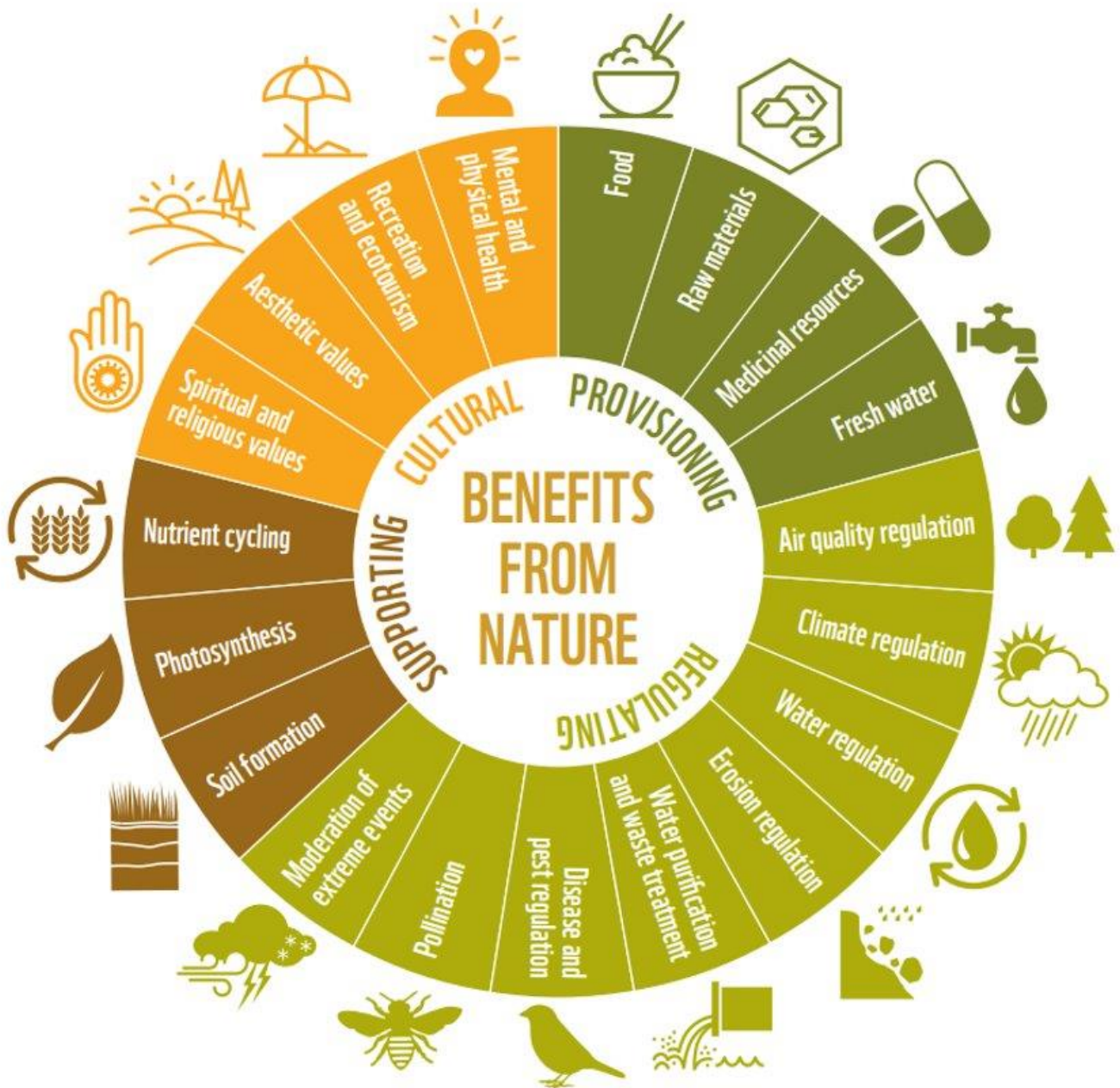


Figure: Benefits from nature, adapted from Millennium Ecosystem Assessment, 2005  
(Source: Cambridgeshire County Council Climate Change and Environment Strategy)

## **How can we ‘measure’ the benefits of (or harm to) our natural environment?**

It isn't easy, but there are ways to identify what benefits our natural environment provides, and consequently what harm arises if we neglect it. Scientists usually break down the natural environment into two main types to do this. First, the all-encompassing ‘natural capital’ and second, forming part of the first and the one we perhaps most think of, ‘biodiversity’. These are explained a little more below.

### **Natural Capital**

Natural capital is our ‘stock’ of water, land, air, species, minerals and oceans. From this stock goods and services are produced, including clean air and water, food and pollination, energy, wildlife, recreation and protection from hazards. These services provide economic, social, environmental, cultural, and well-being benefits.

### **Biodiversity**

Biodiversity, our flora and fauna, is an essential component of natural capital stocks and an indicator of the stocks’ condition and resilience. It provides benefits directly to people, for example, the pollination of plants to produce seeds. This benefits society primarily through food provision, and has a global economic value of approximately £120 billion and within the UK alone in the region of £690 million each year.

### **Methods to measure the benefits**

There are a range of established methodologies now available to value these benefits and quantify these financially to allow for easy incorporation into decision making. Such methods are not commonly used yet, but are highly likely to become more and more common, in the same way that it is becoming more common to measure the ‘carbon footprint’ of actions we take.

By providing a financial value to our natural environment, it can demonstrate to decision makers the full cost of exploiting our environment for short term gain, compared with the gains achievable through enhancing or protecting it. This is known as the ‘natural capital approach’.

As an example, currently, the UK consumes resources equivalent to three planet earths. This means that if every human on the planet consumed the same amount of resource as someone in the UK, there simply would not be enough resource to share around – we'd need three planets to do so, not just the one we have. The UK is not alone in consuming more than its fair share of what the earth can provide. Most ‘western’ developed countries are similarly around ‘three planets worth’.

This is not sustainable.

We must therefore become far more resource efficient, reduce consumption and reduce waste, especially as our environment takes time to replenish itself. The UK Government also recognises the need for change in its recent ‘A Green Future: Our 25 Year Plan to Improve the Environment’.

### **Threats to our natural environment**

#### **Climate Change:**

Climate change impacts species and ecosystems, and therefore the services they provide, in many ways. Changes in prevailing weather conditions (temperature, precipitation, seasonality) directly affects ecosystem processes as well as species survival, encourages the spread of pathogens, and disrupts the timing of life cycle events. It decouples evolutionary relationships and undermines complex processes that underpin ecosystem function.

There are many lines of evidence that show that species are already being affected by climate change. With the damage to this natural capital comes impacts on the services they provide us, and the development of feedback loops which exacerbates both the cause and effects of this damage.

Risks include:

- Damage to crops from severe weather/lack of water;
- Loss of top soils due to floods;
- Changing temperatures impacting wildlife through changes to habitat and food chains;
- Damage to historic buildings from air pollution.

## **Pollution**

Clean air is one of our natural capital 'stocks' but air pollutants generated by a mixture of natural and human-made processes are creating health and environmental damage. The main challenge is the production of particulates and nitrogen dioxide (NO<sub>2</sub>) resulting from the combustion of fossil fuels, causing unacceptable impacts on health. Particulates, when inhaled can lodge in the lungs and exacerbate existing respiratory problems whilst NO<sub>2</sub> can increase asthma impacts in children. Our wildlife is also impacted by poor air quality reducing new growth and vulnerable species not thriving.

The Cambridgeshire Transport and Health Joint Needs Assessment identified the following:

- Levels of air pollution in Cambridgeshire impact health, as evidenced by respiratory and cardiovascular admissions to hospital;
- 257 deaths in 2010 were attributable to air pollution in Cambridgeshire;
- Over 5% of Cambridgeshire's population mortality is attributed to air pollution;
- Hot spots of pollution include urban areas and arterial and trunk roads such as the A14;
- New developments in Cambridgeshire are often sited near poor air quality areas;
- Small particulates from traffic also contribute to indoor air pollution, where people spend most of their time and receive most of their exposure to air pollutants.

Managing the impacts of air pollution from cars and power stations is possible and there are many synergies between approaches to manage air pollution and reduce carbon emissions.

Polluting our rivers and oceans from single-use plastics and agricultural run-off poses a significant threat to marine-life and reduces the ability of our oceans to nurture and restock itself. The Council is committed to making a difference on this issue.

- An estimated 79% of all plastic waste ever created is still in our environment and needing to be cleaned up;
- Waterways become clogged with plastic pollution, preventing natural functioning of the systems and harming wildlife when consumed;
- Agricultural run-off, for example use of fertilisers, cause oxygen levels in waterways to diminish such that flora and fauna cannot survive.

## **Population Growth and Development**

Cambridgeshire is one of the fastest growing counties in the UK. Growth necessitates the provision of more housing, food and water, which must be managed sustainably to minimise the environmental impact of our county's success. There are numerous examples globally of economic development taking place to the detriment of nature. Examples have included:

- Damage to landscape from minerals extraction for building materials;
- Loss of natural habitat to make way for new homes or road building programmes;

- Increasing air pollution from burning fossil fuels for travel;
- The impact of agricultural pesticides on water quality and biodiversity.

To achieve sustainable growth, it is important that everyone takes action to conserve and enhance our natural capital. Using Cambridgeshire's growth as an opportunity, natural capital can be developed and enhanced through:

- Provision of increased green spaces for people and nature;
- Increasing tree planting to assist with shade/urban cooling, air quality and biodiversity;
- Switching from cars to more active travel choices such as walking, cycling and mass transport solutions.

## **What can East Cambridgeshire District Council do to help conserve and enhance the natural environment?**

The Council is not a major landowner (unlike, for example, the County Council which has a large farm estate portfolio), so is limited by what it can do directly. However, it has significant policy responsibilities, such as planning policy, which means it can require or influence others to take action.

East Cambridgeshire is home to a number of nationally and internationally important wildlife and historic sites. It has a number of Sites of Scientific Interest (SSSI) including Devil's Dyke. It also hosts three Ramsar sites; the Nene Washes, Great Ouse Washes and Chippenham Fen, as well as a number of Special Areas of Conservation (SACs) including part of Fenland SAC. Through our partnerships we can help to maintain these valuable sites in positive conservation status.

We can also encourage and help facilitate new sites within the district.

## **Planning Policy and Planning Decision Maker**

As a District Council, we are responsible for preparing planning policies for the district, as well as determining the vast majority of planning applications for development in the district (a limited number are determined by other bodies, such as minerals and waste development whereby both policy and decisions on applications are taken by Cambridgeshire County Council).

Our 2015 Local Plan contains many policies to help protect and enhance the natural environment, but over the Winter of 2019/20 we recognised we could go further. We therefore published in Feb-March 2020, for consultation, a draft 'Natural Environment Supplementary Planning Document' (SPD) setting out much more detailed requirements that development must follow. Once we have carefully considered the comments received, we intend to finalise and adopt the SPD in summer 2020. This will give the Council considerably greater powers to force developers to make significant contributions to improving the natural environment, or face refusal of permission if they do not.

Examples of the sorts of things we can achieve through making decisions on planning applications are:

- Preventing harm to any designated nature site;
- Requiring a 'net gain' in biodiversity via development i.e. the quantity and/or quality of biodiversity must be better for a particular site after development has happened, than it was before;
- Helping improve water quality;
- Avoiding development near pollution.

Parish Councils can also set their own natural environment planning policies for their local parish, via a 'Neighbourhood Plan', and we encourage them to do so and offer support throughout the process.

## Reducing plastic pollution

The Council buys services and goods to deliver its statutory responsibilities. It will look to improve its procurements and work with its supply chain to find better, more sustainable options to replace single use plastics.

## Priority areas for natural capital through collaboration with partners and our communities

**Peatland:** In its natural (damp) state, peatland acts as a 'carbon sink', sucking carbon dioxide out of the atmosphere and 'locking' it in the ground. Wicken Fen is a good example of such wet peatland. However, the vast majority of our peatland is not in its natural state. The CUSPE carbon footprint highlighted that Cambridgeshire's peatland is probably producing 5.5 million tonnes of CO<sub>2</sub>e per annum, due to the intensive farming (and consequent drying of the peat, which releases carbon dioxide into the atmosphere). This is almost the equivalent of all other emissions from all sectors (i.e. from homes, cars, businesses, manufacturing, waste etc combined) across Cambridgeshire. Thus, if we reduce all our emissions from all these other sources to zero, we would still only have cut our emissions by half because of the vast quantity of emissions arising from our drying peatlands.

Large parts of East Cambridgeshire are, of course, peat-based fenland, especially the northern half of the district.

To exacerbate matters, fen peatlands are among the UK's most diverse habitats for wildlife, but the vast majority have been lost to drainage and agricultural practices, with just small pockets like Wicken Fen remaining. These habitats rely on a delicate balance of water volume and quality to maintain their diverse range for flora and fauna, and what remains of them are often internationally recognised for their importance.

But there is some good news emerging on peatland. Already there are projects such as Wicken Fen Vision (the National Trust) and, in Huntingdonshire, the Greater Fen Project (Wildlife Trust) working to conserve and re-wet small additional areas of our peatlands.

And research is underway on how farmers and others in the agritech industry can work peatlands in a different way, preserving the peat, enhancing its biodiversity value and, at the same time, still deliver a viable return for the land and producing the crops that the country relies on. The NFU, for example, are fully behind such initiatives, not only for the sake of the natural environment, but to protect the assets the farmers own: if we continue to dry out our peatland, the rich peat soil literally disappears into the atmosphere (we lose 1-2cms of peat per year), to the point that in 50-100 years it is predicted that most of the fenland peat soil will have gone, leaving poorer quality soils (eg clay) behind.

ECDC fully supports the County Council bringing this issue to greater prominence, and welcomes its proposals to manage its own land in a different way. Whilst our ability to influence how peatlands are managed is limited, we will support all efforts to raise awareness and change land management practices, where we can, for the benefit of wildlife and for the benefit of our climate.

**Green Spaces:** Cambridgeshire has one of the smallest percentages of land managed for nature in the country. Currently only 8.5% of the county is covered by natural or green spaces. Natural Cambridgeshire, the Cambridgeshire and Peterborough Local Nature Partnership is a partnership with district councils including ECDC, the County Council, the Cambridgeshire and Peterborough Combined Authority, Natural England, the Environment Agency, the National Farmers Union and a number of others to reach a 'Doubling Land for Nature' target of 17% natural and green space coverage. ECDC fully supports this initiative.

## 4. Ideas Forum

On 16th December 2019 we launched the Climate Change Ideas Forum.

Members of the public wishing their ideas to be considered for this first EnvPlan were encouraged to submit their ideas by 31st January 2020.

Residents submitted their ideas on-line, by email, telephoning the Council or speaking to an advisor at the Council Offices during office hours. In addition, an Ideas Forum stall was available on 19th December at Ely Market.

All ideas have been acknowledged, then digitally recorded and shared with senior officers of the Council to be considered.

Separate to this EnvPlan, we have published a report summarising all of the views we received, up to the first cut off point of 31 January 2020. That report demonstrates both the huge interest the public has in environmental matters, and the wide and diverse ideas and suggestions people have.

These include:

- Lots of suggestions around improving cycling and walking facilities;
- Ideas of how to improve communication and education;
- A desire for grants to be made available to help people cut their emissions;
- Whether ECDC licenses could include incentives or requirements;
- Many ideas on how we could manage our parks and open spaces for the benefit of wildlife;
- Strong desire for the Council, via the planning system, to require new development to be environmentally friendly and energy efficient, including those via ECDC's own trading company;
- Lots of suggestions on renewable energy, including what we should encourage (and some we should not) and what incentives we should offer;
- Some suggestions to help reduce single use plastic, such as new drinking water fountains in public areas;
- A large volume of suggestions relating to transport, especially buses and electric vehicles;
- A strong desire to plant more trees;
- A request that the Council sources renewable energy for its electricity use; and
- Many ideas relating to recycling, waste and reducing litter.

The above is just a flavour – there were lots of other great ideas.

Officers have carefully gone through all the suggestions, and where we think we can do something, and quickly, we have included these in the actions page in the next chapter. But many of the ideas are still being investigated and we will continue to go through them and see what is feasible and which organisation is best to take them forward.

The Council cannot thank you enough for the time and effort that you took to send us your ideas.

And, the Ideas Forum remains open for any new ideas you may have. All those received from 1 February 2020 will be considered for the next iteration of this Environment Plan, due by June 2020. For further details, please visit [www.eastcambs.gov.uk/climatechange](http://www.eastcambs.gov.uk/climatechange) .



## 5. Actions and Projects

To boost our natural environment as well as achieve net-zero carbon emissions by 2050 (or earlier) across both East Cambridgeshire's and the Council's operations is a momentous task. There is an indefinite list of changes required, many of which are only realistically feasible on a regional or national scale. However, there are realistic and practical actions that can be taken at a local level.

The following section of this report provides a breakdown of preliminary projects that the Council will seek to take forward. In order to make decisions on what projects to take forward, the Council has adopted the following key principles:

- Cost of the action proposed in relation to the CO<sub>2</sub>e saved (i.e. high CO<sub>2</sub>e saving per £ spent) or the degree of likely benefit to the natural environment;
- Ease of implementing (for example, easy / quick actions will make carbon savings sooner);
- Public demonstration (whilst of less importance than other principles, by undertaking highly visual actions we could stimulate others to also take action themselves).

### East Cambridgeshire District Council's Projects

As set out earlier, the Council has completed several projects in recent years that will have reduced carbon emissions and boosted our local environment. This is good news, and demonstrates the long term commitment this Council has to minimising its impact on the environment. However, there is much more to do, and this section sets out those projects we are committed to doing or investigating in the short term.

### Current or Near-Term Projects

The Council has either commenced or intends to commence a number of projects that are anticipated to reduce carbon emissions or boost the natural environment. At this stage the full details of these projects may not yet be known. The table below details the projects, and we are committed to keeping you up to date with timescales and progress on these projects as we go along:

Project	Scope area	Project Details	Impact
Co-working	ECDC wide	<ul style="list-style-type: none"> <li>• Working with a willing Parish Council, prepare a template parish-based Action Plan ('<b>Parish-EnvPlan</b>'), and subsequently encourage all Parish Councils to come up with their own targets and projects.</li> <li>• Putting in place arrangements, by April 2021 (including a district wide partnership forum), to facilitate the preparation of a district wide Action Plan ('<b>District-EnvPlan</b>'). This Action Plan, which is prepared in partnership with a wide range of stakeholders, will set out how we can cut our carbon emissions and boost the natural environment collectively across the East Cambridgeshire area.</li> </ul>	These projects in themselves will not directly assist in mitigating climate change and/or boosting the natural environment, but by doing them should deliver, indirectly, considerable benefits because it will help others to take direct action.

		<ul style="list-style-type: none"> <li>• Work proactively with the Combined Authority, as part of its Climate Change Independent Commission.</li> <li>• Support Cambridgeshire County Council in its delivery of its recently adopted Action Plan.</li> </ul>	
Organisational learning	All ECDC staff and Members	<ul style="list-style-type: none"> <li>• Identify / develop a training course for all staff and Members on climate change issues, minimisation, mitigation, adaptive measures, and key environmental policies (possibly Open University's Environment: treading lightly on the Earth). Aim for all staff and Members to have completed training by 2021. All new starters from 2021 to complete training within 2 months of start date.</li> <li>• Develop further the recently established officer group of Climate Change Champions throughout the Council to monitor and assist delivery of climate change and natural environment actions.</li> <li>• Roll out further guidance and training for staff in relation to the recently introduced 'Carbon Impact Assessment' procedure – a new assessment which requires Council decisions to be assessed for the carbon implications of the decision being made (except for Planning Decisions as the process for assessing such impacts is already regulated by Government, as set by legislation).</li> <li>• Introduce a compulsory action for all Council service lead officers, via their annual Service Delivery Plans, relating to the need for that service area to assist in meeting the objectives of this EnvPlan.</li> <li>• Preparing a second Council based EnvPlan by June 2021, setting out progress over 2020/21, and proposals and targets for 2021/22.</li> </ul>	These projects in themselves will not directly assist in mitigating climate change and/or boosting the natural environment, but by doing them should deliver, indirectly, considerable benefits because having well-educated staff and Members, and a robust decision making process in place will mean decisions are taken by the Council with the full knowledge of the benefits of making that decision, taking account of the reasonable options that are available.

Organisational practices	Across all ECDC departments	<ul style="list-style-type: none"> <li>• Embed a greater culture of home working (to reduce commuting) and less business travel (e.g. for site visits), taking advantage of lessons learnt during the Covid-19 lockdown, with the aim of encouraging staff to undertake less, and more coordinated, site visits and meeting attendance.</li> <li>• Prepare a Customer Access Strategy which aims to provide more services to be accessible /available online; Online services to be simple, easy to use and the most efficient way of communicating with the Council; Automated responsive services, resolved at first point of contact where possible; Encouraging those that can use online services to do so freeing up officer time to help the most vulnerable within the district; Ultimately, for climate benefits, reducing the need for customers to have access to paper documents and to travel to The Grange to access services.</li> </ul>	<p>Whilst these projects are unlikely to have a significant effect on the operations of the Council itself (in terms of Co2e emissions and the natural environment), the two projects should cut back on unnecessary travel by staff and residents, thereby reducing transport impacts.</p> <p>The two projects also have much wider benefits not related to this EnvPlan (such as productivity, customer service; and business resilience)</p>
Building and utility management	All buildings and utilities in ECDC ownership/ direct management	<ul style="list-style-type: none"> <li>• Review electricity and gas contracts, and, where practical to do so, seek to amend to 100% renewable electricity tariffs and 100% carbon off-set gas tariffs as soon as possible.</li> <li>• Appraise the impact of streetlights and consider the options to move to LED lighting, if feasible, taking account of the carbon savings, financial savings and public opinion of doing so, including consideration of whether dimming of lights is practicable and safe during certain low-use hours (note: most street lights are not under the control of ECDC).</li> <li>• Complete an energy opportunity assessment for The Grange to identify measures that can be taken to reduce consumption and/or generate renewable energy and deliver at least one of the measures identified within a year.</li> </ul>	<p>A simple switch to a renewable energy electricity tariff would likely reduce the Council's carbon footprint by 10%. If the gas used can be offset, then a further 5% could be cut.</p> <p>Street lights (including carparks) under ECDC control are very limited, so the scale of benefit would be low, but could act as a good public demonstration project and could help others (residents and businesses) to follow our example.</p> <p>The Grange and E-Space North are ECDC's two buildings with the greatest CO2e impact.</p>

		<ul style="list-style-type: none"> <li>Complete an energy opportunity assessment for E-Space North to identify measures that can be taken to reduce consumption and/or generate renewable energy and deliver at least one of these.</li> </ul>	<p>However, 'easy wins' to improve their energy efficiency have been done over the years, therefore more specialist advice is needed to see what else could be done to reduce energy use in the two buildings. By delivering some of the actions recommended, we would hope at least 10% reduction in energy use in the buildings could be achieved (weather adjusted i.e. for cold winter years, it is inevitable that more energy will be used than in a milder winter year)</p>
Strategic Planning	Planning policy covering whole district	<ul style="list-style-type: none"> <li>Prepare, consult and adopt two Supplementary Planning Documents, one on the Natural Environment and the second on Climate Change.</li> </ul>	<p>These two documents will not lead to direct benefits to ECDC operations, but should lead to widescale benefits to both the climate and the natural environment.</p>
Natural Environment	District wide	<ul style="list-style-type: none"> <li>Undertake a thorough appraisal of the Council's land assets, and determine whether a programme of tree planting and/or meadow planting can take place on any of it. If so, commence that programme during the 2020/21 winter/spring planting season.</li> </ul>	<p>The Council has only a limited land portfolio, and it is important not to plant trees in the wrong place, hence the need for appraisal (for example, trees planted on peat soils will result in more carbon emissions than no trees at all; and trees planted on meadow land could destroy rare habitats). The best solution might be an indirect one whereby the Council facilitates tree planting on private land, where such land is identified as offering the greatest benefits for doing so (eg improved grasslands).</p>

Transport	Fleet vehicles	<ul style="list-style-type: none"> <li>• Work with ECTC and ECSS, the Council’s wholly owned companies responsible for matters such as waste collection, street cleansing and maintaining public open spaces, to conclude a review into alternative options for its vehicle fleet, linking to the emerging new national waste strategy, and set out a programme of how its vehicle fleet will become less carbon intensive, potentially with some of the smaller fleet vehicles replaced within 12 months*.</li> <li>• Conduct a review of our waste collection methods, to determine whether more efficient route collections can be secured, thereby reducing vehicle fuel consumption (and consequently reduce CO2 emissions). Implement as soon as practical.</li> </ul> <p><i>*Note: vehicles will only likely be replaced when the existing vehicles reach their end of life. Replacing vehicles before their end of life can have a greater negative carbon impact, due to the high levels of embodied energy within new vehicles (arising from the manufacturing of those vehicles).</i></p>	<p>The Council’s ‘bin lorries’ and other vehicles (as operated through ECTC and ECSS) are the biggest source of ECDC’s CO2e, far greater than emissions arising from its buildings. So, if we can shift that fleet to electricity based, with electricity being renewable energy sourced, then the Council could perhaps, approximately, halve its carbon footprint (as well as other benefits, such as local air pollution). However, this would come at a considerable financial cost, and will either take time to implement or require substantial grants.</p> <p>In the shorter term, if we can make our waste collection routes even more efficient, we will use less fuel and emit less CO2. For every 2% of fuel we can reduce, we would reduce the entire Council’s carbon footprint by 1%.</p>
	Whole district	<ul style="list-style-type: none"> <li>• Work with Cambridgeshire County Council (CCC) to identify and deliver electric vehicle charging infrastructure to support urban and rural needs.</li> <li>• Work with CCC to deliver wider change to the highway network, which supports sustainable travel modes (walk / cycle / bus), informed by the ongoing strategy development and public consultation.</li> <li>• Take advantage of the Government’s Covid-19 related</li> </ul>	<p>These projects in themselves will not directly assist in reducing ECDC’s carbon footprint, but by doing them should deliver, indirectly, considerable benefits because it will help people reduce car-based travel (with 39% of all Cambridgeshire’s emissions via transport, even a small shift towards</p>

		pledges to boost our cycling and walking infrastructure.	walking/cycling/public transport can make a significant CO2e saving).
Palace Green Homes (PGH)	Operations of PGH	<ul style="list-style-type: none"> <li>ECDC will work with PGH, the Council's commercial property and development company, to establish over 2020/21 a new sustainability policy for the company; this will then inform how it can progress its development schemes in the most sustainable, yet viable, way.</li> </ul>	At present, the full impact of PGH's operations are not accounted for in the carbon footprint of ECDC (for example, the energy used and emissions arising from building the new homes). This action will not, therefore, directly improve ECDC's emissions reported in this EnvPlan. However, construction of homes is an intensive CO2e operation, though also an opportunity to create new habitats. Therefore, this action will enable PGH to consider further options to reduce its overall impact, and increase its environment gains, without reducing its ability to operate in a viable way.

## Medium Term Projects

The Council is committed to identifying further projects that require more research in order to ascertain individual feasibility and contribution to the overall vision. At this stage it is not possible to calculate the initial cost of these projects or the timescale within which they will be completed. At this stage this includes the following opportunity areas:

Project	Scope area	Project Details
Waste management	Domestic and business waste collection by ECSS	Work with Cambridgeshire County Council to develop more sustainable waste management practices.
		Encourage residents and businesses to minimise food and other waste to reduce carbon emissions e.g. foodcycle, foodhub, lovefoodhatewaste.
		To promote waste awareness, waste reduction and waste education, and encourage sustainable approaches to waste to local residents and businesses, such as making available to residents waste reduction and recycling initiatives provided by industry organisations.

## Additional Projects

The actions and projects above are only a small step towards achieving net zero carbon emissions and the boosting of our natural environment.

Alone, they will not achieve our long-term vision.

We need to build momentum and continually identify new projects and actions. We intend to publish an update of this report every year, identifying those projects.

## Summary of Actions

### **20 Commitments for 2020/21:**

We have set a long-term vision to deliver net zero carbon emissions for the Council's operations and, in partnership with all stakeholders, for East Cambridgeshire as a whole, with clear and demonstrable progress towards that target year on year. At the same time, we will support our communities and East Cambridgeshire's biodiversity and environmental assets to adapt and flourish as our climate changes.

To help move one step towards that vision, the following forms a summary of the top 20 commitments we aim to achieve over the next 12 months. These are real actions the Council will take to play its part to help mitigate climate change and boost the natural environment:

#### **To help mitigate climate change:**

1. Review its entire electricity and gas contracts, and, where practical to do so, will seek to amend to 100% renewable electricity tariffs and 100% carbon off-set gas tariffs as soon as possible.
2. Appraise the impact of its streetlights and consider the options to move to LED lighting, if feasible, taking account of the carbon savings, financial savings and public opinion of doing so, including consideration as whether dimming of lights is practicable and safe during certain low-use hours (note: most street lights are not under the control of ECDC).
3. Embed a greater culture of home working (to reduce commuting) and less business travel (eg for site visits), taking advantage of lessons learnt during the Covid-19 lockdown, with the aim of encouraging staff to undertake less, and more coordinated, site visits and meeting attendance.
4. Undertake a thorough appraisal of the potential to expand electric car charge points.
5. Roll out further guidance and training for staff in relation to the recently introduced 'Carbon Impact Assessment' procedure – a new assessment which requires all Council decisions to be assessed for the carbon implications of the decision being made.
6. Work with ECTC and ECSS, the Council's wholly owned companies responsible for matters such as waste collection, street cleansing and maintaining public open spaces, conclude a review into alternative options for its vehicle fleet, and set out a programme of how its vehicle fleet will become less carbon intensive, plus review our waste collection methods to determine whether more efficient route collections can be secured, thereby reducing vehicle fuel consumption (and consequently reduced CO2 emissions).
7. Complete an energy opportunity assessment for The Grange to identify measures that can be taken to reduce consumption and/or generate renewable energy and deliver at least one of the measures identified within a year.
8. Complete an energy opportunity assessment for E-Space North to identify measures that can be taken to reduce consumption and/or generate renewable energy and deliver at least one of these.
9. Develop a Customer Access Strategy, which at its heart will enable customers to undertake activities with the Council without the need for physical attendance at Council Offices.



10. Finalise the Council's bus, cycling and walking review (which commenced over winter 2019/20), and work with a wide variety of partners to try to implement its findings, taking advantage of new Government funds, linked to Covid-19 recovery, to boost cycling and walking infrastructure.

**For both boosting the natural environment and to help mitigate climate change:**

11. Undertake a thorough appraisal of the Council's land assets, and determine whether a programme of tree planting and/or meadow planting can take place on any of it. If so, commence that programme during the 2020/21 winter and spring planting season.
12. Prepare, consult and adopt two Supplementary Planning Documents, one on the Natural Environment and the second on Climate Change.
13. Identify / develop a training course for all staff and Members on climate change issues, minimisation, mitigation, adaptive measures, and key environmental policies (possibly Open University's Environment: treading lightly on the Earth). Aim for all staff and Members to have completed training by 2021. All new starters from 2021 to complete training within 2 months of start date.
14. Put in place arrangements, by April 2021 (including a district wide partnership forum), to facilitate the preparation of a district wide Action Plan ('District-EnvPlan'). This Action Plan, which is prepared in partnership with a wide range of stakeholders, will set out how we can cut our carbon emissions and boost the natural environment collectively across the East Cambridgeshire area.
15. Work with a willing Parish Council, to prepare a template parish-based Action Plan ('Parish-EnvPlan'), and subsequently encourage all Parish Councils to come up with their own targets and projects.
16. Prepare a second Council-EnvPlan by June 2021 (ie a review of this document), setting out progress over 2020/21, and proposals and targets for 2021/22.
17. Work proactively with the Combined Authority, as part of its recently launched Climate Change Independent Commission
18. Support Cambridgeshire County Council in its delivery of its recently adopted Action Plan.
19. The Council also acknowledges that in recognising there is a climate emergency, the actions needed to be taken are not all about mitigating the impacts, but also adapting to the inevitable changes of climate change. As such, the Council also commits to commence preparation of a Climate Adaptation Plan over the next 12 months.
20. Work with Palace Green Homes (PGH), the Council's commercial property and development company, to establish a new sustainability policy for the company; this will then inform how it can progress its development schemes in the most sustainable, yet viable, way.

## 7 Financing the Strategy and Action Plan

Like all councils, we have challenging financial and resource pressures. We are also a small Council, operating with a relatively small budget (around £10-£12m per annum total spend), compared with other councils. County Councils, for example, have operating budgets of hundreds of £millions. However, we cannot use any of these challenges as an excuse for not finding new ways of living, and doing 'our bit' with the budgets we operate under. We can find realistic and genuine ways to make positive changes that limit our impact on and improve our environment, and we can also regulate others to do their fair share, through the policies we set and licenses we operate.

All potential projects referred to in this EnvPlan will, where necessary, go through the Council's approval process and receive expenditure approval in accordance with the budget setting process. It must be noted that these corporate controls are required regardless of eventual funding streams as the Council needs to ensure Value for Money is achieved.

The Council has access to several potential funding streams and the choice of most appropriate funding will depend upon achievement of Value for Money. This will be assessed following the completion of relevant business cases for individual projects. External funding will always be considered before the use of internal Council funds.

Some of the ways the Council may decide to fund the projects associated with the EnvPlan are:

- **Invest to Save:** For example, capital expenditure ('investment') to improve the energy efficiency of the buildings or vehicles we own can save money every year thereafter through lower energy costs. The money to fund the original expenditure could be from a council's own reserves or from a loan.
- **Grants and Loans:** These can be from Government or private sources.
- **Match-Funding:** Some grants might require the Council to contribute some (often half) the funding for a project.

## 8 Further Reading

There is a host of information available on the internet, and we set out some links in the Appendices.

We also intend to improve information we post on our own website, via this page:

<https://www.eastcambs.gov.uk/climatechange>

If you are particularly interested in learning more about climate change and environmental matters, and would like to reward yourself with a certificate, we recommend you have a go at completing the following Open University course. It is free, and takes up to 15 hours to complete.

<https://www.open.edu/openlearn/nature-environment/environmental-studies/environment-treading-lightly-on-the-earth/content-section-0?active-tab=description-tab>

## 9 Monitoring and Evaluation

Successful implementation and ongoing delivery requires a robust, transparent governance procedure which will ensure strategic ownership of the Council's carbon reduction aims in line with the climate emergency declaration. This governance process will bring together the diverse range of projects undertaken throughout the Council which contribute to the organisation's overall environmental impact.

### Identifying Projects

The Council is committed to identifying opportunities to reduce carbon emissions across all areas of its operations. In order to achieve this the Council has introduced the following:

- A core team of officers, representing key service areas, have been identified. These officers will meet informally on a regular basis in order to discuss their current workloads and forthcoming projects. This will allow early conversations about opportunities to reduce the potential carbon impact to take place.
- Decisions taken by the Council are now be subject to a Carbon Impact Assessment (CIA). This involves lead officers undertaking a review of their project/decision and considering what impact it will have on the Council's aim to achieve net-zero carbon emissions. A summary of the CIA will be included in the governing report to enable the relevant decision maker to make an informed decision. The introduction of this process will also help to raise awareness of the challenge amongst officers and will lead to them considering the potential impacts earlier in the decision making process, for example, at the contract specification stage.
- Steps to ensure that officers throughout the organisation have the opportunity to make suggestions for projects that could help to reduce carbon emissions.

### Initiating Projects

Before any project gets off the ground the relevant Council officer will ensure that all of the necessary procurement and governance steps are undertaken. Consideration will also be given, on a case by case basis, to any communication activity that may be required alongside any specific monitoring requirements.

### Monitoring

The impact of individual projects will primarily be monitored by collating data for all emissions sources that are within the organisational scope. This will be undertaken in line with the process set out earlier in this document. Where it is possible and feasible to do so individual projects will be monitored more frequently to ensure any deviation from projections are identified and addressed as soon as possible.

Separately, the Council will continue to monitor the Government's approach to UK carbon pricing and the implications of that new scheme on the Council and wider stakeholders.

### Reporting Progress

Each year the Council will produce an annual report no later than the 30<sup>th</sup> June each year.

### Baseline Year Recalculation Policy

There may be circumstances under which it becomes necessary to recalculate our baseline year emissions. If significant changes were to occur - either within the Council's organisation or to recognised methodologies - it could challenge the validity of existing data. To mitigate this we have developed the following baseline year recalculation policy which will ensure that any significant changes are identified, measured for a recalculation threshold and processed accordingly:

<b>Change scenario</b>	<b>Baseline year recalculation?</b>
<b>Mergers, Acquisitions, Divestitures</b>	
Acquisition of (or insourcing) a facility that did not exist in the baseline year.	Potentially recalculate baseline year emissions depending on likely impact to be consistent with new approach, or correct errors
Disposal of (or outsourcing) a facility to another company.	Potentially recalculate baseline year emissions depending on likely impact to be consistent with new approach, or correct errors
Transfer of ownership/ control of emissions sources. This includes changes in lease status.	No base year recalculation required
<b>Organic Growth and Decline</b>	
Organic growth	No base year recalculation required
Organic decline	No base year recalculation required
<b>Changes in Quantification Methodologies / Errors</b>	
Changes in emission factors or methodologies (e.g. change in activity data) that reflect real changes in emissions (i.e. changes in fuel type or technology)	No base year recalculation required
Changes in measurement methodologies, improvements in the accuracy of emission factors/ activity data, or discovery of previous errors/ number of cumulative errors	Potentially recalculate baseline year emissions depending on likely impact to be consistent with new approach, or correct errors

**Table Baseline year recalculation policy**

The Council will review the scope on an annual or biennial basis to ensure that data is collected from all relevant sources.

## 10 Stakeholder engagement

It is clear that the Council, working alone, cannot achieve the target of net-zero carbon emissions across both the geographical area of East Cambridgeshire and throughout the Council's own operations. Yet, the Council is committed to working in partnership in order to make this ambition a reality. As such, in addition to Council Members and Officers, the Council plans to work with the following stakeholders:

- **Youth Council**
- **Citizen Engagement**
- **Schools**
- **Natural Cambridgeshire Local Nature Partnership (LNP)\***
- **Business Community**
- **Parish Councils**
- **Cambridgeshire County Council**
- **Cambridgeshire and Peterborough Combined Authority**
- **Other Local Authorities**
- **Government**

*\*The LNP comprises a wide range of organisations committed to improving the natural environment of Cambridgeshire, including: Natural England; Defra; Environment Agency; NFU; RSPB; Wildlife Trust; Anglian Water and Cambridge University*

## Appendices

### Appendix 1: Impacts of Climate Change

Climate change has many impacts. These will be realised by the Council in a variety of different ways. The table below summarises some of these.

Impact	Description	Possible Impacts for the Council
Flood Risk	Projected increases in extreme rainfall will bring increased risk of flooding. The nature of surface water rainfall means that many areas will be affected by increased flooding. Runoff from compacted or impermeable areas will increase and water will accumulate in low spots. As temperatures increase and sea levels rise areas like the Fens will become under greater threat.	<b>Infrastructure:</b> Disruption to transport links could affect staff travel to work and access to parts of the district and wider county for meetings. Disruption to travel could disrupt Council response processes by restricting access to some parts of the district. There may be increased risk of power outages associated with flooding and thunderstorms, which could cause disruptions to transport, logistics and processes.
		<b>Finance:</b> Increased costs of flood related damage and flood investigations. Increased costs for providing flood resilient infrastructure to existing buildings. Increased social costs associated with providing support for people suffering from emotional issues associated with flooding and uncertainty.
		<b>People and health:</b> Council employees may suffer from increased stress or mental health problems associated with flooding of their homes or the uncertainty associated with increased flood risk.
		<b>Property:</b> Council buildings and property may be damaged by flooding if located within flood risk areas.
Heat Waves	Climate change is projected to bring an increase in warm temperature extremes and it is very likely that heat waves will occur more frequently and last longer. Cambridgeshire is one of the warmer parts of the country, so could be significantly impacted by these changes. Cities will be impacted more than rural areas	<b>Infrastructure:</b> Disruption to transport links could affect staff travel to work and meetings. Disruption to travel could also disrupt Council response processes by restricting access to some parts of the district.
		<b>Finance:</b> Increased costs associated with summer cooling in Council buildings. Increased costs associated with installation of air conditioning and heat resilient infrastructure.
		<b>People and health:</b> Working conditions may become unsuitable for staff which could impact employee concentration and performance.
		<b>Property:</b> Office spaces may become unsuitable to work in during heat wave conditions. This will have implications on the design, construction and maintenance of existing and new office space.
Drought	With increased temperatures extremes and more frequent and longer lasting heat waves will mean increased water restrictions in Europe. Cambridgeshire is already one of the driest counties in	<b>Infrastructure:</b> Roads can be affected under drought conditions and subject to cracking (a matter of concern for Cambridgeshire County Council with knock effects for ECDC residents).
		<b>Finance:</b> Increased water costs for office buildings. Increased social costs as more people fall below the poverty line as a result of increased food and water costs.






Impact	Description	Possible Impacts for the Council
	<p>England so could be significantly impacted by this. The frequency of drought is likely to increase in presently dry regions by the end of the 21<sup>st</sup> century</p>	<p><b>People and health:</b> Employees may be emotionally or physically impacted by reduced food and water availability and increased costs associated with this.</p>
<p>Sea Level Rise (SLR)</p>	<p>Rising global temperatures are causing polar ice to melt and oceans to expand, resulting in global sea level rise. Global sea levels rose by circa 0.19 metres between 1901 and 2010. Cambridgeshire is one of the most low-lying counties in England so could be significantly impacted by sea level rise in tidal and fen areas.</p> <p>It is anticipated that the East of England could experience a dramatic sea level rise of up to 0.54 metres by 2100 under a high greenhouse gas emission scenario.</p>	<p><b>Infrastructure:</b> Transport links may be impacted by SLR in low-lying parts of the district. SLR could restrict or prevent access to low-lying parts of the district, disrupting access for social needs, emergency planning and other service provision.</p> <p><b>Finance:</b> Costs of re-locating Council buildings, infrastructure and Council operated housing away from high risk areas and provision of SLR resilient infrastructure.</p> <p><b>People and health:</b> Council staff and communities in low- lying regions may be emotionally affected by the uncertainty surrounding sea level rise and re-location. Increased pressure on social needs to provide increased support.</p>
<p>Air pollution</p>	<p>Transport is a major source of short-lived greenhouse gas pollutants, which can result in direct damage to human health. Road transport (particularly diesel traffic) is a significant contributor to air pollution such as particulate matter (PM) and ground-level ozone (O<sub>3</sub>). Rising temperatures are also projected to increase levels of ozone, as are other greenhouse gases such as carbon monoxide, methane and nitrogen oxides. Short-lived greenhouse pollution can also cause acid rain. Air pollutants have been linked to health conditions such as asthma and eczema.</p>	<p><b>Infrastructure:</b> Ground level ozone could create a risk of damage to infrastructure, ecosystem services and functions. This could in turn influence agricultural productivity and water supply.</p> <p><b>Finance:</b> Increased social costs associated with providing support to people impacted by pollution related health impacts. Increased costs associated with repair of Council buildings impacted by acid rain.</p> <p><b>People and health:</b> Poor air quality can pose a risk to employee health which could lead to more sick days. Air pollution has been associated with the development and worsening of asthma and can also make people who already have asthma more sensitive to asthma triggers. Air pollutants have also been associated with health implications such as eczema. Urban air pollution can increase risk of cardiovascular, respiratory diseases and cancer. Council staff travelling for or to work may be particularly impacted by air pollution from vehicles.</p> <p><b>Property:</b> Ozone pollution can cause acid rain which could cause damage to Council buildings. Indoor air pollution could increase mould and damp in office space.</p>








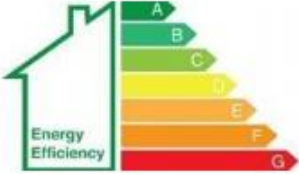




## Appendix 2: Climate Change Mitigation Measures




Climate change mitigation measures can be incorporated into both existing and new infrastructure to reduce carbon emissions and improve energy efficiency. There are a number of ways to do this, and the following table describes some of these measures.

Table: Methods to mitigate carbon emissions

	Mitigation measure	How does this mitigate carbon emissions?	Description
Renewable Energy and Storage	<p>Solar Panels</p>  <p>Photo</p>	Reduces fossil fuel usage for electricity and heating (if electric).	Sunlight is absorbed by the photovoltaic panels and is used to generate electricity.
	<p>Solar Thermal</p>  <p>Photo ©Greentech</p>	Reduces fossil fuel usage for water heating.	Heat from the sun is used to warm water running in pipes through the panel. Depending on the temperature the water reaches, the temperature can be “topped up” using conventional methods.
	<p>Battery Energy Storage</p>  <p>Photo ©Greentech Media</p>	Enables intermittent renewable energy sources to become viable alternatives to fossil fuels.	Stores electricity for use at times when generation is low.
	<p>Air Source Heat Pump</p>  <p>Photo ©burtonwright</p>	Reduces or removes fossil fuel usage for heating.	Air is used to heat liquid refrigerant. The pump uses electricity to compress the refrigerant to increase its temperature then condenses it back to release stored heat. This heat is sent to radiators and stored as hot water.
	<p>Ground Source Heat Pump</p>  <p>Photo ©Homebuilding &amp; Renovation</p>	Reduces or removes fossil fuel usage for heating.	Coils or pipes containing refrigerant are buried in the ground. Heat from the ground is used to warm the refrigerant and an electric heat pump is used to raise this temperature further. This heat is transferred from the refrigerant via a heat exchanger in the building to providing hot water and heating.

	Mitigation measure	How does this mitigate carbon emissions?	Description
	<p>Hydrogen</p>  <p>Photo ©National Planning</p>	<p>Reduces or removes fossil fuel usage for heating.</p>	<p>Hydrogen, produced through electrolysis of water using solar or renewable energy, or, produced using natural gas but using carbon capture and storage, is being considered heating homes.</p>
	 <p><b>National Planning Policy Framework</b></p> <p>Presented to Parliament by the Secretary of State for Housing, Communities and Local Government by Command of Her Majesty February 2019</p>	<p>Enables standard requirements for mitigation actions within developments.</p>	<p>The Planning System in England is 'plan-led.' The Local Plan contains policies that set out what development is needed where – either by identifying specific sites or general types of site. When a planning application is submitted, it is tested against those policies to see whether or not it should be approved.</p>
	<p>Building Regulations</p> 	<p>Can be set to reduce energy demand of homes (e.g. through energy efficiency measures).</p>	<p>These are statutory minimum standards for design, construction and alterations to virtually every building.</p>
Energy Efficiency	<p>Passive House</p>  <p>Photo ©Magnetite</p>	<p>Little to no domestic heating requirements.</p>	<p>Homes designed to combine ultra-low energy consumption with consistently good air quality. They are built with superinsulation, low-volume heat recovery ventilation systems and tightly controlled rates of air infiltration, which combine to make sure the building's carbon footprint is as small as possible. These types of buildings do not require conventional heating systems.</p>





	Mitigation measure	How does this mitigate carbon emissions?	Description
	Fabric First/Insulation  Photo ©MyBuilder.com	Reduces heat loss from buildings, reducing heating requirements.	Materials used to reduce heat loss from buildings – these can be built into new builds or retrofitted. It can come in many forms specific to the area being insulated including: Pipe insulation Roof insulation Wall insulation
	Other energy efficiency measures  Image ©Base Energy	Reduce energy consumption, thereby reducing emissions from generation.	Various methods to reduce energy consumption. e.g. LED Lighting and double glazing.
	District Heating/Heat Networks  Image ©Energy Saving Trust	Facilitates low carbon heating.	Groups of co-located (e.g. a village or town) buildings sharing the same heating source. They are directly connected via insulated pipes to a local renewable heating source, such as a ground source heat pump. This enables faster transition to renewables.
Transportation	Active transport eg. Cycling, walking  Photo ©The Independent	Zero carbon.	Avoids travel by vehicles.
	Car Sharing/Car Clubs  Photo ©Pacific Rent-A-Car	Reduces the number of vehicles on the road.	Car sharing is the sharing of car journeys so that more than one person travels in a car, and prevents the need for others to have to drive to a location themselves. Car clubs are a model of car rental where people rent cars for short periods of time, often by the hour.
	Public Transport  Photo ©intelligenttransport.com	Reduces the number of vehicles on the road.	Public Transport reduces the number of vehicles on the road, but provides far greater benefits than car sharing as more people can use the same vehicle.

	Mitigation measure	How does this mitigate carbon emissions?	Description
	<p>Electric Vehicles (private and public) and Chargepoints</p>  <p>Photo ©Rolec</p>  <p>Photo ©Electrek</p>	<p>Removes combustion of fossil fuels as the direct source of energy.</p>	<p>Electric vehicles (EVs) do not rely on the internal combustion engine (ICE) burning petrol or diesel to function. Instead they contain batteries which charge on electricity, removing their carbon emissions as well as reducing air quality impacts. If the electricity comes from renewable sources, use of these vehicles is carbon free.</p>
	<p>Hydrogen Vehicles</p>  <p>Photo ©intelligenttransport.com</p>	<p>Removes combustion of fossil fuels as the direct source of energy.</p>	<p>For larger vehicles, Hydrogen could be used as a fuel source. This is where Hydrogen is electrolysed to produce electricity. Water vapour is the only by-product emitted from the exhaust.</p>

### Appendix 3: Adaptation measures

Climate change adaptation measures can be incorporated into both existing and new infrastructure to reduce the effects of climate change. This is done by improving our resilience to the changes that are anticipated to come forward over the coming years. There are a number of ways to do this, and the following table describes some of these measures.

*Table Methods to adapt to climate change impacts*

Adaptive measure	What change does this adapt to?	Description
<p>Rainwater harvesting/ water butts</p>  <p>©SusDrain 2019</p>	<p>Flood and drought.</p>	<p>Rainwater is collected in water butts and used as a non-portable water resource such as toilet flushing. Harvested water can also be used for gardening and small-scale infrastructure.</p>
<p>Grey water harvesting</p>  <p>© The Green Age</p>	<p>Flood and drought.</p>	<p>Wastewater from baths, showers, washing machines, dishwashers and sinks can be re-used for portable water sources.</p>
<p>Sustainable Drainage Systems (SuDS)</p>  <p>©SusDrain 2012</p>	<p>Flood, heat waves and drought.</p>	<p>SuDS mimic nature and manage rainfall at the source. They slow the flow of surface water and treat it before it enters watercourses. They provide areas to store water at the surface and allow green and blue infrastructure to be incorporated into urban spaces.</p>
<p>Property Level Resilience (PLR)</p>  <p>©Flood Protection Solutions</p>	<p>Flood, SLR.</p>	<p>Protective measures installed in existing homes and buildings to offer protection from flooding. This is best suited for existing buildings located in high flood risk areas which are expected to be impacted most by high intensity flooding and sea level rise associated with climate change.</p>

Adaptive measure	What change does this adapt to?	Description
<p>Green space and low level vegetation</p>  <p>©Cambridge Independent</p>	<p>Flood, drought, heat waves.</p>	<p>Can be incorporated into both new and existing developments. Areas of green space can be used as flood storage providing adaptation to flooding. They also allow water to be absorbed into the ground, recharging drinking water supplies to provide adaptation to drought.</p>
<p>Tree planting</p>  <p>©Cambridge City Council</p>	<p>Air pollution, flood, heat waves and drought.</p>	<p>Trees provide shading and urban cooling to allow adaptation to increased temperatures and heat waves. They provide adaptation to increased rainfall and flooding by intercepting rainfall. The interception of rainfall allows more water to be absorbed into the ground providing groundwater recharge and thus adaptation to drought. Trees can improve air quality by removing particles and gases from the air (14).</p>
<p>Resilient building design</p>  <p>©Building Green</p>	<p>Heat waves, flooding, sea level rise, air pollution, drought.</p>	<p>Buildings designed better to adapt to changing temperatures through installation of energy efficient air conditioning, window shading and tinting. Buildings can also be designed with air pollution filters, and ventilation to reduce indoor air pollution. Green walls can be a successful air pollution adaptation measure in city areas, as planting of large trees along narrow streets can obstruct wind flow, limiting their ability to absorb pollutants. Buildings can be designed with floor levels above the projected flood or sea level to adapt to flooding and sea level rise. Buildings can also be adapted to include water re-use/ recycle measures and water saving features such as automatic taps to adapt to drought.</p>
<p>Locating services</p>  <p>©The Independent</p>	<p>Flooding, sea level rise.</p>	<p>Infrastructure services such as power supplies, property and transport links should be located in areas at less risk of flooding and sea level rise.</p>

## Appendix 4: Natural Capital Components and Impacts

Natural capital will be impacted in Cambridgeshire primarily through Growth and Climate Change.

*Summary of potential ways growth and climate change may affect natural capital*

Natural capital component	Example of benefit	How are climate change and growth expected to impact this area within Cambridgeshire?
Flora / Fauna	<p>Flora and Fauna provides us with numerous benefits such as:</p> <ul style="list-style-type: none"> <li>Clean water</li> <li>Clean air</li> <li>Food (pollination)</li> <li>Timber</li> <li>Flood protection</li> <li>Recreation (accessible green space/rights of way)</li> </ul>	<p><b>Climate Changes</b> may have the following impacts</p> <ul style="list-style-type: none"> <li>Severe or altered weather patterns causing damage to habitats and species</li> <li>Earlier onset of seasonal events, resulting in disruption of ecosystem, with early migrations &amp; mismatch of predator-prey relationships</li> <li>Species distributions shifting northwards in response to warmer temperatures, resulting in loss of species at edge of their range but increase in southern / continental species (e.g. Great Green Bush Cricket), including new risks to local biodiversity, agriculture and health</li> <li>Summer droughts result in significant impact on tree species, leading to changes in woodland structure and timber production</li> <li>Higher temperatures are not suitable for crops grown within Cambridgeshire, impacting food security</li> <li>Milder winters lead to increased microorganisms and insect populations which can adversely affect health and agriculture</li> </ul> <p><b>Growth</b> may have the following impacts:</p> <ul style="list-style-type: none"> <li>Increased demand for food with a possible increase in the intensity of agricultural practices</li> <li>Increased agricultural practices may reduce carbon storage and soil stability</li> <li>Increased population may result in an increase in demand for, and an adverse impact on, existing green spaces and sensitive habitats and species</li> <li>Fragmentation and isolation of habitats reducing ability for species to move through the landscape &amp; adapt to climate change</li> <li>Increase in light, air and water pollution affecting quality of habitat and species populations and their resilience to climate change</li> </ul>

Natural capital component	Example of benefit	How are climate change and growth expected to impact this area within Cambridgeshire?
Water	Fresh water is required for: Drinking Cooking Cleaning Irrigation (e.g. Farming) Industrial uses e.g. Cooling Wetland habitats	<p><b>Climate Change</b> may have the following impacts (24):</p> <ul style="list-style-type: none"> <li>Impacts on hydrological processes, including changes in temperature, evaporation and precipitation. Impacting the availability of water resources</li> <li>Increased drought conditions through the reduction in surface water and groundwater resources</li> <li>Increase in the demand for water resources to grow crops and to maintain important protected habitats</li> <li>Increased flood risk especially in terms of sudden and intense thundery showers</li> </ul> <p><b>Growth</b> may have the following impacts :</p> <ul style="list-style-type: none"> <li>Demand for water will increase which may cause environmental damage to surface water and groundwaters</li> <li>Increasing concentrations of pollutants in water bodies</li> <li>Increases in impermeable areas leading to increased flood risk</li> </ul>
Clean Air	Air provides the oxygen we need to breath.	<p><b>Climate Change</b> may have the following impacts:</p> <ul style="list-style-type: none"> <li>Higher summer temperatures will increase potential for more atmospheric pollution</li> <li>These pollutants include nitrogen oxides, particles, carbon monoxide and hydrocarbons</li> <li>Air pollutants can travel great distances and cause harmful effects from a far</li> <li>Pollutants being emitted into the atmosphere will have an impact on human health</li> <li>Also impacting the surrounding natural environment</li> </ul> <p><b>Growth</b> may have the following impacts:</p> <ul style="list-style-type: none"> <li>Exponential growth expected will result in a heavy reliance upon the use of fossil fuels to provide energy</li> <li>There is a correlation between growth and the number of cars on the roads</li> <li>This will in turn will reduce the quality of the air</li> </ul>



Natural capital component	Example of benefit	How are climate change and growth expected to impact this area within Cambridgeshire?
Heritage	<p>Education/ understanding history of East Cambridgeshire</p> <p>Provides our sense of community, identity and culture</p>	<p><b>Climate Change</b> may have the following impacts:</p> <ul style="list-style-type: none"> <li>Impacting preservation of the historic environment</li> <li>Impacting the historic built environment (pollution)</li> <li>Rise in water levels in fenland environments</li> <li>Changes in agricultural practice rising from Climate Change</li> <li>Impacts on land use viability refocussing development areas</li> </ul> <p>It is worth pointing out that East Cambridgeshire has adapted to changing environments and Climate Change in the past, with rising and falling water levels in fenland environments influencing human interactions with those environments. We can see these actions through the historic environment.</p> <p>Studying paleo-environments can help understand reactions to and environmental changes arising from Climate Change. These include an understanding gained through palynology and environmental responses to sea level rises. It also helps understand the nature and development of the peat deposits, the management of which is intrinsic to managing the district's carbon footprint.</p> <p><b>Growth</b> may have the following impacts:</p> <ul style="list-style-type: none"> <li>Demand for land on new developments could lead to greater pressure on heritage assets</li> </ul>
Green Infrastructure	<p>Provides multi-functional uses (e.g. recreational, cultural experiences)</p> <p>Clean water Clean air Food (pollination) Timber Flood protection Recreation (accessible green space/rights of way)</p>	<p><b>Climate Change</b> may have the following impacts:</p> <ul style="list-style-type: none"> <li>Increased demand for green spaces due to increasing air temperature</li> <li>Changes in water availability may cause damage</li> </ul> <p><b>Growth</b> may have the following impacts:</p> <ul style="list-style-type: none"> <li>Increase in formal green spaces</li> <li>Reduction in natural green spaces</li> </ul>

Natural capital component	Example of benefit	How are climate change and growth expected to impact this area within Cambridgeshire?
Minerals	Minerals provide raw material to build infrastructure and property.	<p><b>Climate Change</b> may have the following impacts:  Increased sea level rises could lead to mineral sites not being accessible and therefore capable of being worked  Increased water table could result in areas of the mineral resource being unable, or uneconomic, to be worked</p> <p><b>Growth</b> will have the following impacts:  Reduce the raw materials available for building / infrastructure through either the use of the mineral, or through sterilisation of the reserve by alternative development such as housing  Population increase may lead to intensification of agriculture which could in turn stop the underlying mineral being worked</p>
Soils	High quality soils are essential for agriculture, carbon storage and habitat.	<p><b>Climate Change</b> may have the following impacts:  Reduction in soil quality for agriculture/flora/fauna  Decay of peat land  Reduction in carbon storage</p> <p><b>Growth</b> may have the following impacts:  Population increase may lead to intensification of agriculture which in turn may lead to increased use of pesticides and/or loss of natural habitat  Reduction in habitat for species</p>



**Climate Change and Natural Environment – Ideas Forum**

**Summary of Ideas Received**

**June 2020**

**East Cambridgeshire District Council**

## Introduction

East Cambridgeshire District Council acknowledges that it has a significant role to play in protecting and improving the environment for future generations and wants to encourage residents to be part of its progress to achieving net zero carbon emissions by 2050.

As part of this, a Climate Change Ideas Forum was launched on 16<sup>th</sup> December 2019 for residents to submit their ideas for consideration on how the Council can tackle climate change and boost the natural environment. This enabled the Council to engage with residents and hear their thoughts on what we can do as their local Council.

The Ideas Forum was promoted on the Council's Website, through social media and within the local community. Members of the public wishing their ideas to be considered for the Council's first Environment and Climate Change Strategy and Action Plan were encouraged to submit their ideas by 31<sup>st</sup> January 2020.

Residents were able to get involved by submitting their ideas on-line, by email, telephone or speaking to an advisor at the Council Offices during office hours. In addition an Ideas Forum stall was available on 19<sup>th</sup> December 2019 at Ely Market.



A total of 202 responses were submitted by members of the public between 16<sup>th</sup> December 2019 and 31<sup>st</sup> January 2020 which relate to the following broad themes.

Theme	Total
Transport and Transport Infrastructure	48
Reduction of waste and increase in recycling	27
Renewable Energy	20
Planning and Development	16
Trees and Tree Planting	18
Cycling/Walking/Cycle Ways/Paths	15
Parks and Open Spaces	14
Education /Communication	7
Licensing	4
Single Use Plastics	4
Grants/Insulations	3
General Comments & Other Issues	26

The Council is extremely grateful for all your contributions. We have tried to include as many ideas as possible in the Strategy and Action Plan. However if your ideas are outside of the Council's remit (e.g other external agencies including the County Council) we have forwarded your idea on to them to consider but we won't leave it there – we will work closely with them to further explore your ideas. We will continue to go through the Ideas, and pick up more actions where we can.

The following pages summarise the Ideas we received, up to the end of January 2020.

## Cycling / Walking / Cycle Ways / Paths

### Summary of Comments/ Issues

- Cycle provision from Little Downham to Ely through the leisure village which was originally planned. Cycling provision on the bypass from Broad Street through to Stuntney.
- Improving and clearing of current cycle paths and promote education campaign to encourage their use. Discourage short distance car use by parking charge. Trial car-free day in Ely centre.
- Better footpaths and cycle ways, wider pavements.
- Open and upgrade more paths with sufficient lighting. New housing estate at Kings Meadow is of a good standard but the street lighting and pathway on Prickwillow Road is lacking and does not encourage people to walk. The path off Merivale Way which would link the bottom of Clayway has half a path and never finished.
- All new major infrastructure should have a cycle path alongside it. Consider better lighting on rural roads so people feel safer cycling in winter.
- The NCN route 11 between Soham and Ely requires a specially designed off-road bicycle such as a mountain bike and is impassable on all other types such as road bikes, hybrids, cargo bikes etc. Tarmac cycling route between Ely and Cambridge. Tarmac cycling route between Soham and Burwell to aid onward cycling into Cambridge.
- Basically copy the Cambs City (cycling and walking) scheme.
- Could residents have a cycle path that runs alongside the river from Ely to Cambridge.
- Introduce an Ely Cycle Scheme across the district installing a cycle rack for hiring bikes outside every train station, on the model introduced in Cambridge and London. Install generous bike racks at new developments rather than car parks.
- The path between Little Downham and Ely is narrow with no real verge between the path and the road.
- Improve cycle routes around the area as it is really dangerous, more cycle routes will reduce traffic and healthy, reduce carbon emission.
- Working with the County Council to create strategic cycle routes to Ely and the Station from surrounding villages.

## Education/ Communication

### Summary of Comments/ Issues

- Promote all initiatives and get local people with experience involved.
- Education campaign encouraging residents to switch to eco-energy providers. Food waste education and on what goes in the green bins.
- Creation of a proactive working group combining residents and council employees. Where ideas, best practice from other areas can be exchanged and an action plan formed, tracked and delivered.
- Closing streets for street parties and kids to play out (someone at the local volunteer centre on Forehill is already looking at this). Regular market stall advice clinics to

encourage/inform how everyone can help/change lives. Marketing campaign starting with 10 easy things people can do in their own home/lives to make a difference e.g. recycling/wildlife/gardening/repair opportunities.

- More communities need delivery drop boxes for parcels – save returning when not in.
- Recycling - the district has a good record for recycling - which should be applauded - but continued education is necessary as some people still do very little.
- Residents should be made aware of potential effects of rising sea levels on region.

### Grants / Insulations

#### Summary of Comments/ Issues

- Support for residents (and land owners) to upgrade the insulation in their properties to the highest standard (B or A). Would also help alleviate fuel poverty in the region with a large elderly population.
- Grants for loft insulation.
- Grants for local communities to turn community facilities, shops etc. into green assets where they produce local energy and are working towards being carbon neutral or negative.
- CLTs and start up grants have been great. Maybe similar small grants £5k and under should be offered to community groups as seed funding for projects just like ours [www.heatingswaffhamprior.co.uk](http://www.heatingswaffhamprior.co.uk) .

### Licensing

#### Summary of Comments/ Issues

- Taxi drivers not to leave their engines running whilst sat on the rank to reduce carbon emissions.
- Promote electric vehicles for taxis by waiving their licence fee or other incentive.
- Give licence incentives to shops offering sustainable initiatives.

### Parks and Open Spaces

#### Summary of Comments/ Issues

- Reduce the number of grass cutting areas - letting specific spaces grow into meadows (seeded with wild flowers). Lots of other councils are doing this with positive results.
- Stop/reduce the use of weed killers which are harmful to wildlife.
- Designate areas of hedging that are allowed to grow wilder- again.
- Maintain all scraps of green space and verges - for the benefit of wildlife and pollinators.
- In terms of a local paper much better /informed articles on climate change trees etc.

- The Council should identify land for re-wilding. There is already desire by local groups such as Eco Ely and Ely Extinction rebellion to undertake tree planting and woodland creation projects. This could help create legacy woodlands and sequester carbon.
- Encourage people to engage with nature/gardening/wild spaces as people are more inclined to protect things they love.
- Promotion of local produce and promotion of local businesses.
- Regenerative agriculture - enhancing and sustaining the health of soil by restoring its carbon content, avoiding the use of pesticides and synthetic fertilisers.
- Promote collection of leaves in autumn by households to make own compost.
- Zero tolerance of planting non-native plants and use of peat by contractor for the Council and by the Council.
- Community greenspace to be available for community gardens/communal food growing. Wildflower verges (where safe to do).
- Heat pumps in parks. See <https://www.wearepossible.org/heat-homepage> for more information.
- Employ a bee keeper, allow farmers to keep bees on their land which the bee keeper can look after. Sell the honey that is made. Encourage the planting of bee friendly hedgerows and wild flowering across the district to encourage bees.
- Using materials that are reclaimed from previous buildings would be a big help in reducing air, water and land pollution. Could also use building materials from recycled glass, wood, metal or plastic reclaimed from waste products and made into something new.

## Planning and Development

### Summary of Comments/ Issues

- Give priority to planning with carbon zero homes.
- Build the housing in a more sustainable location near to shops, schools and sustainable transport options e.g. on the southern side of Ely.
- Make sure developers carry out their commitments to biodiversity and implement good quality SUDS systems and biodiverse landscaping on their sites - do spot checks.
- Name bus stops obvious places i.e. Anglesey Abbey Stop not Bottisham Road etc. Make it really obvious where you are i.e. Sainsbury's Tesco etc.
- New builds - They need solar panels, rain water collections, triple glazed windows and recycling solutions inside (build-in kitchen units).
- Let more planning permissions be granted to build houses in industrial and brown field sites within town areas, instead of opening up the greenbelt areas.
- Planning permission could require provision for the capture of renewable energy in one form or another - eg solar panels, wind turbines and should require provision of water recapture.
- No triple glazing, no photovoltaics, no passive-house levels of insulation, no air pumps, no MVHR, barely even any rainwater recycling. Just really cynical little boxes, designed to be as profitable as legally possible to build, with no thought for the long-term running costs, expressed either in carbon or pounds and pence.
- Ultra energy efficient housing and low/net zero carbon housing development should be provided through ECDC's own trading company.



- Only build where employment / transport / suitable infrastructure are available - building large developments. Remote villages are not sustainable for future generations. The local plan emphasises building in the key towns - Ely, Littleport and Soham, because the infrastructure is either in place, or will be (Soham railway station).
- No new home should get permission without renewable energy, electric car charging point, dedicated cycle paths in every new estate, and well-lit all weather bus shelters supporting an integrated public transport system.
- Next Local Plan should place an emphasis that homes, jobs and facilities are planned in the round, either as part of mixed use developments and/or with the good active travel options. Ely Leisure Village is a great example of how the Council has removed a community facility from the city centre and places it on the edge, where is only accessible by car.
- Prevent new houses and commercial buildings from being built which use fossil fuels for heating.
- Neighbourhood Plans and Parish Plans can identify steps how to make communities greener and reduce carbon – e.g. transportation infrastructure.
- New housing should have water-saving devices built-in. Existing housing stock needs help to buy and install rain-water butts/tanks.
- Use legal and planning mechanisms such as Section 106 agreements, Community Infrastructure Levy and other mechanisms to fund climate actions and nature restoration projects.

## Renewable Energy

### Summary of Comments/ Issues

- Build on-shore windfarms to prevent energy loss from cabling.
- No solar farms on Fenland - the best soil in the country to be used for agriculture.
- Support for renewable energy schemes in district.
- Promote/subsidise solar/wind power on individual homes. Reduction in Council Tax for people who have solar panels.
- Areas that are on oil boilers are less green than gas. Therefore putting in plans to switch all oil users to geothermal would benefit the environment.
- Other Councils (such as Edinburgh City Council) have developed very successful community solar and wind schemes. As one of the sunniest and windiest parts of the UK we are well placed to do this here <https://edinburghsolar.coop/> , <https://brightonenergy.org.uk/><https://drumlin.coop/>
- East Cambridgeshire District Council should make it an urgent priority to divest from fossil fuels and stop funding the climate crisis: <https://gofossilfree.org/uk/fuelling-the-fire/> .
- Harvest and burn the methane to generate electricity. This technology is available and is already in use elsewhere in the world.
- Legislate so that all new builds or substantial extensions with generally South facing roofs must have solar panels fitted. Roofs of commercial buildings should be used preferentially for solar farms.

- To "store " excess solar energy, use it to electrolyse water to hydrogen and oxygen, storing the hydrogen for power generation overnight...same for excess wind energy instead of turning off the turbines.
- Burn rubbish to generate electricity!!! But do it properly, like they have been doing for years in Sweden.
- Let smaller solar and wind renewable energy be part of and support local communities. Local ownership of renewables could see the weakest and poorest alleviated by power allowances (free or very cheap electric heating).
- All existing large (publicly used) buildings should be incentivised locally and nationally to install solar panels. If more buildings were to house more panels, we could generate more renewable energy without using up valuable farming land.
- Move to 100% clean energy across the Council and its trading subsidiaries. Ensure that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to zero carbon. Establish an East Cambridgeshire Climate Change Partnership, involving councillors, residents, young people below voting age, academics and other relevant parties, to prioritise carbon reduction.
- Fund insulation schemes and shift to homes heated mainly by electricity, provided by the UK's vast renewable energy resources. Instead of importing dirty energy, the UK should be powered by a home-grown renewables sector, providing jobs and clean energy at affordable prices for homes, heating, transport and industry.
- Help and support for community owned solar farms and onshore wind farms. Small scale, co-operatively owned like Reach Solar Farm Help with planning permission, funding, publicity, finding suitable land and helpful landowners.
- Green deals for renewable energy home improvements. Sensor street lighting (solar), light pollution is decimating insect life.
- All new Council homes and buildings to be carbon neutral or negative. Renewable energy production on Council buildings.
- Incentivise or make it easier for local land owners to install solar or wind farms that would generate enough power for their local village.
- ECDC taking initiative to be at forefront of trialling new technologies, including electrolysis of hydrogen using solar PV and carbon capture and storage mechanisms, and showcasing for others to learn from.

### Single Use Plastics

#### Summary of Comments/ Issues

- Water fountains for public use.
- Refill station at Ely Markets. Incentives for returning bottles like at train stations for rail tickets or recycling points which generate vouchers for local stores.

## Transport

### Summary of Comments/ Issues

- Promote Electrical vehicle (EV) use with charging points in car parks and dedicated parking spaces. Ensure that EV options are looked at for all ECDC vehicles and convert to these as soon as possible.
- Give priority to bus contracts with electric buses.
- Install more electric charge points in Ely.
- Electric buggy hire from Waitrose for those with disabilities.
- Review bus services regarding access to train station; ensure areas of higher density housing have an hourly minibus/bus to the station thus promoting train travel.
- Extend free bus passes for local journeys.
- Better train service. More frequent bus service from villages to Cambridge and faster route.
- Free parking at Angel Drove car park if a train ticket bought.
- Change the first train from Ely station to London which is currently 8:58 Sunday. This is compared to 6:00am from Cambridge on a Sunday, this means people wanting to get into the Capital early have to drive to Cambridge.
- Extend pedestrian only days in town to Thursdays and other days also.
- Ban free all day parking in our residential streets and make them pleasant again, expand Park & Ride, greatly improve public transport with non-polluting buses for commuters from P&R and schools and colleges.
- Lobbying the train company servicing the Ely - Cambridge route to put on more carriages at peak times - it always busy and full - off putting for potential customers. Not supporting the expansion of the A10 and looking at better public transport - especially buses that are affordable and electric.
- Shuttle buses around towns.
- Negotiate more facilities to take bikes on trains.
- DO NOT expand the A10 - this will only encourage car use.
- Get rid of the car allowance given to council officers and replace with a shared car system using electrical vehicles.
- The bus from Newmarket to Cambridge via Burwell etc should just run to Cambridge North. A late bus on a Friday and Saturday night could also be funded via parish councillors pooling precept and covering the cost - thus reducing car travel significantly.
- Car sharing and pooling schemes to be developed and encouraged for people travelling in rural areas into the city. Every morning there a streams of cars going from the same villages into the same places in Cambridge with just one or maybe two people in them.
- Parking info displays: digital display units to assist visitors or working people parking and to avoid unnecessary driving around the city to find a space.
- Commuting: using public transport should be encouraged e.g. by providing huge discounts on public transport by employers, or bikes at discounted prices for local employees.

- On Transport, installation of electric charging points in council owned car parks and a parking permit which favours electric vehicles would provide a big incentive to people looking at their next car.
- The Chatteris to Cambridge hourly service gave people living in villages along the A142 corridor the option of accessing their local Ely services as well as Cambridge without having to take their cars. Buses need to be fully accessible for wheelchair users, pushchairs and should also be able to cater for bicycles.
- Shared rural transport on a more frequent basis & guided cycle ways across from Ely, Soham, Wicken to Waterbeach and Cambridge.
- Fit for purpose public transport from surrounding towns into Ely i.e. Soham; 1a) should run early enough to make connections to train or bus services into Cambridge/Waterbeach by 7.30am; 1b) should run late enough to be able to work a full 8-hour day in Cambridge/Waterbeach and still make the connection back to Soham; 1c) should take considerably less than 2 hours to reach central Cambridge; 2c) run in the evening and on Sundays.
- Could we have some sort of community car pool scheme? Make public transport more affordable so people choose to use this over cars.
- Introduction of a new Park and Ride scheme at Stretham and at Ely. More cost effective than widening A10. Money could be used to deliver Park and Ride scheme.
- Increase frequency and reduce prices of existing bus services. Also add more routes e.g. Ely - Wilburton - Cottenham - Histon - Impington.
- The trains to Norwich only stop at Lakenheath on a Sunday if you ask the driver to stop there or wave to be picked up! Motorised traffic to be slowed to walking speed in built up areas with a priority of movement to pedestrians essentially making town zones pedestrian crossings.
- Pay As You Go carbon footprint charge for car travel. Tolls on selected roads and bridges.
- Roll out free bus travel for under 30s and invest in brilliant and cheap public transport options, while making it easier for people to cycle and walk wherever possible.
- Re-instate some of the closed railways in in the area.
- In order to encourage the take-up of electric vehicles the Council really needs to ensure that superfast chargers are installed in the city centre.
- Traffic free cycle routes and using canals for goods transport.
- Look at something for the dismantled railway line between Cambridge and Mildenhall, e.g. guided bus or light railway with a pedestrian and cycle path alongside as the West have got?
- Do something positive to reduce the number of private car and taxi journeys to and from the station during rush hour which cause so much traffic congestion and pollution by funding a proper local (electric) bus service.
- A car club for council staff – lease an electric vehicle or two for staff to use on external visits or a small fleet for villagers to use when travelling in to Ely station.
- Re-surface the roads in Ely to remove the bumps for cyclists.
- Car exclusion around schools. If children can get away from car use this has to bode well for the future.
- Use of electric vehicles - preferably across the whole council fleet.

- Reduce car dependency by providing mass-transit in all Cambridgeshire using old rail routes. Trains are overcrowded and expensive.
- Fix the pavements and potholes. Provide more electric charging points to encourage electric car purchase. Policing of illegal parking especially around Forehill area.
- Stop unnecessary engine idling by having strict time limits. In Sweden it is against the law to idle for more than 1 minute.

## Trees

### Summary of Comments/ Issues

- Plant more trees along highways or small wooded areas on the outskirts of Ely.
- Ensure more trees are planted to counter the number of houses that are being built.
- Set targets for tree planting and biodiversity.
- Designated areas for planting more trees on an ambitious scale.
- Allow solar farms on grade 1 land that is worn out for 25 years to allow soil structure to reform and stop wind blow. This will protect agricultural land for the next generation.
- East Cambs Council operate the same scheme that the Cambridge City Council operates where a resident of East Cambs could apply to get a free tree from ECDC for births or adoptions up to child of 5 years old.
- Reduce deforestation and replant new trees creating new forests.
- Could Barchams look at a Christmas Tree rental scheme.
- Support the Woodland Trusts " Emergency Tree Plan" for the UK. East Cambridgeshire could help by identifying with the help of the residents, where more trees could be planted to increase our wooded cover in the district. Put funding in place to double tree cover and incentivise for nature-friendly farming. You need to introduce policy support for intensive insect populations – including our precious bees.
- Planning to plant wherever feasible to soak up CO2. Save mature trees from destruction in every planning application.
- Continue to plant more trees, invite landowners to participate and liaise with Woodland Trust.
- Not ordering the removal / destruction of a tree in Lode village - at the junction of Northfields and the High Street.
- Task parish councils to plant one tree for every resident in 2020.
- Plant 10 trees for every new house the district in line with new proposed guidelines from Woodland Trust.

## Utilities/Facilities

### Summary of Comments/ Issues

- Use energy efficient products throughout all council buildings - light bulbs etc.
- Council to sign up to a 100 percent renewable company for gas and electric.

## Waste & Recycling

### Summary of Comments/ Issues

- Reduce, reuse and recycle throughout all council buildings. Encourage paperless where possible and recycle as much as possible.
- To press forward with the incinerator in Waterbeach and use the steam to heat homes or power industry.
- Collect green bins weekly to encourage recycling and hopefully it will reduce the black bin bags. In a sheltered scheme of 36 residents we have 6 green bins which get full 4 days after the 2 week collection, so all the remaining recycle gets put into black bin bags.
- Explore the introduction of community can and bottle return schemes being introduced in Scotland and successful in Sweden - where people are paid a small amount for recycling glass/tins etc. See: <https://sweden.se/nature/the-swedish-recycling-revolution> .
- Access to recycling bins across town/village centres so it is possible to recycle when out and about - with very clear signage!
- More frequent collection of the food/garden waste bins as this may encourage people to put less food waste into black bags and decreasing frequency of black bag collections alongside this.
- A-Z of what and where to recycle. Make it clearer and easier -what can go in the bins and how e.g small pieces of tin foil should be scrunched to make bigger or put into a tin or lids on plastic bottles.
- All homeowners should be told that they can lease more wheelie bins. Maybe put a sticker on the bin to remind people.
- There has to be a fundamental involvement of the community and a strong push to stop the littering in the first place. Litter is a blight on our towns and countryside which has a huge impact on all our lives and reflects very badly on us as a country.
- Develop a better waste and recycling collection system that means that more people recycle food waste rather than send it to land fill.
- Recognise and support local recycling initiatives such as eco-Ely. Reduced food waste - encourage schemes to share out of date food such as the Prospectus Trust shop in Ely. Ensure all fast food producers in the area are using recyclable packaging (NO POLYSTYRENE!!).
- Introduction of community compost sites where compostable waste can be placed and then left to decompose. This could be close to allotment sites to benefit those with plots.
- Let all residents know where each type of plastic waste can be recycled from drink bottles to washing tablet wrappers. Shops and households/parishes to be recognised for reducing plastic waste.
- Improve your Recycling provision if you can't then make it easy for others to provide it in whatever way is within your power.- make it a regulation that those who sell it have to take responsibility for receiving it back.
- Could we have wheelie bins, or something else that's reusable, for ordinary household rubbish rather than just putting bin bags into landfill.
- Replace black plastic refuse sacks with compostable ones.

- Clean up the rubbish from the A10. It is possible to have sign which require the traffic go around the area which the volunteers are working in along with yellow vests pick up sticks etc.
- Christmas wrapping paper. Use pieces of home printed old sheet to wrap presents that can be re-used year after year.
- Offer a second recycling bin for free, even if it's for a limited period.
- 1) Introduce black bins. This is cleaner as animals can't cut open bin unlike the bags so there is less litter. 2) reinstate the community recycle bins.

## General Comments and Other Issues

### Summary of Comments/ Issues

- It will be important to work in partnership, working together across disciplines and across all land use and community interests, at all levels: partnership-led action and support for partners is going to be essential.
- 'Dim the lights' scheme - Turn down non vital light or off after 10pm in closed premises and unoccupied residential premises, with sensor triggers only for security.
- Build a big reservoir near Cambridge and generate electricity via solar panels, heat exchangers etc. Other benefits includes fishing, walking and cycling.
- Set a target for carbon reduction with a timeline and milestones.
- Review of pensions investments for climate impact.
- I am aware of big schemes to offset but would like a local scheme where we can calculate our carbon use and elect to offset on local tree planting and other projects we can fund.
- Supporting bio-diversity. Bird/bat boxes installed on public buildings and a scheme for residents to purchase low cost boxes for home use.
- 2050 is too late, the next ten years will be crucial in limiting the temp rise to 1.5 degrees.
- Urge East Cambs District Council to promote plant based food at its offices and events and to provide information on healthy plant-based eating via its website, services and local outreach activities (e.g. <https://nutritionfacts.org/healthkit/>).
- Incentivise the creation of food forests, agroforestry in all villages so people have access to free healthy food and it helps wildlife and the environment.
- Support local initiatives like Prospects Unwrapped and encourage more shops to follow their lead in banishing unnecessary plastic wrap and packaging.
- Road/street signs lighting to be solar powered.
- Nappy recycling encourage more environmentally friendly nappies.
- Give better rates to high street shops and facilities (compared with those at the leisure village/hive) to encourage walking/cycling shoppers and enliven the High Street again.
- Some customers may need open doors left for them to allow easy access, but the amount of energy wasted that way by the shops is unacceptable. There are solutions that can help clients that need assistance - automated doors, or a buzzer.
- Work with County Council etc. to make plots of land available for community farms, small holdings (urban or on the edge of villages) etc. in the spirit of market gardens that used to exist.

- Adjust council tax to take in carbon footprint of housing ie large houses many cars etc Not punishing low-incomes people who cannot afford to take measures.
- Put in place Clean Air Zones and charge polluters if necessary.
- Street lighting - consider turning off overnight (I live on Aldreth Road Haddenham and no-one walks on the pavement after 10pm).
- Produce a nature and ecosystem restoration plan to reverse and restore habitats and species and ecosystem quality and function.
- Rainwater/greywater harvesting/reusing in all council owned buildings
- Transition to electric/hydrogen cell bus and van fleets for council services
- Establish a positive vision for the climate and ecological emergency plan emphasising the benefits ie good local food, clean air, clean water, better health, closer stronger communities
- "How Low Can You Go" issue a climate emergency carbon emission allocation ( as a guideline) to each resident with an easy app so that they can track their progress in bring in down their carbon foot print over a year and tips on how to do it in the app.
- Support breastfeeding. Most mothers want to breastfeed. Let's let them!
- Count the value of natural resources: in carbon mitigation, water regulation, wildlife habitat and human need. Humans need green.
- Given the growth in technological innovation, can the concept of work from home actually be promoted so that all colleagues who are not frontline staff have an opportunity to work from home on a mandatory not optional basis. This would save millions of road journeys, lots of money and time.
- More promotion of green office, that is healthy plants everywhere to promote clean air given the printers and computers produce so many negative elements conducive to good health.
- Aim higher - one aspect of the meeting seemed to be making low targets and reaching them was better than making tough targets and failing.
- Encourage more 10k runs and half marathons eg Lode go get more people active.
- I think that firework displays should be cancelled and some form of laser display should take place instead.
- Eat a lot less meat. Schools and council-run offices should offer meals mostly made up of high quality and nutrient dense vegetables, legumes etc.
- It might be possible to set up a 'Repair Shop' instead of a charity shop in an empty retail unit? (Repair Cafes already exist and might be a point of contact initially.) It could be staffed in the main by volunteers.
- Promote the Natural Cambridgeshire 'Doubling Nature' vision to all communities and relevant community groups, with ECDC leading by example and promoting best-practice examples to all residents, businesses and community groups.



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**TITLE: Draft Homelessness and Rough Sleeper Strategy 2020-2025**

Committee: Operational Services Committee

Date: 8 June 2020

Author: Housing & Community Advice Manager

[V13]

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1.0 ISSUE

1.1 To consider and approve the Homelessness and Rough Sleeper Strategy 2020-2025.

2.0 RECOMMENDATION(S)

2.1 Members are requested to approve the Draft Homelessness and Rough Sleeper Strategy 2020-2025 as set out in Appendix 1.

3.0 BACKGROUND/OPTIONS

3.1 Since August 2013 homelessness preventions have increased by 170% which equates to an average of 364 households a year. Homeless applications have decreased by 50% and Bed and Breakfast accommodation has not been used since August 2012.

3.2 Through the Homelessness Strategy 2015-18, new initiatives were implemented to prevent households from becoming homeless. These initiatives enabled the Service to become proactive in preventing homelessness.

3.3 Some three years ago, in order to prepare for the changes that were to be introduced by The Homeless Reduction Act, the Housing Service (now the Housing & Community Advice Service), was restructured to ensure that the Council was ready to meet the challenges that were due to arise then, and in the future. The Service now comprises of:

- 1 x Housing and Community Advice Manager
- 1 x Housing Team Leader
- 2 x Housing Options Officers
- 1 x Income and Recovery Officer
- 2 x Tenancy Support Officer
- 1 x Private Landlord Liaison Officer
- 2 x Community Support Officer
- 1 x Gypsy and Traveller Liaison Officer
- 1 x Community Safety Officer
- 1 x Housing & Community Admin Officer

3.4 The draft Homelessness and Rough Sleeper Strategy 2020-2025 (Appendix 1) builds on the success of the previous Homelessness Strategy and introduces new homelessness prevention initiatives. The strategy provides for a truly holistic, free and accessible advice service and ensures that suitable accommodation is available where appropriate. The strategy also identifies solutions for the challenges the Housing & Community Advice Service faces, including but not limited to:

- Universal Credit
- Future Gypsy and Traveller provision
- More accessible and affordable private rented properties
- No Second Night out
- Provide residents with a fully comprehensive and holistic support service with accessibility for assistance as soon as they approach the Council

#### 4.0 ARGUMENTS/CONCLUSIONS

4.1 The draft Homelessness and Rough Sleeper Strategy 2020-2025 has been drafted to reflect advice from the National Practitioner Support Service, guidance from the Ministry of Housing, Communities and Local Government, the Homeless Reduction Act 2018 and the previous and ongoing success of the Housing & Community Advice Service.

4.2 The Council's Housing and Community Advice Service prides itself on being the leading voice in preventing homelessness and will continue to build and maintain the excellent working relationship with partners; both internal and external, voluntary and statutory.

4.3 The Strategy seeks to provide a clear framework that will ensure that the Council maintains and enhances the services that are provided to the community.

#### 5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT/CARBON IMPACT ASSESSMENT

5.1 There are no financial implications arising.

5.2 Equality Impact Assessment (EIA) is not required.

5.3 A Carbon Impact Assessment (CIA) is not required.

#### 6.0 APPENDICES

6.1 Appendix 1 – Draft Homelessness and Rough Sleeper Strategy 2020-2025

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**Background Documents**

Homelessness Strategy  
2015-2018

**Location**

Room 102

**Contact Officer**

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**East Cambridgeshire District Council**

**DRAFT  
HOMELESSNESS AND ROUGH SLEEPER STRATEGY  
2020 - 2025**

## **Foreword**

At East Cambridgeshire we are proud of our highly motivated Housing and Community Service. Over the last 5 years we have transformed our service with a focus on preventing homelessness.

The Service boasts a team that is focused and dedicated to ensuring that everyone has a decent home to live in. In addition, the Service engages with other partners, both voluntary and statutory; this ensures that other organisations share in our passion and ambition to deliver the best possible service to our community. We have excellent relationships with local housing associations and there are regular forums for local landlords and a free resolution service offered to landlords to help them with tenancy issues.

The Service now holds 'drop in's' 5 days a week, ensuring access to the general public for housing advice at the first opportunity.

The Soham young parent's project continues to go from strength to strength enabling young families to access support to move on into independent accommodation with the life skills needed to maintain it.

In their ambition to deliver the best possible service to the community, the Service identified a gap in supported accommodation for mental health and learning disability and worked hard to introduce partnership working with The Pringle Group to secure more properties in the district specifically for this client group.

Over the last two years we have seen the introduction of the new Homeless Reduction Act 2017. This introduction of this Act proved that the Council was leading the way in preventing and intervening in homelessness, as the obligations that it introduced encompasses practices that this Council has been focused on for the last five year.

I am proud to say we are still continuing to avoid the use of bed and breakfast accommodation and have done since August 2012.

A home environment is the hub of life. Health, well being, education and employment are mainly dependant on someone having a place they can call home. To become, or at risk of, homeless is one of the most frightening experiences imaginable. At East Cambridgeshire we are determined to do everything we can to prevent this happening to our residents.

I would like to thank all those agencies that have worked positively with the Council to help us delivery a truly holistic service that is focused on homelessness prevention.

**Councillor David Ambrose Smith**  
**Chairman Operational Services Committee**

## Contents

	<b>Foreword</b>
<b>1</b>	<b>Introduction</b>
<b>2</b>	<b>Background</b>
<b>3</b>	<b>The 2015-2019 Strategy</b>
<b>4</b>	<b>Where are we now?</b>
<b>5</b>	<b>The 2020-2025 Strategy</b>
<b>6</b>	<b>What are the Challenges ahead?</b>
<b>7</b>	<b>Objectives for the Future</b>

## 1. Introduction

East Cambridgeshire District Council continually strives to make East Cambridgeshire the best possible place to live, work and visit. This ambition is embedded in both the Councils Corporate Objectives and the Corporate Plan. All residents should have access to a home that is of a good standard which they can afford and are able to sustain and maintain.

## 2. Background

Sections 1-3 of the Homelessness Act 2002 requires all Councils to produce a Homelessness Strategy every five years. The purpose of the Strategy is to:

- Address the causes of homelessness in the Councils area;
- Introduce initiatives to prevent homelessness wherever possible;
- To ensure measures are in place for sufficient temporary accommodation for those households that are or may become homeless; and
- Ensure that appropriate support is available for people who have previously experienced homelessness in order to prevent it happening again.

The Council recognises the devastating effect that homelessness can have on households and families and that good quality housing providing a stable and secure home environment contributes to the health and wellbeing of our residents.

The Council also has a duty to take reasonable steps to make sure that accommodation continues to be available for someone who is threatened with homelessness and is likely to have a priority need under the terms of the homelessness legislation. The Code Of Guidance that accompanies the homelessness legislation goes further in that it states that Councils should offer a broad range of advice and assistance and not wait until homelessness is a likelihood or imminent before taking action.

## 3. The 2015-19 Strategy

The Councils Homelessness Strategy was to focus on prevention, encouraging clients to seek advice at the earliest possible opportunity

Key successes of the 2015-19 Homelessness Strategy:

- Silo approach to homelessness prevention eradicated as a result of close partnership working with relevant agencies
- Introduction of Community Hubs across the district
- Implementation of The Homeless Reduction Act 2017

The Housing & Community Team has continued to focus on early intervention and prevention and have consistently maintained zero families in bed and breakfast accommodation since August 2012.

### How did the Council achieve this?

**Drop in Services-** The introduction of 5 drop in surgeries a week enabling easier access to a Housing Options Officer without having to wait for an appointment. – We have now extended these drop in sessions to 5 days a week, introducing 2 tenancy support drop in sessions.

**Tenancy Support-** We have increased our capacity to 2 tenancy support officers and funded an external mental health charity to offer specific mental health support to our clients.

**Prevention Fund-** Increased our prevention budget to £20,000; thereby enabling the officers much more flexibility to secure a tenancy with ad hoc one off payments.

**Landlord Events-** The Council hosts and runs landlord events and provides a free landlord resolution service which seeks to encourage landlords to work with the Council and potential tenants in receipt of benefits.

**Hostel Voids-** We continue to sub-let our hostel accommodation when needed; savings in this area are reinvested back into preventing homelessness.

**Relationships-** Better working relationships; internally and externally, and adopting a multi-agency approach. This has gone from strength to strength and some great networking is now happening across the sub region within the community hubs.

**Rosmini Centre –** The Council now works in partnership with the Rosmini Centre who occupy office space within the Housing & Community Service. This enables us to engage and work more closely with foreign migrants offering services such as, English lessons, solicitors, translators, and advice on employment law, something we were never able to assist with previously.

**Homelessness Prevention Grants and Loans –** The Council considers making these types of payments where homelessness can be prevented and existing accommodation maintained for a minimum of 6 months. This provides the best outcome for the family and can be used in many different situations, to prevent or resolve homelessness.

**Discretionary Housing Payments (DHP's) –** Helping clients to apply for top up payments where there may be a shortfall between their rent and housing benefit payments. This can be used to make a property more affordable enabling the families more time to secure more affordable housing.

The examples above are not an exhaustive list of the prevention measures and we continually review and adapt our service to meet the changing needs of our community.

Earlier interventions, as opposed to attempting resolutions at the point of crisis; this will always increase the chances of being more successful in preventing homelessness.

This consistent approach to housing advice and options means that the Council is continuing to lead the way, in the sub-region, for preventing and reducing homelessness.

The introduction of the Homelessness Reduction Act 2017 has amended Part 7 of the Housing Act 1996 and includes new measures:

- An extension of the period during which an authority should treat someone as threatened with homelessness from 28 to 56 days.



- Clarification of the action an authority should take when someone applies for assistance having been served with a section 21 notice of intention to seek possession from an assured shorthold tenancy.
- A new duty to prevent homelessness for all eligible applicants threatened with homelessness.
- A new duty to relieve homelessness for all eligible homeless applicants.
- A new duty on public services to notify a local authority if they come into contact with someone they think may be homeless or at risk of becoming homeless.

### **How do we do it?**

Initially an Officer will assess whether they can work with the household to resolve the issue, whatever it may be, and try and help them to stay in their current home. Every client is issued with a Personal Housing Plan which is client centred with tasks for both client and officer. This could be by:

- Negotiating with family and friends; this includes acting as a mediator;
- Negotiating with private landlords and agents; or
- Assisting with maximising income, for example help with applying for benefits and demonstrating effective budget management.

Where homelessness cannot be prevented, different housing options are considered. Each option is tailored to suit the individual household and is detailed in their own Personal Housing Plan. Advice is provided on the different tenures available including private rent, low cost home ownership and social rent.

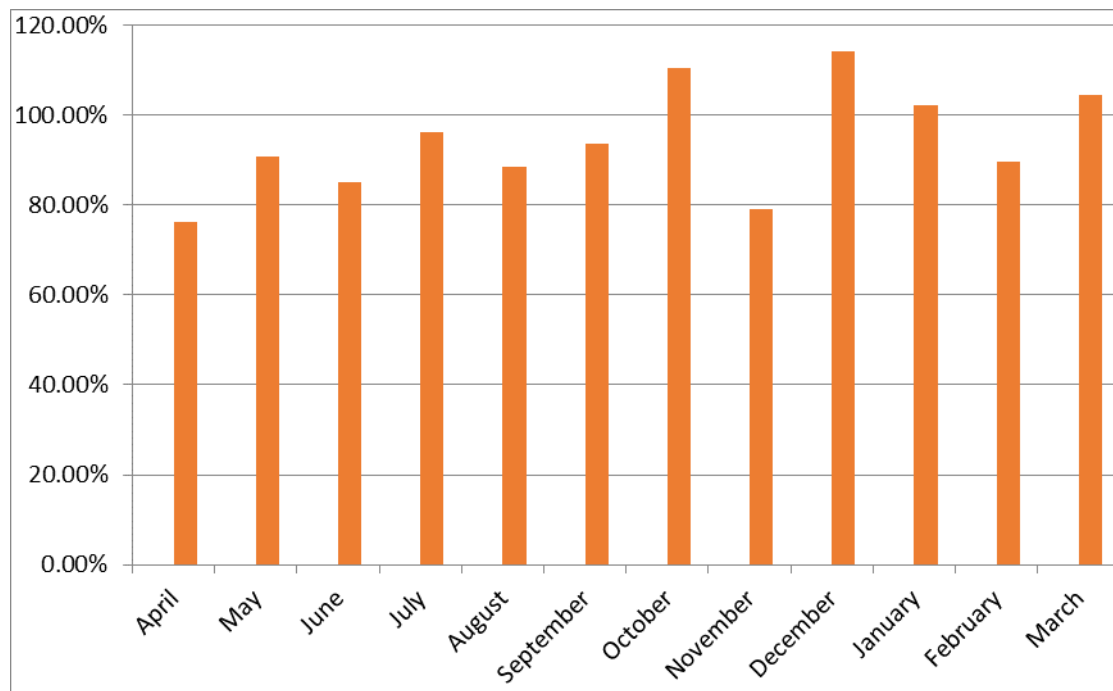
The Housing Advice and Homelessness Services are run in-house by the Council with Sanctuary Housing administering the Housing Register on the Council's behalf.

### **4. Where are we now?**

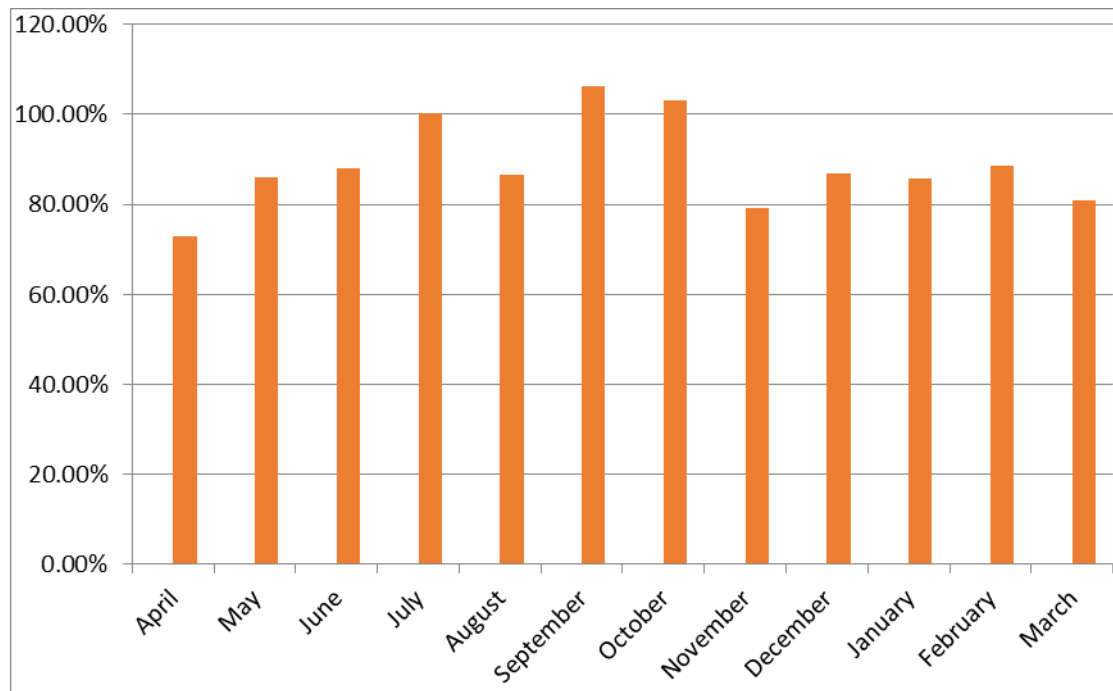
The Council has continued to sustain zero families in Bed and Breakfast accommodation since August 2012.

Since bringing the rent deposit scheme in-house we now have recycled funds and are able to use such funds to assist more people in private rented accommodation. As a result of robust procedures, approved by internal audit, introduced by the Income Recovery Officer, collection rates have been consistently high. Additional support is provided by Rossendale's Debt Recovery, who work on behalf of Anglia Revenues Partnership.

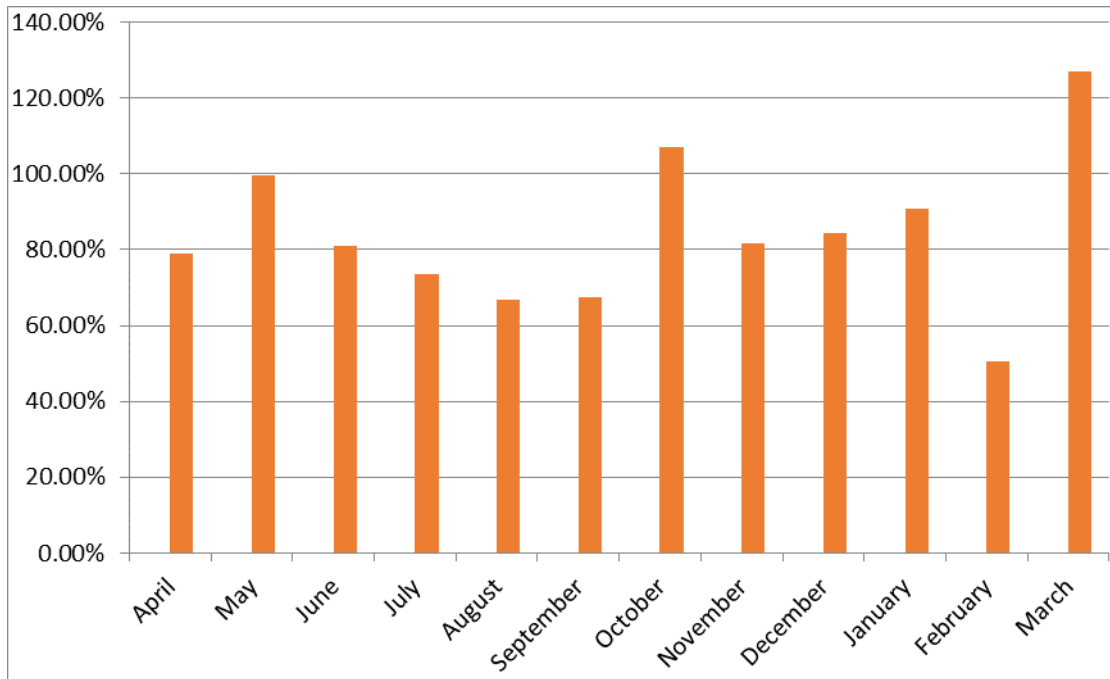
Rent collection for 2017, 2018 and 2019:



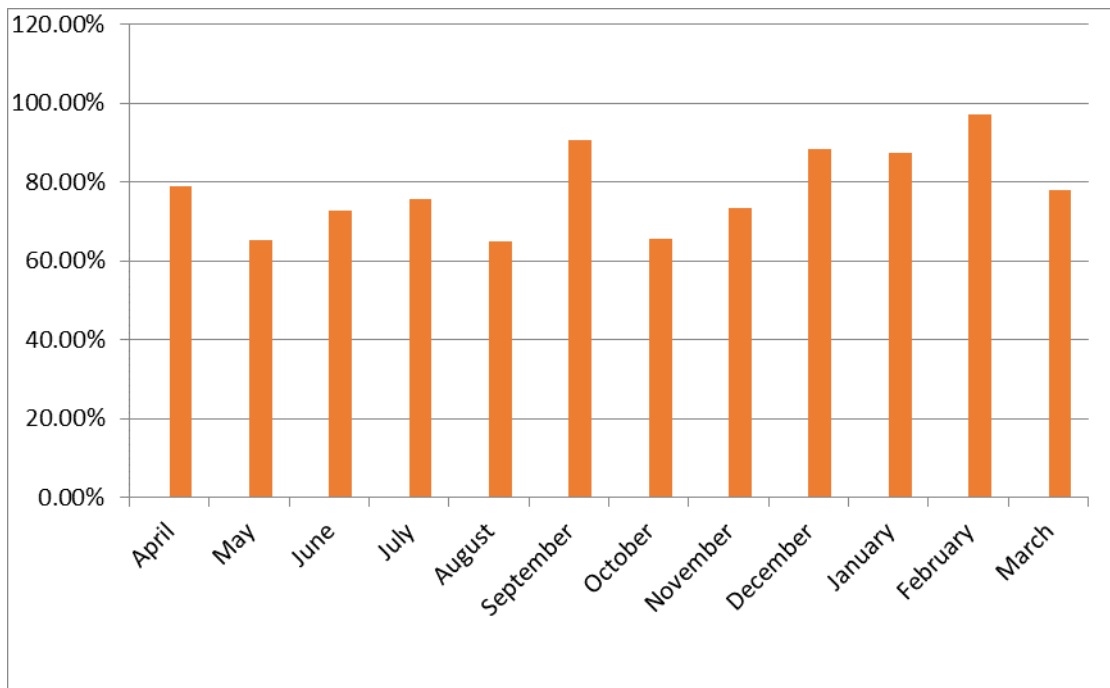
2016/17



2017/18



2018/2019



## **5. Strategy for 2020-2025**

### **Reviewing the past and preparing for the future**

#### **The National Picture**

The number of households approaching local authorities for assistance as homeless has increased from a low point in 2009/10, with Councils in England accepting 40,200 households as statutorily homeless that year compared to 59,030 in 2016/17. This represents a 48% increase over a seven-year period.

Although the growth of homelessness has been seen the most significant in London with a 92% growth in this period, the rest of England experienced a 34% increase in the number of households accepted as homeless over the same time period.

The most significant factor contributing to this trend is the number of households being evicted from private sector tenancies through no fault of their own. The last six years prior to the first quarter of 2017 has seen this becoming the cause of homelessness in 29% of cases whereas in 2009 it contributed to 11% of households accepted as homeless.

The doubling of the size of the private rented sector between 2002 and 2015/16 may be a contributing factor to this becoming a greater cause of homelessness. However, during the early years of this growth homelessness continued to decline as local authorities managed to successfully prevent homelessness by assisting households into private sector tenancies. The growth of homelessness from private sector tenancies correlates to the introduction of the welfare reform programme, in particular changes to the housing benefit system. The indication is that this has led to affordability becoming an increasingly significant issue, as more households facing the end of a private tenancy are unable to find an alternative without assistance of local authorities.

#### **The Local Picture – a review of homelessness in East Cambridgeshire**

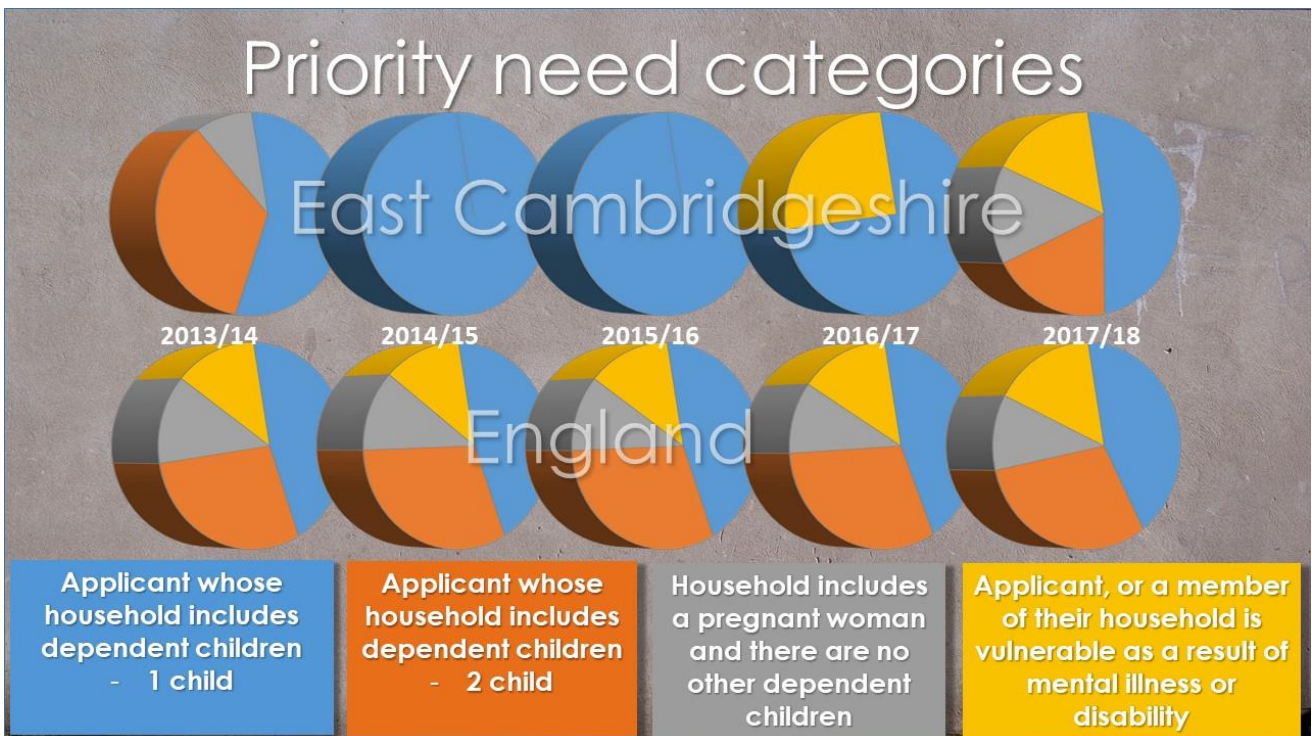
The trend in homelessness in the district has been similar to national trends. As with the national picture, homelessness as a result of households being evicted from the private rented sector through no fault of their own is now the single biggest cause of homelessness.

The wider impact of the welfare reform programme will continue with the full rollout of Universal Credit which is likely to be the next major event that may impact on housing implications for households in receipt of benefits. Evidence considered by the Parliamentary Work and Pensions Committee suggests that where roll out has already taken place claimants are facing problems with increasing debt and a rise in rent arrears. This has in turn led to the threat of possession action by landlords as households struggle to make their rent payments due to delays in the receipt of their Universal Credit.

The main cause of homelessness within the district are consistent with the national picture; eviction by parents, other relatives and friends and relationship breakdowns (violent and non violent) continue to be significant causes but as at the national level the end of private sector tenancies is now the single cause of homelessness and has been since 2010/11.



In terms of the type of households facing homelessness, both nationally and locally approximately 70% are families either with children or where they are expecting their first child. This may lead to family upheaval with children being placed into temporary accommodation.



Single people with significant mental health issues has increased rapidly over the last few years, however evidence locally suggests that there are an increasing number of young people facing the threat of homelessness but successful prevention work with them, for example helping them into appropriate specialist supported accommodation.

From 1 April 2017 to 31 March 2018 the Council had 361 Households requests for assistance with matters related to the threat of homelessness or becoming homeless.

- The Council was able to assist 97 households to remain in their own home using mediation, and by utilising Discretionary Housing Payments (DHP) and resolving housing benefit or income issues.
- The Council was able to assist 108 households into alternative accommodation including supported housing & private rented.
- The Council dealt with 156 homeless applications; 94 applications were accepted as having a Full Housing Duty. This equates to 26% of the footfall to Housing advice being homeless acceptances. This has reduced the burden from Social Housing providers and releases elements of the Housing register.

### **Continuing Prevention Initiatives**

Homelessness prevention grants and loans – the Council considers making payments through its homelessness prevention funds; where homelessness can be prevented for an additional 6 months. It can be used in many different ways for example, to help clear arrears to prevent court action, or to help a household with upfront costs to secure accommodation.

Discretionary Housing Payments can be used for helping clients to apply for ‘top up’ payments where they have a shortfall in their rent and again for paying off rent arrears to prevent any court action.

Access to Tenancy support is available for all our clients including affordability tests and debt management including household budgets. Our Tenancy Support Officers have worked with 146 families across the district to prevent homelessness as well as the Housing and Community Safety Team they are contacted by partner agencies to work with vulnerable families and adults to help with income, maximise benefits help with health, debt and sign post to various support agencies. They also work closely with our temporary accommodation providers to ensure that households are ready to move into long term accommodation. They will work with families to set up tenancies, utility’s, housing benefits, doctors and schools to give people the best possible start in accommodation.

Negotiation/mediation with family and friends, all the Team are trained in this aspect allowing them often to prevent homelessness and resolve breakdown in relationships within the family, often including ongoing support to maintain these relationships.

Rent Deposit Scheme – The Council is able to provide an interest free loan to households threatened with homelessness to help with costs that may be preventing them to access the private rented sector. Affordability tests are carried out to set up affordable payment plans of which we have a collection rate of 85.38% this enables us to lend money for rent deposit meaning we have a constant recycle fund so we can continue to lend homeless households and those threatened with homelessness money to secure private rented accommodation in the local area. In the last 12 months we have assisted 56 households into affordable private rented accommodation.

Free Landlord Resolution Service – this is offered to all landlords and agents regardless of if we have placed the tenants with them, allowing us to build better relationships with landlords in the district.

Private Rented Landlord Liaison Officer – a single point of contact for all landlords and tenants enabling a much more streamlined service for the private rented sector.

Daily drop in services – enabling client's immediate access to advice and assistance from a Housing Officer or Tenancy Support Officer.

Community Hubs across the district – enabling clients in our more rural areas access to services without the need for extensive travel at a cost to our clients. Focusing on early intervention and prevention.

Early intervention is invaluable; reaching out to communities before crisis not only saves the Council money in the long term but delivers a service that the community deserves. None of this could be achieved without the excellent relationship that the Council has with partner agencies. Other authorities in the sub-region are looking to implement similar models.

We have continued to avoid the use of bed and breakfast accommodation. The Council has not placed anyone in bed and breakfast accommodation since August 2012.

The Council lets out its void rooms in its temporary accommodation hostels to other authorities within the sub region to assist in reducing their use of bed and breakfast accommodation.

The Council recognises the high level of migrant workers in the district and has welcomed the Rosmini Centre who now operate from an office base within the Council. Whilst the Rosmini Centre primarily support Eastern European clients, they offer assistance to all minority ethnic communities. The Council contributes £7000 to the running costs through its Community Safety fund with a further £7000 match fund from the Office of the Police and Crime Commissioner.

The Rosmini Centre service has proven to be of great value to the Council and many of its residents. They provide translators and support services to foreign nationals free of charge. Their outreach service includes assisting clients in obtaining National Insurance numbers, access to schools and medical services, signposting to mental health and learning difficulties support, job seeking and in limited circumstances, repatriation. They are involved in outreach work at local factories and other areas of employment and "recruit" volunteers to provide English speaking lessons

### **Gaps in Service**

Through our joint prevention work with our partners and via our homelessness hub we recognised that there has been a real increase in people approaching with significant mental health needs and we realised that there was no supported accommodation within the district. To resolve this, we approached The Pringle Group who purchase and develop fully supported properties for people with learning disabilities and mental health issues.

The Council now has direct referral rights into 3 properties in East Cambridgeshire and several outside of the district for long term supported accommodation. We currently part fund a member of staff with a £7,000 grant on an annual basis. We continue to work with The Pringle Group to identify new properties.

Historically, in East Cambridgeshire we have low numbers of rough sleepers; averaging figures of our rough sleeper estimate are always around 1 or 2. Consideration has been given to whether a night shelter is necessary, however, with such a low average, at present it is not considered necessary to provide a night shelter. This will be kept under continuous review.

The Council works closely with The Lighthouse Centre (a local church) and we provide funding to provide our 'No Second Night Out' and SWEP provision.

Working with our partners of the Community Hub, our Homelessness Forum continues to identify any vulnerable rough sleepers in the district.

### **Long Term**

With the introduction of the Homelessness Reduction Act and the rollout of Universal Credit within the district we need to be mindful of ongoing monitoring and the impact this may have on homelessness in the district.

The Housing & Community Service has set up forums with the DWP and local Job Centres. This has resulted in more stringent referral processes between our registered housing providers to refer vulnerable tenants at threat of homelessness to the Council at the earliest possible opportunity.

The Council will continue to roll out more community hubs in the more remote areas of the district and therefore enabling access to advice and assistance to all of our residents.

### **Applying the 2020-25 Strategy**

The Council will continue to focus on early intervention prevention, encouraging clients to seek advice at the earliest possible opportunity.

As identified above, nationally the number of households approaching local authorities for assistance as homeless has increased from a low point in 2009/10, with councils in England accepting 40,200 households as statutory homeless that year compared to 59,090 in 2016/17. This shows a 48% increase over a seven-year period.

Here in East Cambridgeshire the most significant factor contributing to this trend is the number of households being evicted from private sector tenancies through no fault of their own.

While these figures consider those vulnerable households to whom the Council owes a statutory duty (being mainly those with children) there are many single non-vulnerable people who have difficulty in securing affordable accommodation in East Cambridgeshire. This strategy seeks to ensure that their needs are also considered and, where appropriate, ensure that advice, options and support is made available to all applicants that approach us for advice.

### **What is being done and what will be done?**



The Council is working with local landlords and letting agents. There has been considerable success to date resulting in landlords now wanting to work with the Council to enable clients to be housed in private sector housing.

**Officers will continue to work with private landlords to ensure that private renting is a viable option for clients.**

The Council has now set up 8 Houses of Multiple Occupancies (HMOs). This has enabled the facilitation of housing more single non-priority people within a matter of days.

**Officers will continue to work towards increasing the number of HMOs in the district.**

The Council is consistently engaging new landlords to set up established HMO's, in partnership with our Environmental Health Team.

**Officers will continue to seek out new private landlords to house clients.**

The Council continues successful landlord forums. These forums have been a good platform for the Council to dispel some of the myths around social housing to private landlords and agents and encourage more private landlords to work with the Council.

We continue to provide a **free** landlord resolution service. This enables landlords to work with us to resolve tenancy issues, and reduce potential evictions.

**Officers will continue to host and run these forums.**

The Council has a duty to provide certain homeless households with temporary housing whilst it attempts to help them resolve their housing difficulties. As with many areas, the limited number of social rented properties available for letting and the increasing demands on these properties leads to homeless households having to spend longer than would be desirable in temporary accommodation.

Temporary accommodation, and in particular Bed and Breakfast, is recognised as being unsatisfactory for households, especially those with children. In many cases it provides accommodation with shared facilities away from support networks at a cost to both the Council and the household. It is estimated that temporary accommodation for homeless families costs approx £18,000 per year which is a significant cost to the public purse.

Temporary accommodation is currently provided in three hostels within the district with accommodation available for 18 households. This does not include our Young Parents Project in Soham which has 4 rooms.

### **No Second Night Out**

The principles supporting no second night out are outlined within the Government Strategy Vision to end rough sleeping.

New rough sleepers will be identified and helped off the streets immediately so they do not fall into the entrenched rough sleeper pattern.

They will be helped to a place of safety where their needs can be quickly assessed and they can receive advice on their options.

Access to emergency accommodation and a network of services if required. Anyone found rough sleeping in the district with no local connection should be reconnected back to their local community unless there is good reason why they cannot return.

East Cambridgeshire recognises the vulnerabilities of people who are faced with rough sleeping and will work with their partner agencies to assess and provide suitable accommodation within 48hrs.

### **Supported accommodation for specific Mental Health and Learning Disability.**

We recognise a significant increase in clients becoming homeless with mental health and learning disability issues.

We have formed a working partnership with The Pringle Group for direct referrals into a property in Ely and numerous properties in Cambridge and Haverhill.

This is long term accommodation with support provided by both The Pringle Group and our own Tenancy Support Officers.

### **Offering a fully comprehensive and holistic advice service.**

Early intervention is proven to reduce homelessness and avoid crisis situations.

The Council is using government grant funding to expand and upskill the Team to provide the best and most accessible advice service to all residents in the district, including advice on:-

- Benefits
- Debt Management (including bankruptcy and debt relief orders)
- Pensions
- Employment Law
- Consumer Advice
- Relationship Advice
- Education
- Legal Advice
- Immigration
- Travel and Transport

The Service will expand the drop-in services to 9am to 5pm (4.30pm on Fridays); enabling residents to access advice and assistance during office opening hours face to face.

The Council is due to roll out a further 3 Community Hubs across the district. Further we are committed to delivering more across the district to be opened during the lifetime of this strategy.

**Officers will continue to work on the prevention programme to ensure that the number of people in temporary accommodation is kept as low as possible. Officers will continue to work on initiatives to increase the stock of shared houses with direct referral rights.**

## **6. What are the challenges ahead?**

### **Universal Credit**

Universal Credit rolled out in East Cambridgeshire in September 2018. Vulnerable people and households will be paid all of their benefits in one monthly lump sum. It is anticipated that the threat of homelessness may increase as a result of these changes.

The Council is aware that the next 12-24 months will be crucial as the impact on homelessness becomes more apparent. Through the measures that have been identified in this Strategy, the Service is committed to ensuring that as few people as possible suffer a negative impact.

### **What is the Council doing?**

The Council is working with Anglia Revenues Partnership (ARP) and the Department for Works and Pensions (DWP) to see how Officers can protect vulnerable client rents by enabling rent to be paid directly to landlords.

A training programme has been rolled out by ARP and DWP.

The Council is also providing budgeting and digital assistance to all new applicants that approach this authority.

### **Welfare Reform/Budget Changes**

From April 2017 a minimum age of 21 threshold was introduced for new claims in housing benefit (or the housing element of Universal Credit).

There were some exceptions; parents, vulnerable groups i.e. care leavers, claimants in temporary accommodation, and people who could previously afford their rent without assistance.

### **What is the Council doing?**

The new threshold has had an impact on the work currently being done with young people. Officers will need to continue to work closely with Social Care through joint assessments. The impact of these changes will be on Social Care to accept more young people as 'Looked After' and the costs of accommodating will fall to them.

It will become more difficult to house homeless 18-21 years olds if they are not in receipt of housing benefit. Officers will need to continue building on the good work already carried to assist young people in gaining employment or apprenticeships.

Officers will continue, wherever possible, to put in place measures to prevent homelessness and work with the multi-agencies to ensure that the right advice and support is provided.

### **Gypsy & Traveller Provision**

With the temporary closure of 9 pitches in the district, Officers are exploring all avenues of Government funding for potential new sites and/or refurbishment of existing sites, this will be ongoing depending on future needs.

## **7. Objectives for the Future**

The Council recognises the significant social hardship that homelessness has on affected households. It also recognises that there is a significant monetary cost to households as well as the Council as a result of its statutory duties towards the homeless.

Prevention of homelessness, or where prevention is not possible, minimising the detrimental effects of homelessness, remains at the heart of what the Council aims to achieve for the residents of the district.

Understanding the future challenges and setting objectives around these challenges enables the Council to take a holistic view of the demands and pressures that it faces and facilitates the provision of a proactive service that seeks to tackle these issues.

The following objectives have been developed to address homelessness in East Cambridgeshire:

Maintain no families in Bed and Breakfast accommodation.

Expansion of the Free Landlord Resolution Service by encouraging more landlords to work with the Council in using private rented accommodation.

Increase the collection of rent deposit loans which will enable increased recycled funds to assist more clients.

Explore the potential of a Landlords Accreditation Scheme.

Provide residents with a fully comprehensive and holistic support service with accessibility for assistance as soon as they approach this authority.

Ensure that information and advice on housing and homelessness prevention is widely available and that our customers are seen at the earliest possible opportunity.

Continue to manage the impact of Universal Credit and Welfare Reform changes.

## Homelessness Strategy Action Plan 2020-2025

Objective	Action	Target date	Comments & Officer Responsible
Objective 1 – Maintaining no families in B&B accommodation	Ensure clients are seen at the earliest opportunity to enable prevention of homelessness.	ongoing	All Housing Options Officers
	Develop the Council's web pages to ensure that up to date information is available on housing options.	ongoing	All Officers
	Work with social housing providers to reduce the risk of homelessness from welfare reforms & Universal Credit through joint initiatives to provide early information and advice	ongoing	All Officers & Registered Providers
Objective 2 – Expansion of our Landlord Resolution Service	Work with Private Landlords and Letting agents to encourage them to work with us, enabling us to house more clients into the Private Rented Sector	ongoing	Private Landlord Liaison Officer
	To host 2 Landlord Forums per annum	Ongoing	Private Landlord Liaison Officer, Environmental health, Energy Efficiency Officer
	To continue to work with landlords in setting up Houses of Multiple occupation to house single non priority clients	ongoing	Private Landlord Liaison Officer & Environmental Health
Objective 3 – Increase the collection of rent deposit loans which will enable increased recycled funds to assist more clients.	Increase collection rate to 95%, ensuring more recycled funds are available to help new clients.	ongoing	Income & Recovery Officer & ARP Debt Recovery
Objective 4- Explore the potential of a Landlord Accreditation Scheme.	To explore the possibility of setting this up across East Cambridgeshire enabling us to ensure that goods and services are safe within the private rented sector.	ongoing	Schemes are already being rolled out across the country.  Private Landlord Liaison Officer

Objective	Action	Target date	Comments & Officer Responsible
Objective 5 – to provide a fully accessible holistic support service for all residents in East Cambridgeshire and to work with our partner agencies to streamline referral processes.	Ensure all officers within the Team have had relevant training	ongoing	All Officers
		ongoing	To work with a multi agency approach. All Officers
	Undertake an review within 6 months of full roll out	Oct 2020	Housing & Community Safety Manager
Objective 6 – Ensure that information and advice on housing and homelessness prevention is widely available and that our customers are seen at the earliest possible opportunity	To keep all leaflets up to date to reflect services provided by the council	ongoing	All Officers
	Ongoing development of our website, ensuring relevant and up to date information is shown	ongoing	All Officers
	To continue to see our clients at the earliest opportunity to explore all avenues of prevention	Ongoing	All Officers
	Review the Councils Lettings Policy in light of the implementation of the Homelessness Reduction Act	ongoing	Housing Options Homelink Partnership

<b>Objective</b>	<b>Action</b>	<b>Target date</b>	<b>Comments &amp; Officer Responsible</b>
Objective 7– to continue to manage the impact of Universal Credit and Welfare Reform Changes	Ensure all officers within the Team have had relevant training	ongoing	All Officers
		ongoing	To work with a multi agency approach.  All Officers
<b>Objective</b>	<b>Action</b>	<b>Target date</b>	<b>Comments &amp; Officer Responsible</b>
Objective 8– to continue to explore funding for provision of new Gypsy and Traveller sites.	Ensure all officers within the Team have had relevant training	ongoing	All Officers
		ongoing	Traveller Liaison Officer

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**TITLE: APPOINTMENT OF REPRESENTATIVES ON OUTSIDE BODIES & ANNUAL REPORTS**

Committee: Operational Services Committee

Date: 8 June 2020

Author: Democratic Services Officer

[V14]

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1.0 ISSUE

- 1.1 To confirm the appointment of Councillor Alan Sharp as the Council's deputy representative on Citizens Advice West Suffolk;
- 1.2 To receive the Annual Reports from appointed Council representatives on the activities and manner in which funding is spent by the outside bodies within the responsibility of the Operational Services Committee.

2.0 RECOMMENDATION

- 2.1 That the Annual Reports from appointed Council representatives on the activities and manner in which funding is spent by the outside bodies within the responsibility of the Operational Services Committee, be noted.

3.0 BACKGROUND/OPTIONS

- 3.1 As part of the amendments to the Constitution approved at Council on 22<sup>nd</sup> May 2012, the Terms of Reference of all relevant Committees were revised in order to give them the authority to appoint to outside bodies within their remit, from the wider membership of the Council, for a period of up to 4 years. This means that representation will normally only be reviewed within the 4 year period between elections where there is a change of circumstances/status, a Member resigns, or there is a vacancy on a body.
- 3.2 With the introduction of the re-structured committee system from May 2019, the list of Outside Bodies was reviewed and the Bodies allocated to reflect the areas of service delivery. Attached at Appendix 1 is the list of Outside Bodies currently within the remit of the Operational Services Committee.
- 3.3 Councillor Amy Starkey was appointed in 2019 as the Council's representative on Citizens Advice West Suffolk, but subsequently advised that there were occasions when she was unable to attend meetings due to a clash with work commitments. With the agreement of Citizens Advice West Suffolk, Councillor Alan Sharp has therefore been nominated as the deputy representative to attend meetings in Councillor Starkey's absence.



3.3 Attached at Appendix 2 are copies of the information pages from the Outside Bodies Booklet, giving details of the aims and activities of the individual Outside Bodies within the remit of Operational Services Committee, together with a copy of the Annual Report submitted by the Councillor representative(s) on that Body. Of particular note in the Councillors' Annual Reports, will be the comments that they have made as to how the work of the Outside Body supports the Corporate objectives of the Council and whether continued representation on the Body is worthwhile.

3.5 Members are asked to confirm the appointment of the proposed nominated representatives and to receive the Annual Reports from Councillors.

#### 4.0 ARGUMENTS/CONCLUSIONS

4.1 There are no additional cost implications arising from this report.

#### 5.0 APPENDICES

5.1 Appendix 1 – List of Outside Bodies currently within remit of Operational Services Committee, and proposed nominated representatives.

Appendix 2 – Information pages from Outside Bodies Booklet, giving details of aims and activities of individual Outside Bodies within remit of Commercial Committee, together with copies of Annual Reports submitted by Councillor representatives on the Bodies.

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#### Background Documents

#### Location

#### Contact Officer

None

The Grange  
Ely

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**OPERATIONAL SERVICES COMMITTEE**

<b>ORGANISATION</b>	<b>NOMINATED REPRESENTATIVES FOR 2020/21</b>	<b>ECDC CONTACT OFFICER</b>
Cambridgeshire County Council Health Committee	David Ambrose Smith (Lead Member) Julia Huffer (Substitute)	Environmental Services Manager: Liz Knox
Cambridgeshire Police & Crime Panel	Alan Sharp (Lead Member) Julia Huffer (Substitute)	Director, Operations: Jo Brooks
Citizens Advice West Suffolk	Amy Starkey (Lead Member)  Alan Sharp (Deputy)*	Communities & Partnerships Manager: Lewis Bage
Community Safety Partnership	Lis Every (Lead Member) Christine Ambrose Smith Jo Webber (Substitute) Alan Sharp (Substitute)	Neighbourhood Support Officer: Shona McKenzie
Health & Wellbeing Board	Julia Huffer	Environmental Services Manager: Liz Knox
Historic England – Heritage Champion	Lis Every	Planning Manager: Rebecca Saunt
RECAP Board	Julia Huffer	Environmental Services Manager: Liz Knox
Sanctuary Housing Services Ltd, East Cambridgeshire Management Committee	Christine Ambrose Smith Jo Webber	Housing & Community Safety Manager: Angela Parmenter

\*To be confirmed by the Operational Services Committee

**CAMBRIDGESHIRE COUNTY COUNCIL HEALTH COMMITTEE**

**Aims & Activities:**

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

Representation	Meetings per year	Expenses paid by Organisation
One Member( and substitute)	6	No

Status of Member	Insurance Provision
ECDC Representative	No

Category of Officer Support	Contact Officer	Representative for 2019/20
1	Environmental Services Manager: Liz Knox	Cllr David Ambrose Smith (Lead Member) Cllr Julia Huffer (Substitute)

Cllr Ambrose Smith:

This is a County Council committee and I have found that the members meet the aims and activities of the committee in full.

With the detail and scrutiny/challenge Members give every topic, it is reassuring for all parts of Cambridgeshire to know that the NHS's services are very well protected.

I do not believe continued representation on this Outside Body is required. The County Members cover the Committee's remit extremely well and as a non-voter, to date I have found that I have little to add to the debates/discussions.

Representation on the Health & Wellbeing Board, with its aims and activities, is a more appropriate outside body for ECDC to continue membership.

Representative for 2020/21
Cllr David Ambrose Smith (Lead Member) Cllr Julia Huffer (Substitute)

**CAMBRIDGESHIRE POLICE & CRIME PANEL**

**Aims & Activities**

- To hold the Police & Crime Commissioner (P&CC) to account on behalf of the public;
- To review the draft Police & Crime Plan;
- To publicly scrutinise the Commissioner's Annual Report;
- To review and scrutinise decisions and actions by the P&CC;
- To review and veto the Commissioner's proposed precept levels.

Representation	Meetings per year	Expenses paid by Organisation
1 Member (plus substitute)	4	£920 per annum (maximum) from a central fund administered by Peterborough City Council

Status of Member	Insurance Provision
ECDC Representative	No

Category of Officer Support	Contact Officer	Representative(s) for 2019/20
1	Director, Operations: Jo Brooks	Cllr Alan Sharp (Lead Member) Cllr Julia Huffer (Substitute)

**Cllr Sharp:**

The work of the Panel is there to ensure that the Police & Crime Commissioner's (PCC) objectives for policing within Cambridgeshire are being met.

The Panel is important in ensuring that residents are protected and keeping a democratic overview of the police service.

During the year, the Panel had to approve the appointment of an acting PCC to replace the elected PCC who resigned in November 2018.

The Panel approved the precept set by the acting PCC, which was in line with the recommendation of Government, after the favourable budget settlement for 2020/21

The Panel is an important link between the police and residents. Representation of ECDC on the Panel is imperative to continue the democratic scrutiny of the police.

Representative(s) for 2020/21
Cllr Alan Sharp (Lead Member) Cllr Julia Huffer (Substitute)

CITIZENS ADVICE WEST SUFFOLK

**Aims & Activities**

The CA aims to ensure that individuals do not suffer through ignorance of their rights and responsibilities or of the services available; or through an inability to express their needs effectively. Its main activity is the provision of a centre for advice and guidance, but the CA may also: publish reports, leaflets, etc; arrange exhibitions, meetings, lectures and classes; encourage or undertake research and disseminate results.

The Management Committee (Trustee Board) is responsible for the resource management of the CA i.e. employment of staff, utilisation of funds and compliance with NACAB rules. It prepares the annual budget, grant applications, and formulates a rolling programme for the development of the CA.

Representation	Meetings per year	Expenses paid by Organisation
One Member	Approximately every 6 weeks.	No

Status of Member	Insurance Provision
Non Voting Observer	Yes

Category of Officer Support	Contact Officer	Representative for 2019/20
2	Communities & Partnerships Manager: Lewis Bage	Cllr Amy Starkey (Lead Member) Cllr Alan Sharp (Deputy)

Cllr Sharp:

Did not attend any meetings.

Representative for 2020/21
Cllr Amy Starkey (Lead Member) Cllr Alan Sharp (Deputy)

## COMMUNITY SAFETY PARTNERSHIP

### Aims & Activities

- To consider the implications of the Crime and Disorder Act 1998
- To work in partnership with other organisations and groups to implement the Crime and Disorder Strategy
- To monitor and evaluate the effectiveness of the strategy
- To act as an Independent Chair for any Domestic Homicide Review (DHR), as agreed with the Chair of the Community Safety Partnership \*\*

Representation	Meetings per year	Expenses paid by Organisation
2 Members (plus deputies)	2	No

Status of Member	Insurance Provision
Representative of ECDC	No

Category of Officer Support	Contact Officer	Representatives for 2019/20
1	Neighbourhood Support Officer:  Shona McKenzie	Cllr Lis Every Cllr Christine Ambrose Smith Cllr Jo Webber (Substitute) Cllr Alan Sharp (Substitute)

### Cllr Every (Lead Member):

It supports under the Crime & Disorder Act provisions. East Cambridgeshire Community Safety Partnership is working to reduce threat, risk and harm to victims of crime and anti-social behaviour. It also supports the Vulnerable Persons Policy and is part of the Action Plan. Its work is based on the County Council research of local need which identifies the priorities for the Board.

The Board receives up to date research data on our area, broken down further into smaller areas. This helps the Board to identify the areas of need, e.g. Littleport has now been identified as a hot spot for anti-social behaviour.

The CSP is a member of the Community Safety Officers Group and our CSP Manager, Shona McKenzie is the Vice Chair. The aim is to ensure that community safety in Cambridgeshire and Peterborough is community-driven and community-level, and is a place where different communities have their needs met and people feel safe and secure. It works on the solutions that help tackle crime, fear of crime and anti-social behaviour. It also helps to develop the co-operation and confidence of the public with the Police in preventing crime and enhancing local community.

The ECDC CSP has led the Eyes & Ears project which has now been shared across and adopted by the rest of the County. Multi-agency training has taken place including young ambassadors to spread the word to take care and be aware of others needs in the community.

It has also been integral in the development of the Hate strategy across the County ensuring hate crime is recorded and followed up.

The East Cambs Youth Strategy came from the Board and has now been adopted by the Council.

Cllr Ambrose Smith:

The work of this Body is hugely important in raising issues and updating on progress on Antisocial Behaviour/Policing/Scams/Domestic Violence/Modern Day Slavery/Children/Older People/Housing & Homelessness and a host of other matters including Community Hubs.

This committee includes representatives from local authorities, police, fire and various agencies in connection with the above.

Antisocial behaviour reached a point in Littleport for instance where the community was worried to such an extent that a public meeting was held in Littleport which was attended by around 250 people, hosted by the Parish Council, and with the presence of Police, Community Safety Partnership officers, East Cambs Housing Team and other agencies in attendance. This was an opportunity for residents to voice their serious concerns. Following this, Police stepped up the level of presence and visibility in Littleport for a period of time, the community were encouraged to report incidents and provide valuable background information which helped the Police to eventually carry out a number of arrests resulting in successful prosecutions with jail terms imposed. This sent a strong message to those involved in dealing drugs and other criminal activity. A report on the community demographic was commissioned from officers of Cambs County Council (using a model developed for another community experiencing similar problems) which will be of assistance in obtaining funding and action for further work in Littleport. Littleport Parish Council representatives continue to meet with Police and other agencies to track progress in combatting antisocial behaviour and other criminal activity.

Continued representation is worthwhile because the world moves on and different problems emerge which have to be recognised and a strategy developed to deal with them. While we are a mainly rural District, there are pockets within our communities which suffer from inner city problems.

Representatives for 2020/21
Cllr Lis Every Cllr Christine Ambrose Smith Cllr Jo Webber (Substitute) Cllr Alan Sharp (Substitute)

## HEALTH & WELLBEING BOARD

### Aims & Activities

The engagement of parties interested in health, including mental health, and related issues so that they jointly evolve solutions to protect and improve the health and wellbeing of residents in East Cambridgeshire.

Provide local information to the Cambridgeshire Health and Wellbeing board, related to health and wellbeing within East Cambridgeshire and the impact (actual or potential) of any relevant policy changes, service changes, proposals, and/or identified need.

Ensure the delivery and implementation of local health improvement and wellbeing priorities, in partnership, as identified in the Cambridgeshire Health and Wellbeing Strategy and in local action plans.

Representation	Meetings per year	Expenses paid by Organisation
One Member	4-6	No

Status of Member	Insurance Provision
Decision Maker	TBC

Category of Officer Support	Contact Officer	Representative for 2019/20
1	Environmental Services Manager: Liz Knox	Cllr Julia Huffer

### Cllr Huffer:

The Board looks at strategies to improve local health and community provision throughout the Combined Authority. It is looking at ways to reach vulnerable members of our community in the most effective way, from Early Years to all areas of Adult Social care.

We need to be able to contribute to the benefit of our residents, the work is still at an early stage and the Covid 19 crisis has highlighted the importance of the invaluable contribution that local organisations bring to our District. It is my hope that we can find a way to harness the extraordinary efforts and knowledge gained by the numerous Covid 19 support teams set up all over our District.

Continued representation on this Body is worthwhile because it is vital we work to find ways to improve the delivery of services to the most vulnerable in our District.

Representative for 2020/21
Cllr Julia Huffer



## HISTORIC ENGLAND – HERITAGE CHAMPION

### Aims & Activities

The network of Heritage Champions across the country supports the protection of the historic environment at a local level. At a strategic level, Champions can make sure that local plans and strategies capture the contribution that the local historic environment can make to the success of an area. More specifically they can:

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

Representation	Meetings per year	Expenses paid by Organisation
One Member	No formal number of meetings	See 'Insurance Provision' below

Status of Member	Insurance Provision
Representative of ECDC	As Historic England acts as a coordinator and supports Champions within their own local authority, insurance and expenses for a councillor should be covered by the relevant authority.

Category of Officer Support	Contact Officer	Representative for 2019/20
1	Planning Manager: Rebecca Saunt	Cllr Lis Every

#### Cllr Every:

No formal meetings with Heritage England, but informal discussions with our Conservation Officer in the Planning Department.

The role of the Heritage Champion is to help local authorities manage the historic environment of their area;

- Promote heritage within the local authority to generate enthusiasm for and awareness of the importance of our local historic environment;

- Help ensure that commitment to the proper care of the historic environment is embedded in all relevant activities and plans of East Cambridgeshire; for example, helping to ensure good quality planning decisions are made;
- Support our Authority's local historic environment services (both archaeological and historic buildings Conservation Officer);
- Influence and communicate with others to ensure benefits for the historic environment.

Using the mandate offered by Historic England, we have been working on identifying a volunteer stakeholder led strategy to support the existing historic buildings, but also to identify other listed buildings and heritage trails that can add to local resident and visitor tourist experience of East Cambridgeshire.

East Cambridgeshire is an historic area with large pockets of historic buildings, e.g. City of Ely. We are determined to raise the awareness and perceived value of our historic heritage which will add to our tourism offer in bringing in more visitors and increasing footfall. It also supports the educational programmes in our local schools, particularly primary where a local study is a part of the curriculum.

Representative for 2020/21
Cllr Lis Every

## RECAP BOARD

### Aims & Activities

- Advise on remedial measures (bi or multi lateral)
- Ensure that each Council is sufficiently informed about and consulted on potential measures.
- Advise on the best use of resources including recycling credits, and on the programme of action.
- Explore whether a more formal Joint Waste Management Committee is desirable (for example, as operates in Devon), since this would almost certainly be necessary for the production of a joint municipal waste strategy.

Representation	Meetings per year	Expenses paid by Organisation
One Member	Quarterly	

Status of Member	Insurance Provision
Representative of ECDC	No

Category of Officer Support	Contact Officer	Representative for 2019/20
1	Environmental Services Manager: Liz Knox	Cllr Julia Huffer

### Cllr Huffer:

RECAP continues to work on waste reduction strategies and is also focussed on the Government consultation for the National Waste & recycling Strategy. This work is invaluable as we need to be in the front of the queue when funds are given out to Councils to implement the final solution.

Continued representation is vital to achieve our target of 60% recycling and to improve our waste services generally.

Representative(s) for 2020/21
Cllr Julia Huffer

**SANCTUARY HOUSING SERVICES LTD – EAST CAMBRIDGESHIRE MANAGEMENT COMMITTEE**

**Aims & Activities**

A non-profit-making organisation, to provide affordable homes for rent throughout East Cambridgeshire.

Representation	Meetings per year	Expenses paid by Organisation
Two Members	4	Travelling

Status of Member	Insurance Provision
Limited Decision Making Role	N/A

Category of Officer Support	Contact Officer	Representative(s) for 2019/20
1	Housing & Community Safety Manager: Angela Parmenter	Cllr Christine Ambrose Smith Cllr Jo Webber

Councillor Christine Ambrose Smith:

Sanctuary as one of the largest of the housing providers within East Cambs, has an obligation to provide good homes for our residents, maintaining those properties with rents set at affordable levels. One of the Council's main objectives is the prevention of homelessness. This demands that the housing stock is used to the best advantage and the void periods between tenants are kept to a low level. When the void is a little longer, it is usually to allow for necessary renovation work to be carried out within a property, often following a tenant who has lived in the property for very many years.

As a representative of East Cambs, it is necessary to be aware of the general direction of work within the housing association, to have an understanding of the timescales worked to, and to highlight issues which have not been addressed using the normal channels to the satisfaction of the tenant.

The regular walk round inspections (these are not inspections of the interiors of properties) of the housing stock are valuable exercises.

A presentation was given on the way non payment of rent, or potential financial difficulties of tenants are dealt with. It was demonstrated that these issues are dealt with in a sensitive and constructive manner. Eviction & other appropriate measures are always the last possible actions. These are only used if the tenant refused to work with Sanctuary to resolve a problem, a tenant or their family member causing real distress to other tenants or as a result of criminal activity involving the property.

A presentation was given on the way maintenance issues are dealt with. Tenants should always follow the correct reporting process before attempting to escalate the matter. There are timescales for response, and in a large percentage of the requests for repairs the timescales are met well within that period. If these timescales are not met, it is sometimes because the

workforce has to be managed to ensure best value (not travelling long distances to make a minor repair which might wait until a maintenance team is in the area). Any repair or maintenance is potentially fraught with misunderstandings and misinterpretations. Parts ordered which turn out not to fit; tenants delayed and arriving home only to find the maintenance team have arrived and departed because they could not access the property. These all cause frustration and delay. There is the occasional lack of understanding regarding the responsibility of the tenant and the responsibility of Sanctuary.

There are obviously budget constraints, so the expensive replacement of a kitchen or bathroom might be required to wait until the new financial year, for instance. A need for an adaptation will be considered separately. It is possible that a move to a property already adapted and available might be a better option for consideration. It is possible that adaptations for one tenant might need to be removed for the next.

There are ongoing programmes for the updating of properties within a development – locally many properties have had exterior cladding which not only makes a great improvement to energy efficiency but also improves the outside appearance. Replacements of exterior doors and windows are currently ongoing within a development, and a project to look at kitchens & bathrooms is planned to follow this.

A great number of the residents of East Cambs live in Sanctuary (and other Housing Association) properties, and need this accommodation, which is safe, suitable and has secure tenancy agreements. Some people will always prefer private rented accommodation, but that is their choice (and of course, sometimes their only option). It is essential that East Cambs has representatives able to raise issues where necessary, to ask questions, and to become more knowledgeable. Those representatives are able to ask the 'man in the street' questions. They will receive an explanation, it might not be the answer they want, but will help their understanding.

Continued representation is a worthwhile use of my time and interest. A home is to most people, one of the most important things in their lives.

I have found the local management and officers of Sanctuary to be committed and caring, with an in depth knowledge of their tenants and the properties throughout the District. There will always be a demand for properties of the right size and type in the right location. Sanctuary do the best they can to satisfy the needs of their tenants.

Cllr Joanne Webber:

Sanctuary Housing is a national housing association with a large stock of housing in East Cambridgeshire, which includes both general needs and residential care for the elderly.

ECDC have responsibility for housing services and Sanctuary Housing play a vital role in ensuring that our residents have access to suitable accommodation which is safe and well maintained.

Sanctuary managers and housing officers work closely with the Housing Team at ECDC and have staff located with the Customer Services Team so that residents can easily access support when required.

Quarterly meetings are held between Sanctuary management, tenant representatives and representatives from East Cambs District Council. I am currently one of the representatives along with Cllr Christine Ambrose Smith.

I chair the quarterly meetings and since becoming a rep' we have had a number of presentations from Sanctuary managers on processes for managing rents and tenant financial hardship, maintenance, capital programmes, and tenant issues.

I think representation at these meetings is essential considering the close working relationship that ECDC has with Sanctuary Housing.

It is clear that Sanctuary work hard to support their residents' practical and emotional needs, but the processes are complex and Councillors need to be better informed. With this in mind, Sanctuary agreed to invite Councillors to join their Housing Officers on the regular inspections of their housing stock. It has been agreed that a seminar for Councillors would be beneficial so that processes can be explained in more detail and any questions and queries can be addressed.

Representative(s) for 2020/21
Cllr Christine Ambrose Smith Cllr Jo Webber

**OPERATIONAL SERVICES COMMITTEE**

**Lead Officer: Jo Brooks, Director, Operations**

**FORWARD AGENDA PLAN**

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

<b>13<sup>th</sup> July 2020 4:30pm</b>		<b>14<sup>th</sup> September 2020 4:30pm</b>		<b>16<sup>th</sup> November 2020 4:30pm</b>	
Agenda Planning Meeting #	To be agreed	Agenda Planning Meeting #	To be agreed	Agenda Planning Meeting #	To be agreed
Report Deadline:	1 <sup>st</sup> July 2020	Report Deadline:	2 <sup>nd</sup> September 2020	Report Deadline:	4 <sup>th</sup> November 2020
Quarter 1 Waste Performance	James Khan (Street Scene Manager)	6 Month Service Delivery Performance Updates ❖	Jo Brooks (Director, Operations)	Quarter 2 Waste Performance	James Khan (Street Scene Manager)
East Cambs Street Scene Management Accounts EXEMPT	Ian Smith/Anne Wareham (Senior Accountant)	Budget Monitoring Report	Anne Wareham (Senior Accountant)		
Budget Monitoring Report	Anne Wareham	Youth Strategy	Lewis Bage (Communities & Partnership Manager); Liz Knox & Angela Parmenter		
Forward Agenda Plan	A Scaites-Stokes (Democratic Services Officer)	Forward Agenda Plan	A Scaites-Stokes (Democratic Services Officer)		

- ❖ Building Control
- ❖ Communities & Partnerships
- ❖ Customer Services
- ❖ Environmental Services
- ❖ Housing & Community Safety
- ❖ Information Technology

- ❖ Licensing
- ❖ Performance Management
- ❖ Planning
- ❖ Public Relations/Communications
- ❖ Waste Services

**OPERATIONAL SERVICES COMMITTEE**

**Lead Officer: Jo Brooks, Director, Operations**

**FORWARD AGENDA PLAN**

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

<b>18<sup>th</sup> January 2021 4:30pm</b>		<b>22<sup>nd</sup> March 2021 4:30pm</b>		<b>To Be Agreed 4:30pm</b>	
Agenda Planning Meeting #	TBC	Agenda Planning Meeting #	TBC	Agenda Planning Meeting #	TBA
Report Deadline:	6 <sup>th</sup> January 2021	Report Deadline:	10 <sup>th</sup> March 2021	Report Deadline:	
Forward Agenda Plan	A Scaites-Stokes (Democratic Services Officer)	Forward Agenda Plan	A Scaites-Stokes (Democratic Services Officer)		



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**TITLE:** East Cambs Street Scene Business Plan 2020/21

**To:** Operational Services Committee

**Date:** 8<sup>th</sup> June 2020

**From:** Director Operations

**[V15]**

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1.0 Recommendations

The Committee are requested to note the Business Plan 2020/21

2.0 Summary

The Business Plan is designed to provide an overview and the details of the:

- Previous Achievements
- Strategic Vision & Work Programme
- Structural Overview
- Service Delivery Plans
- Financial Overview
- Strategic Risk Assessment



# **East Cambs Street Scene Limited**

## **Business Plan – 2020/21**

<b>Content</b>	<b>Page No.</b>
Strategic Vision.	3
Introduction	4
Looking Back on 2019/20	5
Section 1 – Strategic Vision	8
Section 2 – Staffing Structure and Responsibilities	11
Section 3 – Arrangements to Underpin Service Delivery	13
Section 4 – Marketing the Services	14
Section 5 – Customer Care	15
Section 6 – Service to be Provided	17
Section 7 – ECSS's Service Delivery Plans	20
Section 8 – The Business Case	22
Section 9 – Strategic Risk Assessment	25
Section 10 – Communication and Education	31
Section 11 – SWOT	32

## **MISSION STATEMENT**

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

## **VISION**

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

## **VALUES**

Strategic Objectives

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

Our Services will be:

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



## Introduction

ECSS is moving into its third year of trading and has evidenced monumental improvements since taking on the responsibility for waste collections and street cleansing throughout the District.

ECSS is committed to providing high levels of performance throughout all the services it provides to its customers, the residents of East Cambridgeshire.

As the Company moves into the financial year 2020/21 its primary focus is to continue maintaining high levels of performance and delivering services the residents deserve and expect.

ECSS will continue its efforts in seeking additional commercial opportunities outside the agreement with ECDC, increasing additional revenue streams in a bid to gain further financial stability and growth.

Where opportunities arise that are outside the scope of this business plan, individual business plans will be produced and submitted to the ECSS Board of Directors for approval. The business looks to become more involved with other service areas of the Council and its trading company, ECTC.

This business plan seeks to provide a brief overview of 2019/20 and the year ahead for ECSS.



## Looking Back

During 2019/20, ECSS increased its performance across all service streams and over achieved against a number of targets set by ECDC.

Table 1 below highlights the improvements made in service delivery in the financial year 2019/20.

**Table 1: ECSS Performance in Relation to the Management and Resolution of Service Requests within the Time Specified Resolution (as a %) for April to December 2019**

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

Service	Apr 2019			May			Jun		
	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend
Refuse	100			100	100	▲	96	99	▼
Recycling	97			99	98	▲	96	97	▼
Green	95			99	97	▲	98	98	▲
Bulk & Clinical	93			93	93	-	94	93	-
Street Cleansing	64			78	70	-	75	71	▲
Service	July 2019			Aug			Sep		
	Month (%)	Cum (%)	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	▲
Service	Oct 2019			Nov			Dec		
	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend	Month (%)	Cum (%)	Trend
Refuse	98	98	-	100	98	-	100	98	-
Recycling	99	97	-	100	97	-	100	98	-
Green	100	97	-	99	97	-	100	97	-
Bulk & Clinical	100	96	▲	100	97	▲	100	97	-
Street Cleansing	80	81	-	100	83	▲	100	84	▲

## Our Achievements 2019/20

- During the year, ECSS completed its management structure with the appointment of a Street Scene Manager as well as a Development Manager. With this, ECSS is poised to fulfil the targets set by ECDC as outlined within the MoA. This leaves the company in a strong strategic position for 2020/21 and supports the future growth of the business.
- With education playing a pivotal role in achieving our waste reduction and recycling targets, ECSS created and procured a dedicated education and promotional vehicle. The role of this vehicle has and will be to attend local schools and spread important messages surrounding waste and recycling. It will also attend many local events speaking to residents of the District and answering their concerns. This vehicle has been designed with both education and enforcement posters in order to combat the most prevalent issues we experience throughout the District.
- Ensuring our employees are paid a fair wage was one of the first priorities for the company. During 2019, ECSS successfully undertook a full pay review which including the implementation of incremental pay, linked to annual performance reviews. In October 2019, 83% of all operational employees were awarded an increment due to successfully achieving all their targets. This has been a great accomplishment and evidences the value we have on our employees to them.
- When ECSS took over the responsibility in April 2018, street cleansing was the service that was under performing the most with a performance percentage of 17%. Within the current financial year, ECSS has re-addressed its street cleansing practices all together. This has included creating three separate cleansing teams that each have a responsibility for a third of the District resulting in shorter reaction times to incidents and a more proactive approach to cleaning the street before they become a concern. All of this commitment has resulted in street cleansing consistently achieving the monthly target since July.
- Re configuring the collection rounds was also a large task for ECSS to achieve within this financial year. With the addition of a Street Scene Manager, the company was in a prime position to carry this out. Within the year, all collection rounds spanning all three separate waste streams were reviewed. The configuration of the existing rounds evidenced inconsistencies across each individual round. The objective was to streamline all rounds to ensure each crew was working efficiently and productively. With the review and reconfiguration of the household waste collections crews seeing a reduction of one crew on one day of the week. The reduction of one collection crew allowed for the possible delivery of a dedicated trade waste service.
- Sickness absence levels have hindered the delivery of our services since the company's creation in April 2018. This year ECSS successfully reviewed, consulted and implemented a new policy. This new policy and procedure sets out to aid employees and ensure they are fit and at work. However, the policy highlights strict trigger points and sanctions which employees will be managed in accordance with. The implementation of the new policy aims to reduce sickness absence and ensure we have the resources needed to continue to deliver high levels of performance.

- During 2019/20, ECSS worked with RECAP partners to improve the collection of clinical waste from the residents of the District. This resulted in the outsourcing of collections to a 3<sup>rd</sup> party which provided a significant cost saving for ECSS. In addition to this, collection arrangements were reviewed and dedicated collection points made available at a number of pharmacies and GP surgeries across the District. This has provided a more complete service to the residents of the District who are now able to responsibly dispose of the clinical waste while renewing their prescriptions.
- To ensure we continue to provide an efficient service to the residents of the district officers carried out a review of the bring bank collections. This review resulted in the service being removed which realised efficiency savings that were reinvested across other services. The implementation of the recycling bins in the district provided residents with the collection of all items collected in bring banks at the kerbside with the option of additional recycling bins if required aiding to the high recycling rate the district has achieved.
- Carrying out our duty in a safe manner will always be a major priority. In addition, ensuring the company and the Council limit the liability posed against them is also a constant focus. To ensure we comply with both these factors a review of Private and Unadopted roads across the district was completed. This report look at ensuring that the Council and the company limited their liability from potential claims while carrying out our duty on these roads as well and ensuring that the condition of the roads were maintained to an acceptable standard, removing unnecessary damage to Council owned vehicles while keeping both employees and members of the public safe at all times.



## **Section 1:**

### **Strategic Vision and Work Programme**

The financial year 2020/21 – Key development areas.

#### **Communication**

Communication continues to be a major priority for the waste and recycling services in 2020/21.

The implementation of a new communications plan, focusing on key development areas, will bring an increased awareness of the issues that have been plaguing the District and its residents and will support the completion of specific targets outlined within the MoA.

Attendance of local events and schools will be high on the agenda to ensure we reach a variety of audiences and make the greatest impacts.

There is a need to improve the customer experience of waste and street cleansing focusing around the web based platform.

ECSS sets out to review and improve the experience the resident receives when accessing the Council's website. Improving the variety and relevance of the information as well as investigation into formats that best suit the resident.

#### **Performance**

ECSS has maintained high levels of performance throughout 2019/20 and aims to continue this into the next financial year.

To ensure we continue to achieve the performance targets set, additional work is required to stabilise the company.

Although round reconfiguration was completed in 2019/20 this was at a low level and further, more detailed work is required to stabilise and optimise the service for the future.

In 2020/21, ECSS sets out to complete a full and thorough review of all the collection rounds. This review will look at the possibility of amending collection days throughout the District in order to provide the most effective waste collection service for the residents. This will also ensure that the company is running efficiently and productively and creates a concrete base for the future growth of both the District and the Company.

ECSS are committed to achieving the KPIs highlighted within the MoA for 2020/21 with an increased focus on promotion and education to realise the recycling and landfill targets set.

#### **Fleet and Assets**

In order to continue to provide the levels of performance we have already achieved and deliver the levels of performance and growth we want to achieve in the future, a revision of the fleet is necessary.

During 2019/20 it has become apparent that existing fleet of vehicles and equipment is not adequate to continue to provide the high levels of service we desire.

To ensure we constantly provide the highest levels of performance and attention to detail in everything we do, there is a need to change some existing fleet early and procure new assets. In addition, due to the Governments emerging Waste and Resource Strategy, it will be necessary to review the current vehicle replacement plan. This will ensure the Council and ECSS do not unnecessarily commit to the procurement of vehicles which cannot successfully undertake the outcome of the Strategy.

With the Council declaring a climate emergency, ECSS will take this time to evaluate its requirements and the ability for the industry to deliver vehicles and equipment that have the lowest carbon output.

ECSS hopes to increase its asset base by utilising any additional profits to procure vehicles and equipment. This will further underpin the future development, growth and stability of the business.

## **Development**

Due to the infancy of the business, growing staff, relationships with existing partners and creating new relationships with providers is paramount.

In order to continue to “grow our own” we will continue to provide extensive training to all our staff.

With the company contributing into the apprenticeship levy, it will utilise this to fund a minimum of one full HGV driver training programme for an existing loader or driver. In addition, a number of requests for training were made during the first annual appraisals, carried out in October 2019. ECSS values the commitment already made by its employees and wants to match that commitment by developing an in depth training plan to aid their individual development.

The implementation of performance related pay for all operational employees, which sets targets for the employees to work towards, ultimately resulting in a chance for an increase in basic pay has aided in the long term commitment and dedication of each employee and assisted in the successful achievement of the performance targets.

To ensure that all employees of the company continue to evidence their commitment and dedication and drive the continued success of the business a recommendation to the Board is that performance related pay is to be introduced to all the remaining employees.

This would see assistant managers, admin assistants and senior managers be set individual performance targets and a financial reward for their successful completion.

## **Improving the Street Scene**

The creation of ECSS enabled both of the Council’s trading companies to work closer together on projects that will improve the overall street scene for the residents. The addition of ECTC’s newly appointed Parks and Open Spaces Team Leader has allowed both trading companies to bridge the gap between street cleansing and ground maintenance services.

This has been a natural progression for both services as they share common interests.

Within the new financial year, ECSS aims to further reduce the gap between the two trading companies, developing and growing the relationship.

Increasing the working relationship will see the District benefiting from clean and tidy streets, free from litter, twinned with organised and professional grounds maintenance.

Increasing the overall appearance of the District will aim to reduce the issue of road side littering and fly tipping as well as increase the number of visitors and businesses visiting the District. ECSS has worked closely with the Council's Environmental Health enforcement team to identify and prosecute those found guilty of fly tipping.

The close relationship will allow both trading companies to share industry knowledge and experience, utilise resources and optimise training requirements.

### **Technology**

For ECSS to continue to stay at the forefront of waste collections there is a need for it to embrace the ever evolving technological developments that provide options for efficiencies and increased productivity.

With this in mind and using other collection authorities within the County, ECSS will fully investigate and produce a business plan, for the board's approval, for the introduction of an In-Cab system which will be rolled out across all waste collection services as a minimum.

### **Commercial Opportunities**

Although making money has never been the priority of ECSS, it has always stated that it will investigate every commercial opportunity available to it.

New commercial opportunities will bring in additional revenue ensuring that ECSS will have the availability to further develop the services it provides to the residents of the District ensuring they always receive high performing, valued services.

The introduction of a trade waste collection is the first big step in this direction.

To ensure the future development of all services, within the next financial year, we aim to achieve a 10% growth in the commercial waste collection operation.

### **The Future of Waste**

The future of waste is changing. The Government's Strategy outlines changes to waste collection as we know it. The changes being proposed are focusing on removing some of the confusion residents tend to experience on what can and can't be recycled. In addition, the Government are aiming to increase the responsibility of the producer to ensure waste is disposed of responsibly.

Within this financial year, ECSS has been working with RECAP partners and external providers and have been investigating what impact these changes would have on the authority and its residents.

ECSS are committed to work with ECDC and RECAP partners to work towards a result that benefits the residents of the District.

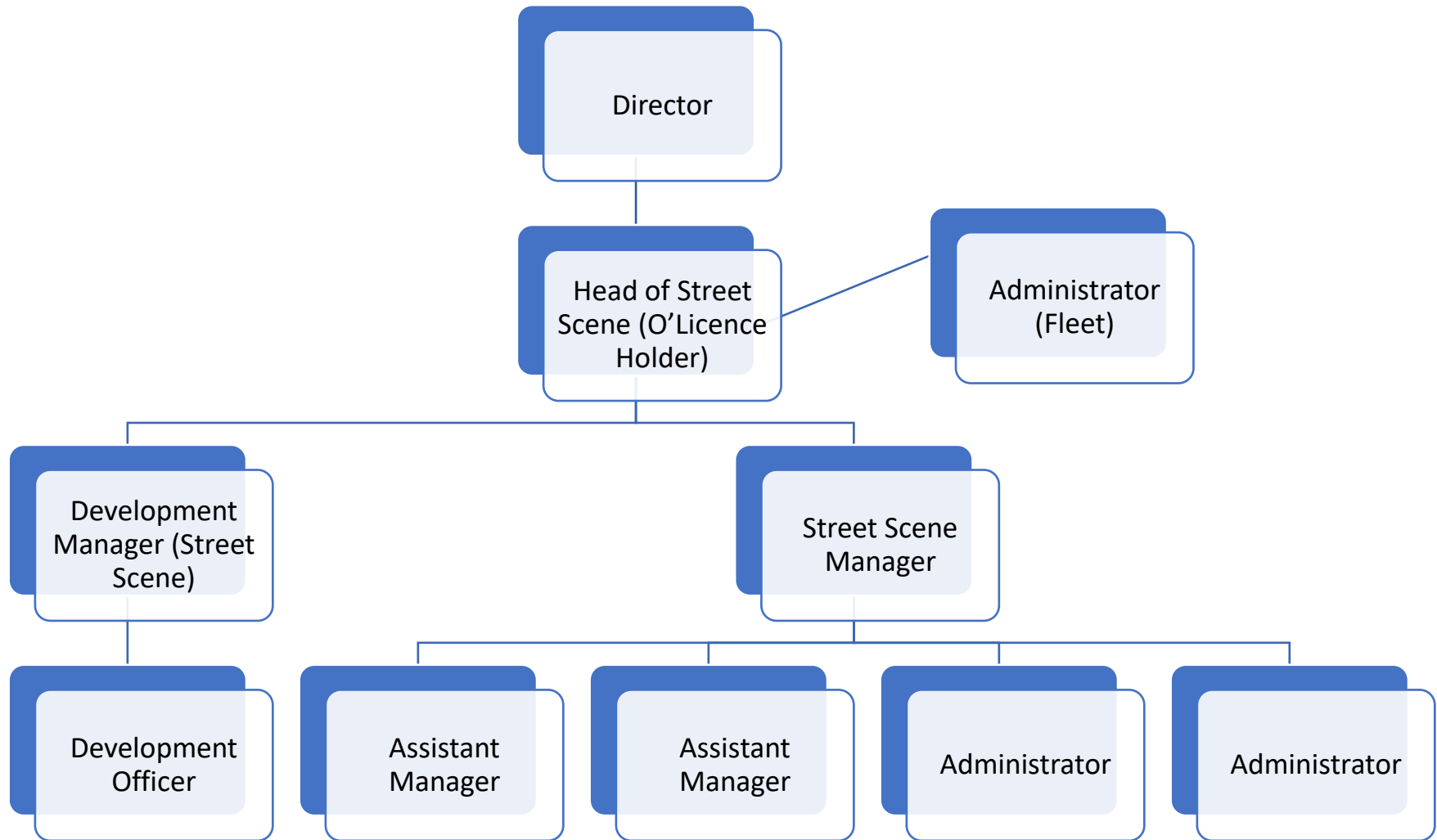
## Section 2:

### Staffing Structure and Responsibilities

- 2.1 In 2020/21 ECSS will deploy the following staffing structure to deliver this business plan:

Number	Job Title	Employment Status
1	Director of Operations	(ECDC employee)
1	Head of Street Scene	(ECDC employee)
1	Street Scene Manager	(ECSS employee)
1	Development Manager	(ECSS employee)
1	Development Officer	(ECDC employee)
2	Assistant Managers	(ECSS employee)
2	Administration Assistants	(ECSS employee)
1	Fleet Admin Assistant	(ECDC employee)
16	HGV Drivers/Team Leaders - All waste streams	(ECSS employee)
2	7.5 tonne Driver/Team Leaders – All waste streams	(ECSS employee)
26	Operatives – All waste streams	(ECSS employee)
3	Street Cleansing - HGV Drivers	(ECSS employee)
9	Street Cleansing – Driver/Operatives	(ECSS employee)
4	Street Cleansing - Operatives	(ECSS employee)
<b>Total</b>		
<b>70</b>		

- 2.2 At an operational level, the workforce will be multi-skilled ensuring staff are flexible in their work, enabling the management team to deploy staff to meet any service need. This increased flexibility shall assist in sustaining performance levels and reduce the impact of staff absenteeism.
- 2.3 The diagram on the following page details the management staffing structure and the flow of reporting.



### **Section 3: Arrangements to Underpin Service Delivery**

- 3.1 **Deployment of Staff:** ECSS shall deliver all services using the workforce detailed in the section above. ECSS shall continue to monitor sickness absence levels using the policy and procedure introduced in 2019 ensuring all services are provided to the required performance standards.
- 3.2 **Staff Training and Development:** ECSS shall continue to develop their employees. Using the information gathered during the annual appraisals in October 2019, ECSS will implement a new training plan. This plan will focus on ensuring that the company remains compliant with all health and safety legislation as well as growing our employees to aid their personal development.
- 3.3 **In-cab Technology:** After discussions with other authorities who run similar systems, ECSS shall develop a business case for the Board's consideration, highlighting the benefits of implementing a system of this nature. The system will have to fully integrate with existing Council systems and suit their current and future requirements.
- 3.4 **Core Employment Requirements:** ECSS shall continue to comply with its core employment requirements, as determined by its HR policies and procedures.
- 3.5 **Trade Union Engagement:** ECSS shall continue to operate an open-door policy with trade unions and continue to grow its relationship based off the implemented Facilities Agreement.
- 3.6 **Quality Assurance:** ECSS will continue to operate a performance management culture that will drive delivery improvements from within the service.
- 3.7 **Independent Auditing:** The Development Officer and Manager will act as an independent auditor conducting internal audits across all service areas. These audits will aid in achieving and sustaining the required performance levels.  
ECSS will continue with external health and safety audits carried out by the Council's Health and Safety Manager. The audits will ensure the Company remains compliant with all policies, procedures and legislation.
- 3.8 **Day to Day Communications:** Day-to-day users of the services will be able to contact ECSS via the Customer Services function of the Council. All vehicles, equipment and literature relevant to the services provided by ECSS will carry the contact details of the Council's Customer Services. Operational staff, who are likely to meet members of the public as they complete their rounds or cleansing duties, will be encouraged to channel all enquiries and complaints through Customer Services.
- 3.9 **Out of Hours Communications:** An out of hours communication process will be in operation to ensure that customer requests are responded to, in line with the service request targets set out in the MOA.
- 3.10 **Arrangements for Health and Safety:** ECSS shall maintain an up to date health and safety policy, codes of practices, risk assessments and safe systems of work to ensure that the Company delivers a consistent approach to safety, maintaining standards and minimising risk to all stakeholders. ECSS will continue to manage risks in accordance with its Risk Register that is contained in Appendix 1 of this business plan.

## Section 4:

### Marketing of the Services

Appropriate marketing of the services is imperative to ensuring residents are fully aware of their responsibilities surrounding waste and recycling.

ECSS will create and implement an annual communications strategy for 2020/21. The strategy will consist of three separate plans covering comms from County Council, RECAP and a local plan focusing on East Cambs. This will ensure that we are communicating all necessary information and utilising every source at our disposal.

The local communication plan will focus on local issues and problems witnessed within the District. It will include a schools visit plan that will outline our continued commitment to provide valuable education to the younger generation. It will also outline the work which we are set to do with the local community. This includes working with all Parish Councils and local community hubs in order to reach out to all audiences.

In addition, the plan will look at communication and education that is focused on improving the particular issues that plague our District including road side littering and fly tipping.

With the addition of a dedicated trade waste collection stream an additional marketing plan will be produced focusing on increasing the scope of the collection operation and the services that ECSS can provide to commercial business in the District.

ECDC and ECSS shall also work with WRAP, Keep Britain Tidy, RECAP and other nationally and regionally recognised bodies to better understand public attitudes to key issues such as waste minimisation and recycling.



**Section 5:  
Customer Care**

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

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



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

**Section 6:**

**Scope of Services to be provided in 2020/21 to Meet Council Core Requirements**

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
<b>Education and Communications</b>	<ul style="list-style-type: none"> <li>• To provide an education function for Schools and more widely to communicate to the public key environmental policies.</li> <li>• To influence waste minimisation, participation rates and on meeting recycling targets.</li> </ul>	<ul style="list-style-type: none"> <li>• To be managed through the implementation of the annual communications strategy. This will cover education including school, private and public events and a variety of information covering waste and recycling.</li> </ul>
<b>Domestic Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Weekly collection service.</li> <li>• Service utilising sack collections.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Service managed by ECSS.</li> <li>• Disposal by Cambridgeshire County Council.</li> </ul>	<ul style="list-style-type: none"> <li>• No change.</li> <li>• No change: Weekly household waste sack collections from up to 40,000 properties within the District, with additional necessary assisted collections.</li> <li>• The delivery of 52 black sacks to each property in the District.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Management structure identified</li> <li>• ECSS to manage the interface with Cambridgeshire County Council.</li> </ul>
<b>Garden Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Fortnightly collection service.</li> <li>• Service utilising wheeled bins.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Service managed by ECSS.</li> <li>• Disposal by Cambridgeshire County Council.</li> </ul>	<ul style="list-style-type: none"> <li>• No change.</li> <li>• No change: Fortnightly garden waste wheeled bin collections from up to 40,000 properties within the District, with additional necessary assisted collections.</li> <li>• The provision of new and replacement wheeled bins</li> <li>• Workforce directly employed by ECSS.</li> <li>• Management structure team identified</li> </ul>

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
		<ul style="list-style-type: none"> <li>• ECSS to manage the interface with Cambridgeshire County Council.</li> </ul>
<b>Dry Recyclable Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Fortnightly collection service.</li> <li>• Service utilising wheeled bins.</li> <li>• Workforce directly employed by ECSS.</li> <li>• Service managed by ECSS.</li> <li>• Disposal by the current RECAP MRF contract.</li> </ul>	<ul style="list-style-type: none"> <li>• No change.</li> <li>• No change: Fortnightly recycling waste wheeled bin collections from up to 40,000 properties within the District, with additional necessary assisted collections.</li> <li>• The provision of new and replacement wheeled bins</li> <li>• Workforce directly employed by ECSS.</li> <li>• Management structure identified</li> <li>• ECSS to manage the interface with RECAP and the MRF contractor.</li> </ul>
<b>Trade Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Service to be managed by ECSS.</li> <li>• Provision of a service to other Council services</li> <li>• Disposal by Cambridgeshire County Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Operate a low level trade waste collection initially focusing on commercial areas close to the operational depot.</li> <li>• Grow the trade waste collections by 10% within the financial year 2020/21 and increase the service area to reach further commercial areas of the District.</li> <li>• ECSS to manage disposal through the RECAP contract and with the County Council.</li> </ul>
<b>Clinical Waste Collection Service:</b>	<ul style="list-style-type: none"> <li>• Weekly or ad hoc collection service determined by the clinical needs of the customer.</li> <li>• Collections from the properties of the customers.</li> <li>• Service managed by ECSS.</li> <li>• Current contractual arrangements for disposal.</li> </ul>	<ul style="list-style-type: none"> <li>• To provide and manage a clinical waste collection service through the RECAP clinical waste collection contract.</li> <li>• Current contractual arrangements for disposal to be used.</li> </ul>
<b>Bulky Household Waste Collection Service and White Goods Collection Service:</b>	<ul style="list-style-type: none"> <li>• Bookable service.</li> <li>• Service managed by ECSS.</li> </ul>	<ul style="list-style-type: none"> <li>• Operate a bulky waste collection service of a minimum of two days per week.</li> <li>• Expand the service to match demand.</li> </ul>

CORE SERVICES	COUNCIL REQUIREMENTS	ECSS'S PROPOSAL
	<ul style="list-style-type: none"> <li>• Workforce directly employed by ECSS.</li> <li>• Current contractual arrangements for disposal.</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce directly employed by ECSS.</li> </ul>
<b>Bring Sites:</b>	<ul style="list-style-type: none"> <li>• 10 textile recycling sites.</li> <li>• Service managed by ECSS.</li> </ul>	<ul style="list-style-type: none"> <li>• Bring banks are outsourced to external providers.</li> <li>• Service managed and monitored by ECSS</li> </ul>
<b>Disposal Arrangements</b>	<ul style="list-style-type: none"> <li>• Existing contractual arrangements to be managed by ECSS</li> </ul>	<ul style="list-style-type: none"> <li>• ECSS to manage.</li> </ul>

**Section 7:  
ECSS's Service Delivery Plans for 2020/21**

Council Core Requirement	ECSS's Service Delivery Plan
<p><b>Domestic Waste Collection Service:</b></p>	<p>ECSS's Domestic Waste Collection Service shall be based on 5 rounds with one driver and two loaders operating weekly, excluding Bank Holidays and a close-down at Christmas agreed with the Council. The service shall cover a total of up to 40,000 dwellings. ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> <li>• 60 litre sacks</li> </ul> <p>ECSS shall incorporate the Assisted sack collections – this service is reviewed annually.</p> <p>ECSS shall replace sacks on domestic collections as follows:</p> <ul style="list-style-type: none"> <li>• 52, 60 litre sacks to each residential property located within the district.</li> </ul>
<p><b>Garden Waste Collection Service:</b></p>	<p>ECSS shall deliver a fortnightly Garden Waste Collection Service based on a maximum of 5 rounds, excluding Bank Holidays and a close-down at Christmas agreed with the Council. The service shall cover a total of up to 40,000 dwellings with following flexible staff deployment:</p> <ul style="list-style-type: none"> <li>• Driver and two loaders in the summer months, to suit demand.</li> <li>• A reduction in loaders or collection rounds in the winter months as required</li> </ul> <p>ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> <li>• Wheeled Bins from the majority of residential properties within the District with a number of properties requiring an alternative sack collection as necessary.</li> </ul> <p>ECSS shall incorporate the Assisted sack collections – this service is reviewed annually. ECSS shall replace sacks and wheeled bins on garden collections as required.</p>

Council Core Requirement	ECSS's Service Delivery Plan
<b>Dry Recyclates Collection Service:</b>	<p>ECSS shall deliver a fortnightly Dry Recyclates Collection Service based on a maximum of 5 rounds with one driver and two loaders operating excluding Bank Holidays and a close-down at Christmas agreed with the Council. The service shall cover a total of up to 40,000 dwelling. ECSS shall collect the following receptacles:</p> <ul style="list-style-type: none"> <li>• Wheeled Bins from the majority of residential properties within the District with a number of properties requiring an alternative sack collection as necessary.</li> </ul> <p>ECSS shall incorporate the Assisted sack collections – this service is reviewed annually. ECSS shall replace sacks and wheeled bins on recycling collections as required.</p>
<b>Trade Waste Collection Service:</b>	<p>ECSS shall continue to provide a small scale trade waste collection service to commercial business in the Littleport and Ely areas.</p> <p>ECSS will provide this service with the existing resources and in line with existing services without having any negative effect.</p> <p>ECSS will aim to grow the trade waste collection service by 10% within the financial year 2020/21.</p> <p>ECSS will look to use any additional resource to further increase the scope of the collection and reach other commercial areas of the District.</p> <p>ECSS shall actively promote the service to increase its market share within East Cambridgeshire. The Council will have no claim on the additional revenue received through this service.</p>
<b>Clinical Waste Collection Service:</b>	<p>To provide a clinical waste collection through a 3<sup>rd</sup> party contractor in accordance with the contract procured through RECAP.</p>
<b>Neighbourhood Recycling Sites:</b>	<p>ECSS shall subcontract the collection of textile banks across the district.</p>

## **Section 8:**

### **ECSS Base Case 2020/21**

#### **Introduction**

Detailed below is the base case projections for the delivery of the waste and street cleansing service for 2020/21.

The Council will be required to review the management fee in accordance with the MoA by December 31st each year.

#### **Allocation of Financial Risks**

ECDC shall have the risk of funding the management fee each year based on the financial projections contained in its business case. Once the management fee has been fixed for a financial year ECSS shall then have the financial risk of delivering the specified services within the fixed management fee, including realising any efficiencies necessary. If funding of the management fee is not possible within ECDC's Medium Term Financial Strategy, then ECDC and ECSS shall have meaningful discussions in December before the next financial year to re-specify services to achieve an affordable waste and street cleansing service.

## Base Case Summary – 2020/21

	Budget
Management Fee	2,780,205
Additional Bins and Bulky	75,682
Recycling Credits	351,802
Commercial Income	38,144
<b>TOTAL INCOME</b>	<b>3,245,833</b>
Management & Administration	189,600
Core Staffing	1,321,886
Overtime Costs	146,323
Agency Costs	
<b>TOTAL STAFFING COSTS</b>	<b>1,657,809</b>
Vehicle Debt Repayment	225,099
Vehicle Running costs Inc. Maintenance	468,903
Fuel	300,000
Supplies & Services Costs	171,883
MRF Costs	135,000
Premises Costs	140,000
Other Direct Costs	137,386
Support Services Costs	69,360
Miscellaneous	750
Vehicle Depreciation	5,883
<b>TOTAL EXPENDITURE</b>	<b>3,312,073</b>
PROFIT @ 2%	66,240
<b>GROSS PROFIT/(LOSS)</b>	<b>(66,240)</b>
<b>Net Profit/(Loss)</b>	<b>0</b>

Split of Annual Budget per service stream			
Refuse	Recycling	Garden Waste	Street Cleansing
1,115,317	561,399	724,962	378,527
		75,682	
	351,802		
20,000			18,144
<b>1,135,317</b>	<b>913,201</b>	<b>800,644</b>	<b>396,671</b>
75,840	45,920	45,920	21,920
396,566	396,566	396,566	132,189
45,360	40,191	40,191	20,581
<b>517,766</b>	<b>482,677</b>	<b>482,677</b>	<b>174,690</b>
101,295	49,522	49,522	24,761
211,006	103,159	103,159	51,579
120,000	75,000	75,000	30,000
85,942	18,907	18,907	48,127
	135,000		
35,000	35,000	35,000	35,000
54,954	27,477	27,477	27,477
17,340	17,340	17,340	17,340
188	188	188	188
1,961	1,961	1,961	
<b>1,145,451</b>	<b>946,230</b>	<b>811,230</b>	<b>409,162</b>
16,560	16,560	16,560	16,560
<b>(10,134)</b>	<b>(33,029)</b>	<b>(10,586)</b>	<b>(12,491)</b>
<b>6,426</b>	<b>(16,469)</b>	<b>5,974</b>	<b>4,069</b>



## Notes for the Business Case

	2020/21
<b>Note 1</b>	Full year additional costs for the Pay Review based on all staff being on pay point 3 of the new grades in October 2020.
<b>Note 2</b>	An addition of vehicle depreciation has been included as ECSS has acquired its own assets in 2019/20
<b>Note 3</b>	A substantial increase in the budget for Premises costs has been included. This is to allow for the projected increase in rent following the approval of the depot renovations report to the Board and Committee.
<b>Note 4</b>	Debt repayment costs for the procurement and replacement of required fleet.
<b>Note 5</b>	Profit has been included at 2% of total expenditure. However, this will be used to ensure the company does not make a loss this financial year.
<b>Note 6</b>	As an independent service stream, recycling is set to make a loss. This is due to the service having responsibility for the MRF disposal costs. However, with the control over recycling rates and contamination rates, these values can differ. With the increased focus on these areas from the waste team it is proposed that this loss will reduce by year end.

### Impact of Government Waste Strategy

Currently, ECSS and ECDC are working with RECAP in a bid to obtain information that would affect the financial standing of the Council and ECSS once the Government's Strategy is introduced. The work involves evaluating data in order to gain a fuller understanding of how this will affect both the Council and the trading company.

However, it is stated the Government will cover the full net cost of any additional burden placed on local authorities.

**Section 9:**

**East Cambs Street Scene Ltd - Strategic Risk Assessment**

**Risk Reference:**

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

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

	An amended Business Plan or Exit Strategy will need to be approved by ECSS's Board and Full Council.	
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<b>B: Governance</b>		
<b>Risk Reference</b>	<b>Management of Risk</b>	<b>Action</b>
B1. Inadequate governance arrangements and lack of clarity on roles of the Council and ECSS for the delivery of the waste and street cleansing services could lead to poor decision making which could undermine the delivery and future development of the services.	<p>Compliance with the Memorandum of Agreement that sets out the roles and responsibilities of the Council and ECSS (matters reserved only for Council) for the delivery of the waste and street cleansing services.</p> <p>Compliance with the service specifications for waste and street cleansing that set out clear availability criteria and performance standards to be met by ECSS in the delivery of the services.</p> <p>Any changes to the Memorandum of Agreement will need to be approved by Full Council. The Managing Director will provide a report to ECSS's Board and then Full Council detailing the proposed changes and why these changes would be necessary.</p>	Managing Director of ECSS and Director of ECSS to monitor
B2. Lack of key skills amongst operational management team of ECSS to operate the services in full compliance with the Council's requirements and for ECSS to maximise on commercial opportunities.	ECSS to ensure that ongoing training is provided to its management team to guarantee all management employees possess the necessary skills to effectively manage the company.	Director of ECSS and Head of Street Scene to monitor

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

<b>D: Operational</b>		
<b>Risk Reference</b>	<b>Management of Risk</b>	<b>Action</b>
D1. ECSS failing to manage sickness absence in accordance with adopted policies and procedures to ensure attendance targets are being achieved	<p>A new Sickness Absence policy and procedure has been introduced that focuses on efficiently managing absence.</p> <p>A monthly performance report is produced by ECSS including a full report of sickness absence against the set attendance targets.</p>	<p>ECSS's Operations Manager supported by ECDC's Human Resources Manager to effectively manage sickness absence to ensure set attendance targets are being achieved.</p> <p>Head of Street Scene to monitor.</p>
D2. ECSS failing to consistently deliver the availability and performance standards set out in the new service specifications leading to reputational damage for the Council.	<p>ECSS have fundamentally reviewed and amended all work processes and procedures, and resource deployment against the new availability criteria and service standards.</p> <p>ECSS have introduced a new performance framework for the management of the services to work within, with monthly performance reports being produced.</p> <p>The monthly performance report produced by ECSS includes full reporting on performance against the set performance targets.</p>	<p>Head of Street Scene supported by ECSS's Operations Manager to effectively manage performance to ensure set performance targets are being achieved.</p> <p>Director, ECSS to monitor.</p>
D3. ECSS failing to fully comply with the requirements of ECDC's Fleet Operator's Licence.	<p>ECDC has put in place the necessary procedures and processes to effectively manage the fleet, including the requirements for ECSS to ensure compliance with their O'Licence.</p>	<p>Head of Street Scene to ensure compliance with the O'Licence requirements as the designated Transport Manager.</p> <p>Director, ECSS to monitor</p>

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

## Section 10:

### Communication and Education

ECSS has is set to continue its efforts surrounding education and communication as it sees this as a pivotal role in reducing waste and increasing the District's recycling rate.

The last financial year saw ECSS procure a dedicated vehicle for this purpose and its set to continue its efforts in visiting schools of the District in order to provide vital educational material to pupils. As well as providing an engaging and thought provoking tool for all residents.

Social media outlets remain a vital platform to share information on waste and recycling. ECSS will continue its work with Prominent in order to reach residents through as many platforms as possible. This includes the continuation of Michael Recycle's blog and twitter feed.

ECSS's annual communication plan will look at new and exciting ways we can communicate and educate the residents ensuring the most pressing issue are discussed and solutions provided.





**Section 11:  
SWOT**

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