



EAST CAMBRIDGESHIRE DISTRICT COUNCIL

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

MEETING: **OPERATIONAL SERVICES COMMITTEE**
TIME: 4.30pm
DATE: 20th January 2020
VENUE: Council Chamber, Nutholt Lane, Ely
ENQUIRIES REGARDING THIS AGENDA: Adrian Scaites-Stokes
DIRECT DIAL: (01353) 665555 EMAIL: adrian.scaites-stokes@eastcambs.gov.uk

Membership:

Conservative Members

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

Substitutes:

Cllr Anna Bailey
Cllr Dan Schumann
Cllr Lisa Stubbs

Lead Officers:

Jo Brooks, Director Operations

Liberal Democrat Members

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

Substitutes:

Cllr Simon Harries
Cllr John Trapp
Cllr Alison Whelan

Quorum: 5 Members

A G E N D A

- 1. Public Question Time**
The meeting will commence with up to 15 minutes public question time
- 2. Apologies and Substitutions**
- 3. Declarations of Interest**
To receive declarations of interest from Members for any items on the Agenda in accordance with the Members Code of Conduct.
- 4. Minutes**
To confirm as a correct record the Minutes of the meeting of the Committee held on 18th November 2019.

5. **Chairman's Announcements**
6. **Review of Grant Provided to Citizens Advice Rural Cambridgeshire**
7. **Grants to Voluntary Organisations**
8. **Climate Change Ideas Forum Update**
9. **Quarter 3, 2019 Performance Report for the Waste and Street Cleansing Services**
10. **Budget Monitoring Report**
11. **Forward Agenda Plan**

NOTES:

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

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

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 - The fire assembly point is in the front staff car park by the exit barrier.
 - This building has an auto-call system to the fire services, so there is no need for anyone to call the fire services.
The Committee Officer will sweep the area to ensure that everyone is out of this area.
3. Reports are attached for each agenda item unless marked "oral".
4. If required all items on the agenda can be provided in different formats (e.g. large type, Braille or audio tape, or translated into other languages), on request, by calling Main Reception on (01353) 665555 or e-mail: translate@eastcambs.gov.uk
5. If the Committee wishes to exclude the public and press from the meeting a resolution in the following terms will need to be passed:
"That the press and public be excluded during the consideration of the remaining items no. X because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item there would be disclosure to them of exempt information of Categories X Part I Schedule 12A to the Local Government Act 1972 (as amended)."



EAST
CAMBRIDGESHIRE
DISTRICT COUNCIL

AGENDA ITEM NO. 4

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

PRESENT

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

OFFICERS

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

26. **PUBLIC QUESTION TIME**

There were no public questions.

27. **APOLOGIES AND SUBSTITUTIONS**

Apologies were received from Councillor Amy Starkey.

28. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

29. **MINUTES**

It was resolved:

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

30. **CHAIRMAN'S ANNOUNCEMENTS**

There were no Chairman's announcements.

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

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

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

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

It was resolved:

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

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

32. **CLIMATE CHANGE IDEAS FORUM**

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

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

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

It was resolved:

That the content of the report be noted.

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

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

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

It was resolved:

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

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

The Committee considered a report, U113 previously circulated, detailing the second quarter performance of the waste and street cleansing services by East Cambs Street Scene (ECSS).

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

appropriate. A new vehicle had been purchased and would be used to spread the message about recycling.

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

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

It was resolved:

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

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

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

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

Building Control

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

Communities and Partnerships

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

Customer Services

The Council's website accessibility score was not up to standard when tested in January 2019, but the issues have been identified and an Action Plan put in place to resolve before the next assessment in January 2020. A check would be made on the statutory deadline for when the website should comply with the relevant

Regulations. The single sign-on point on the Self Service Portal would not be achieved, so this would need to go to Committee for agreement and associated funding to enable this to be accomplished.

Environmental Services

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

Licensing

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

Housing and Community Safety

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

Information Communication Technology

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

Performance Management

No comments were made.

Planning

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

Waste Services

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

It was resolved:

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

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

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

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

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

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

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

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

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

It was resolved:

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

37. **BUDGET MONITORING REPORT**

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

The Senior Accountant advised the Committee that not much had changed though the figures were slightly better, as no hotel rooms were now being used

by the Housing Department. The Planning Department continued to employ agency staff but were looking to recruit permanent staff.

It was resolved:

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

38. **FORWARD AGENDA PLAN**

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

The amended forward agenda plan was noted.

The meeting concluded at 5:47pm.

Operational Services Committee

Reponses to questions asked at its meeting on 18th November 2019

Service Delivery Plans

What do the coloured ‘wheels’ within the Service Delivery Plans represent?

Please see document ‘East Cambridgeshire Service Delivery Plans 2014 – 2015’ below.

What is the statutory deadline for website compliance with the relevant Accessibility Regulations?

The statutory deadline for **East Cambs** website accessibility compliance is 23 September 2020.

What do the figures on page 3 of the ICT Service Delivery Plan, relating to maintenance of security and resilience of ICT Systems mean?

To summarise 63% of all servers that were operating on Windows Servers 2008 have been upgraded to either Windows 2012 or 2016 dependant of the software they are hosting.

Of the remaining servers still running on Windows Servers 2008 – 33% will become redundant following the replacement payment system.

25% will be replaced as part of the Public Access system upgrade.

The remaining 42% of servers of been planned to be upgraded before the end of December.

What are the ICT systems going to be upgraded to?

With the exception of one PC all systems (PC's, laptops and tablets) are all running Windows 10. The Windows 7 PC is off our domain and is restricted to being upgraded due to software restrictions. We are currently looking at how this can be resolved.

This is the latest version of Windows (Version 1909 which was released in November). Updates are automatically applied to our systems to ensure we are kept up to date.

Microsoft currently only plan to roll out updates to Windows 10 not replace it.

Street Scene Accounts

Why was there a delay between the accounts being signed off by the Directors on 18th July and the Auditors on 11th October?

The draft accounts were presented to Board on 18th July and were approved subject to some minor typographical errors being corrected. As well as correcting these, Price Bailey required additional information before they were able to sign the accounts. This information included confirmation of inter-company balances from ECDC, signed Directors remuneration certificates and post-balance sheet reviews covering the period between the year-end, Directors approval and auditors signature. This coincided with annual leave taken by members of ECTC finance (who were preparing the accounts) and Price Bailey auditors hence taking longer than was perhaps envisaged.

Why are the figures for cash flow on pages 9 and 18 not the same?

The three figures in Note 15 on page 18 do not cast to the figure stated (£175,863) but to £174,539, which is the figure on page 9

Why were the figures on page 15 different?

I am afraid I am still awaiting confirmation from Price Bailey, but it looks like an incorrect figure has been used in the 'total carrying amount' for Other Payables – Current which should read £138,659.

I am still awaiting feedback from Price Bailey on how these errors passed their quality control checks.

East Cambridgeshire Service Delivery Plans 2014 – 2015

Introduction

The purpose of this Service Delivery Plan is to describe what we will be doing to deliver on our duty to secure continuous improvement. It sets out the areas of improvement we will be focussing on during the coming year and explains our rationale for doing so.

The Plan is the public facing expression of our approach to performance management. Our performance management framework describes the annual cycle we follow in planning, monitoring and reviewing everything we do. Broadly speaking, there are four steps in our framework. Each year we focus on **identifying objectives** for improvement. We finalise our objectives and set out our **plans for delivery** during the forthcoming year. We **monitor performance** throughout the whole year and seek to identify what impact our service delivery has had on the community. Finally we begin to review our progress so that we are in a position to refine our objectives for the following year.

Our principles

In our quest to promote East Cambridgeshire as a great place to live, work, invest and visit we have adopted three cross cutting principles:

CUSTOMER FOCUS

VALUE FOR MONEY

ONE TEAM

Treating customers courteously and fairly is a principle that is fundamental to our service. We will continue to take note of and monitor the basics; issues such as how quickly phone calls and letters are responded to, as well as a robust complaints policy which considers how complaints are handled and what lessons might be learned.

We aim to administer simple and straightforward opportunities for customers to access our services. As information technology has developed, we have been able to broaden the channels through which customers are able to contact us. For example, we offer a range of opportunities for customers to access services and information via the internet. We will be developing work in this area further over the coming year which will include the introduction of a super fast broadband to the District by 2015.

Achieving good value for money has always been important to us and will continue to be so. As a result of prudent budgetary control we have been able to keep Council Tax for the Council at the same rate as last year. However we are not immune to the pressures on public expenditure and will therefore continue to adopt savings where possible to deliver the Council's Medium Term Financial Strategy. We know that achieving value does not always mean limiting our expenditure. There are occasions when investing in services will help us to deliver savings in the longer term.

Our final principle is that of working as one team for the benefit of all people in East Cambridgeshire. Local authorities are large and complicated organisations and we will therefore try to minimise internal divisions for the benefit of our customers. We will structure the governance of our services in such a way that it cuts across departmental boundaries. This will enable Elected Councillors to look beyond parochial issues and retain a broad strategic perspective.

Our vision, priorities and outcomes

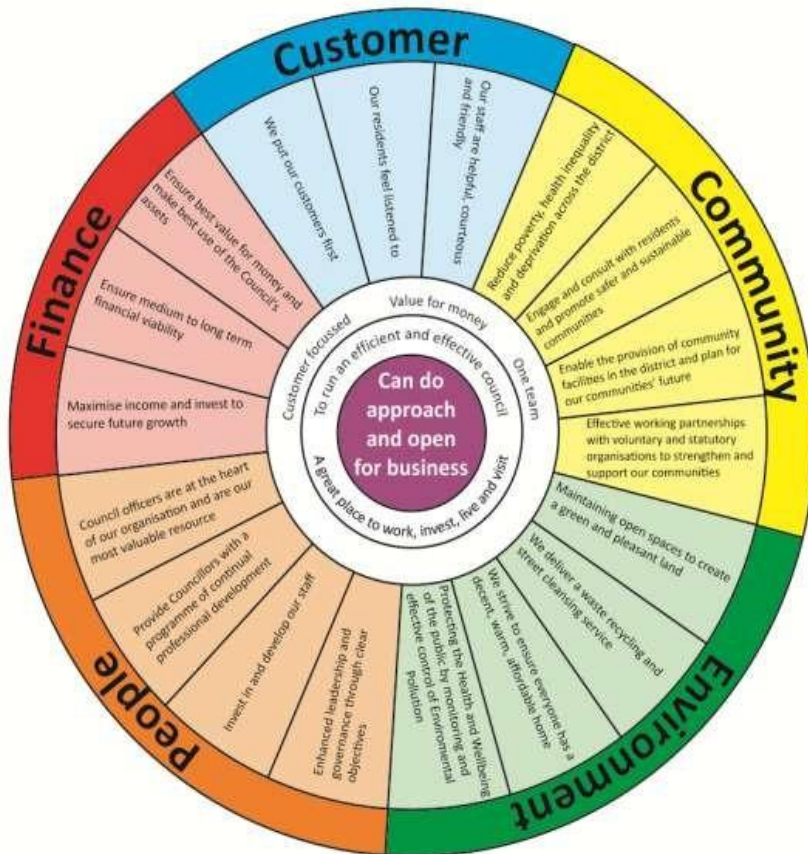
We share a vision with our partners that East Cambridgeshire is a thriving, successful and sustainable District in which all forms of deprivation and inequality are reduced. We want East Cambridgeshire to be a District that benefits every individual and community. Furthermore we want to develop community capacity. That means giving local people, voluntary organisations and businesses greater scope to work together to find local solutions to local problems.

We will be innovative in our approach by improving processes, making better use of technology, improving how we buy goods and services and providing the right support to managers and front line services. To do this we must work in partnership with others to deliver this plan and provide more cost effective services that deliver better outcomes. We have identified **five strategic outcomes** outlined in the diagram below which reflect the priorities across all our services and will deliver on the Council's priorities to:

- Facilitate the commencement of the Southern Link road by 2015
- Use Community Land Trusts as a preferred mechanism to enable people to live and work locally
- Facilitate the opening of a cinema at Downham Road/A10 by 2015
- Deliver a new District Leisure facility
- Keep council tax as low as possible through prudent budgetary control
- Develop an exceptional Station Gateway for Ely
- Develop an Eastern Gateway for Soham
- Facilitate the re-opening of Soham Railway Station, including the Newmarket link
- Facilitate economic growth within the District, including jobs growth and Apprenticeships and the introduction of super fast broadband
- Develop the opportunities for infrastructure improvement to encourage alternative means of transport
- Adopt a “can do” attitude in everything we do
- Ensure appropriate development throughout the District by planning well for infrastructure, employment and high quality design
- Embrace Localism throughout the district



Within each theme there are specific criteria which we will focus on to ensure that we deliver our outcomes.



Levels and progress of reporting

We are improving our planning arrangements to focus on the delivery of outcomes and key priorities. The Service Delivery Plans will be the single most important documents to define the purpose and ambitions of the Council and establish the accountability of elected Members and Officers to the local community. They will help to prioritise services and refine the future vision and direction for the Council and protect and invest in priority services.

The role of elected councillors, as part of the governing body of a council, is spelt out in section 59 of the Local Government Act. It is to:

- Take an active part in reviewing matters before their council and debating issues and in councils' decision making processes;
- Review councils' objectives and policies to ensure that they are appropriate for the local area; and to
- Review councils' resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery.

Councillors play a very important policy-making role, requiring the identification of community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources. They are responsible for making key decisions that will determine the Council's priorities, goals and achievements. The policy framework and the strategic management plans endorsed by councils provide the direction for the ongoing management and operation of council activities.

The Council has recently adopted smaller Committees to ensure closer alignment with departments. Consequently Principal Officers will report to Committee Members on **key corporate priorities** for their consideration. It has been agreed that other decisions are delegated to officers so that they can deal with the day-to-day running of the service without the need to constantly refer matters back to councillors. Delegations to officers are defined for this service in the relevant sections of the Council's Constitution, specifically:-

*Part 3 Responsibility for Functions Section 1 "Council Committees and other Member bodies,
Objectives, Terms of Reference and Delegation to Officers."*

The Council now has a number of Service Delivery Champions who specialise in a particular service area. Their role is to encourage communication and positive action and periodically report to the Council on their activities and respond to questions and enquiries.

Each Service Delivery Champion keeps a focus on their area of responsibility by:

- Raising the profile of the service area and showing the communities of East Cambridgeshire

the Council's commitment to the provision of a high quality service that meets their needs.

- Fostering the engagement of a wider range of Members in the review and development of the service area.
- Promoting effective communication and positive working relationships both within the Council and amongst partners, stakeholders and community groups.
- Promoting the positive work that is being undertaken within the District, both at a regional and national level.
- Providing positive support, and on occasions constructive challenge, to officers in driving forward the Council's agenda on the issue.

Once the Service Delivery Plans are drafted, the Manager will meet with the Assistant Director and Service Delivery Champion quarterly to review the indicators and targets and consider whether:

- The indicator should be changed to become “SMARTER”
- New indicators could be usefully introduced
- Existing indicators should be deleted as their usefulness has passed

Managers will be required to produce a Quarterly Performance Report showing performance against targets. The relevant Assistant Director will receive a report of all indicators for their service.

Progress against the Corporate Priorities will be reported to Committee on a quarterly basis at which time any risks will be considered, together with any identified remedial action required to manage areas of high risk to ensure activities or targets are achieved.

Performance reporting will enable the Committee and Assistant Director to plan ahead to consider those high risk activities or measures where targets are not being achieved, or to agree revised targets, or set up action plans to address poor performance.

Forward Planning for Councillors

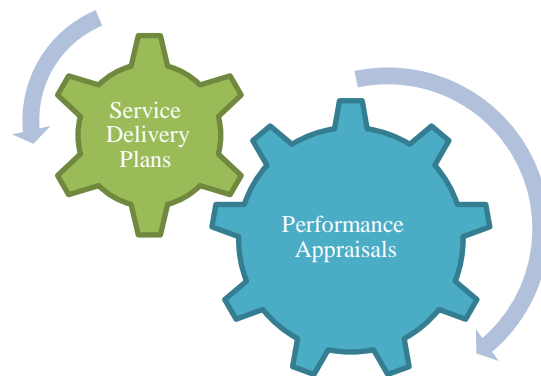
The Service Delivery Plan will identify key issues over the forthcoming year that requires Committee approval and/or Councillor involvement. An example is listed below:

Proposed date of decision	Item	Service Area	Service Delivery Champion	Committee
January 2015	Update on existing rent deposit scheme and cost effectiveness of recruiting an Income Recovery Officer	Housing	Cllr Rouse	Regulatory and Support Services Committee

November 2014	Agree to lease 2 Sanctuary properties for young people	Housing	Cllr Rouse	Regulatory and Support Services Committee
January 2015	Agree amendments to Homelessness Strategy	Housing	Cllr Rouse	Regulatory and Support Services Committee

How our plans fit together

This Service Delivery Plan fits within a hierarchy of plans, all of which play a significant role in our service delivery arrangements. It is good practice to be able to draw a 'golden thread' between the plans and identify how individual members of staff, teams, service departments and Councillors will work towards the Council's key priorities.



Reporting Back

Improvement planning does not stop with the implementation of actions. As was indicated in the introduction to this Service Delivery Plan, it is a cyclical process during which we constantly revisit and revise our plans in light of the changing circumstances in which we work.

In 2015 we will publish an **Improvement Review**. This document will discuss, in broad terms, whether or not we have achieved the Objectives we have set. It will include evidence such as performance statistics and progress reports on the completion of projects. It is an opportunity for us to assess our own performance and to share that evaluation with our customers and regulators.

The Improvement Review will also help plan our activity for future years and will help us to establish whether or not we are tackling the right issues and whether we are going about this in the right way.

Finally the review process will provide us with a further opportunity to reflect on the comments we have received from our customers and partner organisations.

As stated we will not publish the Improvement Review until 2015. However the actions and performance measures set out in the Service Delivery Plan will be monitored on a quarterly basis by Senior Officers and Councillors.

REVIEW OF GRANT PROVIDED TO CITIZENS ADVICE RURAL CAMBRIDGESHIRE

Committee: Operational Services Committee

Date: 20 January 2020

Author: Communities & Partnerships Manager and Housing & Community Safety Manager

[U153]

1.0 ISSUE

1.1 To consider the outcome of a review undertaken as to whether to continue awarding a grant to Citizens Advice Rural Cambridgeshire.

2.0 RECOMMENDATIONS

2.1 Members are requested to:

- (i) Cease the availability of grant funding available in 2020/21 and future years; and
- (ii) Approve the recommendation to directly deliver the service as set out in 5.12 of this report.

3.0 BACKGROUND

3.1 The Council is committed to ensuring that all residents have access to services that meet their needs. It is recognised that the district is evolving, and service must be in place that reflect these needs.

3.2 The Council has a track record for delivering against the needs of its residents and this can be evidenced through its approach to multi-agency community hubs, drop-in services and the establishment of referral pathways. Strategies are in place to build resilience and embed effective engagement into Council services by widening the scope of advice and support services being provided by the Council.

3.3 The Council currently provides grant funding (through a Service Level Agreement (SLA)) to Citizens Advice Rural Cambridgeshire (CARC) to support the provision of free, confidential, impartial and independent advice to residents for a wide range of issues; benefits, money advice, consumer advice, employment advice and relationship advice. In 2018/19 a grant of £47,346.80 was awarded to CARC.

3.4 This grant is not guaranteed to CARC beyond 2019/20. A decision to award a grant is undertaken on an annual basis.

4.0 REVIEW

4.1 A review has been undertaken to establish whether a future grant to CARC is effectively meeting the aims of the Council to deliver an excellent service that meets the needs of an evolving community.

4.2 In conducting the review Officers have considered the issues that were dealt with by the Council in 2018/19 and the outcome of the CARC SLA for 2018/19.

CARC 2018/19 Outcomes

4.2.1 In 2018/19 CARC assisted 2,712 East Cambridgeshire residents. CARC has identified that Ely, Littleport, Soham and Burwell make up 60% of the residents utilising their services.

4.2.2 CARC dealt with 8,652 issues, citing the prominent issues as debt and benefits.

- 2,165 of the debt issues were dealt with
- Debt prevention work such as financial capability training was provided to 239 residents
- 352 residents were assisted with family and relationship issues
- 312 residents were assisted with employment issues

Matters dealt with by the Council in 2018/19

4.2.3 In 2018/19 the Council assisted 14,478 residents with a range of council tax and housing benefit queries. The Council provides support and advice to residents on a wide variety of issues, including (not limited to):

- Debt, budgeting and benefits
- Emotional support
- Assistance with Homelink applications and Cambridgeshire Local Assistance Scheme applications
- Discretionary Housing Payments
- Grant applications for acquiring white goods and furniture
- Providing financial support with utility and energy bills

4.2.4 In 2018/19 the Council's Housing Team dealt with 5,449 enquiries which included assisting 561 residents that attended the Housing drop-in sessions. A further 61 residents attended Tenancy Support drop-in sessions. The Council's Customer Service Team assisted 95 residents on matters related to Universal Credit Assisted Digital Claims.

4.2.5 The Council works jointly with organisations that provide specific support such as Red2Green (mental health), CGL (drug and alcohol) and P3 (floating support). In addition the Council has referral pathways established with organisations such as the Bridge Project who provide debt and support advice.

4.2.6 The Council continues to lead the establishment and development of community hubs in Ely, Littleport, Stretham and Earith Traveller Site. In 2018/19 the community hubs assisted 78 residents with housing issues, 204 residents were assisted with mental health issues, 131 residents received tenancy support, 74 residents received floating support (long term support which enables and supports residents to live independently; practical and emotional support), and 79 residents received support from a range organisations including the Rosmini Centre, Sanctuary Housing, Ely Foodbank, Change Grow Live (previously known as Inclusion) and Christians Against Poverty.

4.3 Assessing the services being delivered by the Council and the outcome of the 2018/19 CARC SLA, enabled Officers to develop an options appraisal. A summary of the options appraisal is provided at Appendix 1 of this report.

5.0 RECOMMENDATION

5.1 This section expands Option 3 of Appendix 1 (direct delivery) in more detail.

5.2 The Council's Housing & Community Safety Team delivers a holistic service that seeks to meet the needs of those most in need. Following a full and thorough review it has been established that the service offered is very much in line with the advice and support that is currently being provided by CARC. Further, the review has proven that there is currently overlap and duplication of service.

5.3 The Council's Housing & Community Safety Team has ensured that it is well positioned to respond to the impacts of Universal Credit (Housing & Community Safety part-fund a post in Customer Services specifically for Universal Credit queries) and the Homelessness Reduction Act by recruiting to new posts and working closely with the Rosmini Centre (located in ECDC offices to provide advice and support on immigration, social and employment and legal aid issues).

5.4 The Council's Energy Efficiency Officer (part-time) now forms part of the Housing & Community Safety Team; this enables advice and support to be provided to those in need.

5.5 'Think Tank' sessions were carried out by the Housing & Community Safety Team. The purpose of these sessions was to identify whether there was a duplication of services being provided. The following was identified as duplication:

- Debt advice (e.g. income and expenditure assessments, personal budget plans, liaising with providers to reduce payments, arranging affordable payment plans, referrals)
- Employment advice
- Benefits advice (financial capability training, budgeting support, advice for claimants and appeals)
- Relationship/mediation advice
- Rent advice
- Housing advice
- Immigration housing rights and eligibility
- Pension advice
- Utilities advice (e.g. combining debts)

The Council participates in local campaigns and attracts external funding into the district. Further, the Council is able to refer and signpost clients requiring specialist assistance (such as bankruptcy) to other agencies, many of whom are already partners.

5.6 The Council's Vulnerable Community Strategy provides that services should be aligned to ensure that the requirements of people in need of support are recognised, understood and addressed appropriately.

- 5.7 The Council's developing involvement with the Youth Strategy, Think Communities and ongoing work with Anglia Revenues Partnership places the Council in a very good position to plan, prevent and react to the evolving needs of the community.
- 5.8 Direct delivery of the service enables the Council to act as a one-stop-shop for residents; providing a range of services and expertise that is readily available and expanding on the Council's proven ability to intervene and assist residents with the issues that they face in an ever changing environment.
- 5.9 As identified elsewhere in this report, the Council has already established strong relationships with external organisations who are able to assist the Council where specialist assistance is required. This can largely be demonstrated by the success of the community hubs.
- 5.10 In order to directly deliver an excellent service, the Housing Team will expand by 4 posts on 2 year fixed term contracts. In addition to this the existing Housing frontline staff have broadened their knowledge which has enabled the scope of the drop-ins to increase. During the 'Think Tank' sessions, referred to above, Officers identified that direct delivery would benefit existing staff as it would provide them with an opportunity to develop and enhance their roles within the Council. The Housing & Community Safety Team have already started to further develop their knowledge and understanding, including (but not limited to):
- Universal Credit (including the housing element)
 - Domestic abuse
 - Defending possession proceedings
 - Conflict management
 - Partnership oriented problem solving
 - DASH risk assessments
 - Armed forces covenants
 - Immigrations status and eligibility
 - Drug and alcohol awareness
 - Adults and Mental Capacity Act
 - Mental Health
 - Neglect
 - Parenting and learning disabilities
 - Challenging personal independent payment decisions
 - Overpayments of benefits and tax credits
 - Employment law
 - Mediation

This list is not exhaustive and is provided as a 'taster' to the level of commitment Officers have already undertaken to ensure that they are best placed to understand and offer advice on the issues that face our diverse community. The Council is committed to continuing to provide training to enable Officers to perform to the best of their abilities.

- 5.11 The Council's opening hours (08:45-17:00 (16:30 on Fridays)) provides increased access to services. By comparison the CARC opening hours are Mondays,

Wednesdays and Thursdays (09:15 to 12:00 for drop-in). Other times during these days can be available but by appointment only.

5.12 For the reasons set out in the report and Option 3 of Appendix 1 Members are recommended to cease awarding a grant to CARC in 2020/21 and in future years and deliver the service directly. The financial implications of this recommendation are set out in section 6 of this report.

6.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT/ CARBON IMPACT ASSESSMENT

6.1 The current cost of the Housing & Community Safety Team is £369,301. If the recommendation is approved then there will be an additional cost of £95,252. This additional cost will be to fund the creation of 4 new posts (2 years fixed term*) on the Council's establishment (1 FTE Team Leader, 2 FTE Support Officers and 1 FTE Administrative Officer). These additional costs will take effect from 1 April 2020 and will be reviewed on a 6 monthly basis.

*The posts are two-year fixed term; this will allow the Council sufficient time to review and evaluate the effectiveness of the service.

6.2 It is proposed that these costs are met from savings to be made by not funding CARC in future years (£47,346.80 per annum). The remainder will be met from Central Government grant allocated to the Council's Housing Team. This fund is ring-fenced for early intervention and prevention and currently has a budget of £627,000, with additional funding of £277,670 recently awarded.

6.3 It is important to note that whilst this recommendation results in an overall cost increase to the Council, there is significant social benefit that outweighs the increased cost.

6.4 A Full EIA is provided at Appendix 2 of this report.

6.5 Carbon Impact Assessment (CIA) completed (Appendix 3). There are no positive or negative carbon impact implications arising.

7.0 APPENDICES

7.1 Appendix 1 - Summary Options Appraisal
Appendix 2 - EIA (Full)
Appendix 3 - Carbon Impact Assessment

Background Documents

CARC SLA 2019/20

Location

The Grange,
Ely

Contact Officer

Lewis Bage (01353 616340)

Lewis.bage@eastcambs.gov.uk

Angela Parmenter (01353 616374)

Angela.parmenter@eastcambs.gov.uk

Summary of Options

Option 1: Maintain Status Quo (i.e. one year SLA)	
<p>Advantages:</p> <ul style="list-style-type: none"> • Minimal disruption to services • The grant provided allows CARC stability to explore other income streams • No reputational damage to ECDC • Fixed cost of £47,346.80 	<p>Disadvantages:</p> <ul style="list-style-type: none"> • Duplication of services as other organisations (including ECDC), have evolved to meet the changing needs of residents. For example, holistic approach to advice and support through Community Hubs and partnership work with the Rosmini Centre • Rigid performance targets reduce opportunities for flexible and innovative ways of working • Lack of control for the Council to intervene
Option 2: Re-tender SLA service using revised criteria	
<p>Advantages:</p> <ul style="list-style-type: none"> • New criteria provides an opportunity for alignment with ECDC strategies and Corporate Plan priorities • By reviewing SLA criteria there is an opportunity to review what services are provided by various organisations to minimise duplication • Testing the market could provide an opportunity to obtain better value, attract innovative solutions to the criteria and provide opportunity for organisations to develop a consortia to deliver services more effectively 	<p>Disadvantages:</p> <ul style="list-style-type: none"> • Changes may take time to embed • Lack of control for the Council to intervene

Option 3: ECDC to directly deliver the service

Advantages:

- Duplication reduced as much of the service (approx. 80%) is already provided by ECDC
- Track record for delivery of prevention and support services
- Direct control of service being offered
- Opportunity to design innovative and flexible service
- Established relationships with external organisations
- Access to specialist advice
- Expanding team = greater ability to expand community hubs throughout the whole of the district
- Ability to offer Better Business to Businesses in our District
- Meets the needs of The Council's Vulnerable Community Strategy
- Better links with the Council's developing Youth Strategy
- Compliments the Council's two Think Communities Projects
- Offers residents a one stop shop
- More access to services as Council Offices are open longer with more face-to-face availability

Disadvantages:

- Whilst this option presents an additional cost to the Council there will be an improvement in the services offered to the community. The additional costs can be met through ring fenced Central Government funding for early intervention and prevention and the £47,000 grant fund previously awarded to CARC.

EQUALITY IMPACT ASSESSMENT (EIA) FORM

Name of Policy:	Review of Grant Provided to Citizens Advice Rural Cambridgeshire
Lead Officer (responsible for assessment):	Lewis Bage, Communities and Partnerships Manager and Angela Parmenter, Housing and Community Safety Manager
Department:	Communities and Partnerships
Others Involved in the Assessment (i.e. peer review, external challenge):	
Date EIA Completed:	01.11.2019

What is an Equality Impact Assessment (EIA)?

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

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

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

A review has been undertaken to establish whether a future grant to CARC is effectively meeting the aims of the Council to deliver an excellent service that meets the needs of an evolving community.

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

Vulnerable residents and the wider community

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

Performance data illustrating demand for services and service usage has been gathered to inform the proposal.

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

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

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

The proposal will ensure an excellent and holistic service is provided to vulnerable residents and the wider community and enable existing services to grow, evolve and improve to continually meet community needs.

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

YES/NO/Na

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

YES/NO/Na

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

YES/NO/Na

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

As part of the Service Level Agreements, the organisations are required to highlight emerging areas of concern. The performance monitoring data supplied by the organisations provides evidence of the level of demand for the services they provide.

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

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

Findings detailed at 4.0 of Report entitled Review of Grant Provided to Citizens Advice Rural Cambridgeshire

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

Details included within Options Appraisal at Appendix 1

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

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

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

It is proposed that these costs are met from savings to be made by not funding CARC in future years (£47,346.80 per annum). The remainder will be met from Central Government grant allocated to the Council's Housing Team. This fund is ring-fenced for early intervention and prevention and currently has a budget of £627,000.

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

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

Signatures:

Completing Officer:	Lewis Bage Angela Parmenter	Date:	01.11.2019
Head of Service:	_____	Date:	_____

V1 (Cfte Reports Jan 2020 onwards)

ECDC Carbon Impact Assessment:

Once complete, this CIA should be sent to Richard Kay (richard.kay@eastcambs.gov.uk) for review prior to including a summary of this CIA within your committee report.

Please provide a brief description of the policy/decision including the proposed outcomes?

To consider the outcome of a review undertaken as to whether to continue awarding a grant to Citizens Advice Rural Cambridgeshire.

Members are requested to:

- (i) Cease the availability of grant funding available in 2020/21 and future years, and
- (ii) Approve the recommendation to directly deliver the service as set out in 5.12 of this report.

Now consider whether any of the following aspects will be affected. Many are likely to be ticked 'neutral':

Aspect	Likely climate effect:			Commentary
	+ve	-ve	neutral	
The council's energy consumption via buildings (electricity, gas, oil). Tick +ve if consumption will reduce.			√	
The council's energy consumption via travel (eg petrol). Tick +ve if consumption will reduce.			√	
The councils water usage (especially hot water). Tick +ve if consumption will reduce.			√	
Creation of renewable energy. Tick +ve if it increases renewable energy production. Tick –ve if renewable energy is lost.			√	
Carbon offsetting – will the proposal offset carbon emissions such as through tree planting. Tick +ve if yes.			√	
Reducing carbon emissions through amending ongoing activities not covered above eg management of land, such as peat soils,			√	

in a way which reduces carbon dioxide emissions. Tick +ve if yes.				
If the project involves the creation or acquisition of a building, has the energy rating been considered? Are / will measures be included to make the building energy efficient, beyond basic building regulation or other legal requirements? Tick +ve if yes.			√	
Embodied energy - does your project/proposal include construction of buildings or other significant infrastructure? If no, then tick neutral. If yes, have genuine efforts been made to minimise the <i>embodied energy</i> * in the materials being used for that construction, and the source of such materials? If so, tick +ve.			√	

What information is available to help the carbon impacts identified above to be quantified?

(e.g. this might be a estimation of energy consumption provided by a constructor, an estimate of distance travelled to a new site etc.)

Can any negative outcomes be justified as appropriate or necessary?

N/A

Are any remedial or mitigation actions required?

No

Once implemented, will you monitor the actual impact of any +ve or -ve outcomes? Yes / No. If so, how?

N/A

Overall summary to be included in your covering report (i.e. what you put in this box should be replicated in your committee report, and therefore should provide the overall summary of the carbon impact, in language suitable for being placed in the public domain).

There are no positive or negative carbon impact implications arising.

Assessment completed by (name and position)	Lewis Bage Communities and Partnerships Manager
Date CIA completed	19.12.2019
Approved by Richard Kay	23.12.2019

*Embodied energy is the energy used (and therefore carbon dioxide or other greenhouse gases emitted) during the manufacture, transport and construction of building materials. So for example, if you are specifying concrete on a project then carbon dioxide (or equivalent) will have been emitted making that concrete. Different materials have high and low levels of embodied energy, with low being good. Not only can different materials have different embodied energy values, but the same material can also have differing embodied energy values depending on where it was sourced and transported. For example, stone sourced from China would have a far greater embodied energy within it than the same stone sourced locally, due to the carbon dioxide emitted during transportation. By way of examples, using stainless steel will likely have over 10 times more embodied energy within it, per kg, than timber.

GRANTS TO VOLUNTARY ORGANISATIONS

Committee: Operational Services Committee

Date: 20 January 2020

Author: Communities & Partnerships Manager

[U154]

1.0 **ISSUE**

1.1 To consider awarding grants to West Suffolk Citizens Advice Bureau and Voluntary and Community Action East Cambridgeshire for 2020/21.

2.0 **RECOMMENDATIONS**

2.1 Members are requested to:

- (i) Approve 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;
- (ii) Approve 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;
- (iii) Authorise the Communities & Partnerships Manager to enter into a Service Level Agreement to implement (i) above;
- (iv) Authorise the Communities & Partnerships Manager to enter into a Service Level Agreement to implement (ii) above; and
- (v) Instruct the Communities & Partnership Manager 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

3.0 **BACKGROUND**

Voluntary and Community Action East Cambridgeshire

3.1 The Council currently provides grant funding (through a Service Level Agreement (SLA) to Voluntary and Community Action East Cambridgeshire (VCAEC). The grant amount has historically been £19,928.

3.2 This grant is not guaranteed to VCAEC beyond 2019/20. A decision to award a grant is undertaken on an annual basis.

3.3 The grant is used by VCAEC to support the organisation to provide volunteering advice, support and opportunities and to provide generic infrastructure support to voluntary and community sector (VCS) organisations within East Cambridgeshire.

3.4 A summary of the services provided by VCAEC is provided at Appendix 1.

Citizens Advice West Suffolk

3.5 The Council currently provides grant funding (through a SLA) to Citizens Advice West Suffolk (CAWS). The grant amount has historically been £23,166.03.

3.6 This grant is not guaranteed to CAWS beyond 2020/21. A decision to award a grant is undertaken on an annual basis.

3.7 The grant is used by CAWS to support the provision of free, confidential, impartial and independent advice to enable local residents to deal with a wide range of issues; benefits, money advice, consumer advice, employment advice and relationship advice.

4.0 ARGUMENT/OPTIONS

4.1 This section identifies the outcome of the 2018/19 SLA.

VCAEC Outcomes 2018/19

4.1.1 VCAEC dealt with 111 enquiries from the community and voluntary sector organisations and 160 volunteer enquiries. VCAEC interviewed 86 volunteers with 72 volunteers being placed into local projects and businesses. VCAEC has 143 member organisations that it provides training to and provides support on matters such as governance and fund raising. They provided training for 46 people on issues including safeguarding adults and child protection. VCAEC assisted 33 groups with funding searches and applications and provided support to 10 new groups.

4.1.2 VCAEC provided volunteering opportunities through the Social Car Scheme that remains in great demand, with volunteer hours totalling 8,972. In addition, through the Helping Hands Gardening Scheme (where volunteers from a variety of backgrounds including people in long term employment and with disabilities) volunteer hours totalled 6,675 hours.

CAWS Outcomes 2018/19

4.1.3 349 East Cambridgeshire residents were assisted, and 1,582 issues were dealt with (debt and benefits being the most prominent issues). 364 debt issues were dealt with. 9 clients have been supported with debt advice at a specialist level, totalling £135,000 of resolved debt and 8 clients received intensive support with Council Tax arrears. 17 clients have been supported for rent arrears and mortgage arrears that have reached re-possession stage and may otherwise lead to homelessness.

4.1.4 The main communities of concern were Burwell, Cheveley, Dullingham and Fordham. 63% of clients supported by CAWS came from these areas. Clients can contact the service by telephone or email; or drop in to the Newmarket office that is open Monday, Tuesday and Thursday between 09:30-2:30.

4.1.5 Consideration has been given as to whether grants (equivalent to those awarded in 2019/20) should be awarded for both VCAEC and CAWS in 2020/21. In the absence of a full and thorough review, it would be appropriate to award the grants for 2020/21.

4.1.6 The 2019/20 SLA for VCAEC and the 2019/20 SLA for CAWS will be used (respectively) as the baseline for the expected service delivery in 2020/21.

5.0 RECOMMENDATION

- 5.1 For the reasons set out above Members are recommended to approve the award of a grant to VCAEC of £19,928 in 2020/21 (using the 2019/20 SLA as a baseline for service delivery) and to award a grant to CAWS of £23,166 in 2020/21 (using the 2019/20 SLA as a baseline for service delivery). The offer of a grant to the respective organisations will be conditional on Council approval in February 2020.
- 5.2 Members are further recommended to instruct the Community & Partnerships Manager to carry out a thorough and robust review of both grants to ensure that the purpose aligns with the commitments made by the Council to ensure that excellent and fit-for-purpose services are being delivered to the community.
- 5.3 The recommendations set out in this report will be subject to Council approving a budget as part of the budget setting process. The respective SLAs will not be completed until Council has formally incorporated the costs identified in 5.1 into the 2020/21 budget. In the event that Council does not agree to incorporate these costs in the 2020/21 budget then the offer of a grant will be withdrawn.

6.0 FINANCIAL IMPLICATIONS/CARBON IMPACT ASSESSMENT

- 6.1 The financial implications are identified in 5.1-5.3 of this report.
- 6.2 Carbon Impact Assessment (CIA) completed (Appendix 2). There are no positive or negative carbon impact implications arising.

7.0 APPENDICES

- 7.1 Appendix 1 - VCAEC Summary
Appendix 2 - Carbon Impact Assessment

Background Documents

VCAEC SLA 2019/20
CAWS SLA 2019/20

Location

Room 008
The Grange,
Ely

Contact Officer

Lewis Bage (01353 616340)
Lewis.bage@eastcambs.gov.uk

Voluntary and Community Action East Cambridgeshire (VCAEC) Summary

VCAEC provide volunteering advice, support and opportunities and provide generic infrastructure support to voluntary and community sector (VCS) organisations within East Cambridgeshire.

VCS generic infrastructure support includes capacity building by helping member organisations ensure that they have the skills, knowledge, structures and resources to realise their full potential. This is achieved through the provision of networking and training opportunities for community groups. Training courses include topics such as safeguarding adults and child protection. VCAEC also run themed events and surgery days for community organisations.

VCAEC support voluntary and community groups with governance and assist groups in preparing documentation such as accounts, constitutions and policies. They respond to general enquiries from community groups, provide templates and signpost accordingly. They provide support to new groups and existing groups around longer term development and are able to provide face to face, email and telephone engagement. They prepare a monthly newsletter that is circulated to members providing the latest news and information concerning the sector.

VCAEC attend meetings representing the East Cambs community and voluntary sector and promote their services and the sector. They respond to consultations and inform plans and policies on behalf of the sector. They promote the sector and their services by attending events and through press releases and public displays.

VCAEC provide volunteering advice, support and opportunities. They respond to volunteer enquiries and interview people interested in volunteering with a view of determining what the individual wants to achieve through volunteering and will seek to find them a suitable voluntary position. They promote local volunteer opportunities and work with other organisations such as the JobCentre to engage with people that may benefit from volunteering.

VCAEC also provide volunteer programmes in-house including a social car scheme that provides door-to-door transport to people who are frail, elderly, disabled and/or isolated (approximately 80% of journeys are for medical appointments); and a gardening scheme that is aimed at people who are unable to tend to their own gardens for reasons such as illness, age or disability. VCAEC's volunteers are from a variety of backgrounds including people in long term unemployment and with disabilities.

V1 (Cfte Reports Jan 2020 onwards)

ECDC Carbon Impact Assessment:

Once complete, this CIA should be sent to Richard Kay (richard.kay@eastcambs.gov.uk) for review prior to including a summary of this CIA within your committee report.

Please provide a brief description of the policy/decision including the proposed outcomes?

To consider awarding grants to West Suffolk Citizens Advice Bureau and Voluntary and Community Action East Cambridgeshire for 2020/21.

Members are requested to:

- (i) Approve 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;
- (ii) Approve 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;
- (iii) Authorise the Communities & Partnerships Manager to enter into a Service Level Agreement to implement (i) above;
- (iv) Authorise the Communities & Partnerships Manager to enter into a Service Level Agreement to implement (ii) above; and
- (v) Instruct the Communities & Partnership Manager 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

Now consider whether any of the following aspects will be affected. Many are likely to be ticked 'neutral':

Aspect	Likely climate effect:			Commentary
	+ve	-ve	neutral	
The council's energy consumption via buildings (electricity, gas, oil). Tick +ve if consumption will reduce.			√	
The council's energy consumption via travel (eg petrol). Tick +ve if consumption will reduce.			√	
The councils water usage (especially hot water). Tick +ve if consumption will reduce.			√	
Creation of renewable energy. Tick +ve if it increases renewable energy production. Tick -ve if renewable energy is lost.			√	

Carbon offsetting – will the proposal offset carbon emissions such as through tree planting. Tick +ve if yes.			√	
Reducing carbon emissions through amending ongoing activities not covered above eg management of land, such as peat soils, in a way which reduces carbon dioxide emissions. Tick +ve if yes.			√	
If the project involves the creation or acquisition of a building, has the energy rating been considered? Are / will measures be included to make the building energy efficient, beyond basic building regulation or other legal requirements? Tick +ve if yes.			√	
Embodied energy - does your project/proposal include construction of buildings or other significant infrastructure? If no, then tick neutral. If yes, have genuine efforts been made to minimise the <i>embodied energy</i> * in the materials being used for that construction, and the source of such materials? If so, tick +ve.			√	

What information is available to help the carbon impacts identified above to be quantified?

(e.g. this might be a estimation of energy consumption provided by a constructor, an estimate of distance travelled to a new site etc.)

Can any negative outcomes be justified as appropriate or necessary?

N/A

Are any remedial or mitigation actions required?

No

Once implemented, will you monitor the actual impact of any +ve or -ve outcomes? Yes / No. If so, how?

N/A

Overall summary to be included in your covering report (i.e. what you put in this box should be replicated in your committee report, and therefore should provide the overall summary of the carbon impact, in language suitable for being placed in the public domain).

There are no positive or negative carbon impact implications arising.

Assessment completed by (name and position)	Lewis Bage Communities and Partnerships Manager
Date CIA completed	19.12.2019
Approved by Richard Kay	23.12.2019

*Embodied energy is the energy used (and therefore carbon dioxide or other greenhouse gases emitted) during the manufacture, transport and construction of building materials. So for example, if you are specifying concrete on a project then carbon dioxide (or equivalent) will have been emitted making that concrete. Different materials have high and low levels of embodied energy, with low being good. Not only can different materials have different embodied energy values, but the same material can also have differing embodied energy values depending on where it was sourced and transported. For example, stone sourced from China would have a far greater embodied energy within it than the same stone sourced locally, due to the carbon dioxide emitted during transportation. By way of examples, using stainless steel will likely have over 10 times more embodied energy within it, per kg, than timber.

CLIMATE CHANGE IDEAS FORUM UPDATE

Committee: Operational Services Committee

Date: 20th January 2020

Author: Annette Wade, Customer Services Manager

[U155]

1.0 ISSUE

1.1 To provide a Climate Change Ideas Forum update.

2.0 RECOMMENDATIONS

2.1 To note the content of the report.

3.0 BACKGROUND

3.1 East Cambridgeshire has joined more than 200 Councils across the UK to declare a climate emergency. As part of the work to address this, the Council has created an Ideas Forum.

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

4.0 UPDATE

4.1 The Climate Change Ideas Forum was launched on 16th December 2019. Members of the public wishing their ideas to be considered for the first draft of our Environment and Climate Change Strategy and Action Plan are being encouraged to submit their ideas by 31st January 2020.

4.2 Residents have subsequently been submitting 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.

4.3 All ideas are being acknowledged, then digitally recorded and shared with Service Leads to be considered. Post 31st January, a summary report will be produced, grouping together similar themes and ideas, and setting out whether the Council is able to take forward the idea. If it can, or if it requires more research to determine what is possible, then the intention is to commit to taking forward the idea as part of the commitments in the Action Plan due in April 2020. Where ideas are not possible, or for other organisations to potentially deliver, we will explain this.

- 4.4 Members will consider the summary report and Action Plan in April 2020.
- 4.5 To date, a wide range of ideas have been submitted to us for consideration, many of which relate to the following broad themes:

- Tree planting
- Energy efficiency
- Transport infrastructure
- Reduction of waste and increase in recycling
- Planning & Development
- Parks & Open Spaces

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

- 5.1 There are no financial implications attached to this report
- 5.2 Equality Impact Assessment (INRA) is not required.

6.0 CARBON IMPACT ASSESSMENT

- 6.1 Carbon Impact Assessment (CIA) is not required.

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
Council, 17 th October 2019 Operational Services Committee 18 th Nov 2019	Room 113 The Grange Ely	Annette Wade Customer Services Manager 01353 616310 annette.wade@eastcambs.gov.uk

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

Date: 20th January 2020

Author: James Khan, Head of Street Scene

[U156]

1.0 **ISSUE**

- 1.1 To provide the Committee with the Quarter 3 (October - December 2019) performance report for the delivery of the waste and street cleansing services by East Cambs Street Scene Ltd (ECSS).

2.0 **RECOMMENDATION(S)**

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

3.0 **BACKGROUND**

- 3.1 The third quarter of the year provides a very busy time for waste and street cleansing activities with heavy leaf fall and Remembrance Day and Christmas and the increase in waste and change of collection days.
- 3.2 With the increase pressure this quarter brings, all services have remained at high levels of performance, with all services consistently overachieving against the 80% target. November and December saw both refuse and recycling streams achieve 100% performance.
- 3.3 Ensuring residents are fully aware of the changes to collection days during the Christmas period is always vital. This year, collection days were brought forward and this ensured that normal collections were reinstated as soon as possible in the New Year.
To make sure that residents were aware of the changes, the Development team worked closely with the Council's reprographic team to create and design a festive bin hanger to be left with each residents during their recycling collection. This process was very productive and enabled the waste team to relay valuable messages and information advising residents what they can do with the festive waste.
- 3.4 To celebrate the festive time of the year, the Chairman of the Council, Cllr Lis Every, arranged for a warm breakfast and hot drink on a very cold and wet Friday morning in December to say thank you to all the employees of ECSS.
- 3.5 Ensuring our employees, members of the public and other road users are safe while we deliver our services is paramount. As we operate many large vehicles across the District we need to ensure everyone is safe. Therefore, ECSS performed a random drug and alcohol test aimed at 10% of our workforce. All employee's results were negative. ECSS shall continue to perform random drug and alcohol tests to safeguard against the potential hazards the misuse of these substances can bring.

- 3.6 This quarter saw the payment of all annual appraisals to eligible employees. This payment was backdated to October 2019 as promised during the pay review. Targets have been set for the next annual appraisals which continue to focus on both employee and company targets.
- 3.7 Izabela Konopelska joined ECSS in November as our Development Manager fulfilling our company structure. Izabela has settled in well and has brought enthusiasm and passion to the waste team. Izabela is currently working on a new communications plan that will include school educational visits as well as providing residents with essential information through social media.
- 3.8 Striving for perfection has led us to reviewing schedules and collection rounds. This has also required a review of the existing fleet to ensure we can deliver high performing services. We have highlighted that specific street cleansing service areas are not receiving the standard we want and therefore have concluded that an additional sweeper is required. ECSS is committed to reducing its carbon footprint where possible and will take this into consideration when procuring additional vehicles and equipment.
- 3.9 Sickness absence continues to reduce through the year as employees are managed efficiently through the new policy and procedure. Long term sickness cases remain a concern for us. However, all cases are being managed with the assistance of occupational health assessments to ensure our employees return to work fit and capable of completing their job safely.
- 3.10 The health and safety audit carried out in the last quarter confirmed we were in a good position. However, to ensure the health and safety of its employees and members of the public remain a priority, further review and development work will be carried out to ensure this constant remains.

4. PERFORMANCE UPDATE

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

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

Service	Oct			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	▲

Note: The RAG rating relates to the month on month cumulative performance trend.
 Green indicating achievement of the performance target set.
 Yellow indicating performance is within 15% of target set.
 Red indicating performance is below 15% of target set.

- 4.2 All services continue to evidence high levels of performance throughout the quarter with all services achieving 100% for the month of December.

4.3 Continuous work reviewing and addressing any arising issues in schedules has continued to underpin the levels of service delivery that has been achieved. This level of work will continue to ensure performance figures remain high.

4.4 Further review work of the collection rounds will take place in the next financial year to achieve additional efficiencies and optimise performance.

5.0 **Sickness Absence:**

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

The third and fourth quarter tend to see an increase in sickness levels due to the extreme weather conditions employees have to work in and the increase in cold and flu symptoms.

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

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

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

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

The table below includes a RAG rating with the following explanation:
Green rating = Actual is less or equal to the Cumulative Target
Amber rating = Actual is up to 12 hours greater than the Cumulative Target
Red rating = Actual is in excess of 18 hours of the Cumulative Target

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

Operatives Waste

One employee has been off work for the entire quarter due to stress and an exaggeration of a pre-existing medical condition. The employee is currently undergoing occupational health appointments to assist in a return to work.

Operatives Cleansing

One employee has been off work for the entire quarter due to serious health conditions causing the target not to be achieved. The employee is currently undergoing occupational health appointments to assist in a return to work.

Additional short term absences has aided in the overall increase in sickness level. This is prevalent for the time of the year.

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

Staff Category	HGV Drivers (Waste)	Driver/ Operatives (Waste)	Operatives (Waste)	HGV Drivers (SC)	Driver/ Operatives (SC)	Operatives (SC)	Ops Mgmt. & Admin Staff	Waste Mgmt. Team
Number of Staff/Target Hours	16 Target Hours - 56	3 Target Hours - 10.5	29 Target Hours - 101.5	3 Target Hours - 10.5	3 Target Hours - 10.5	7 Target Hours - 24.5	5 Target Hours - 17.5	3 Target Hours - 10.5
October	Actual = 14 Hours	Actual = 0 Hours	Actual = 294 Hours	Actual = 0 Hours	Actual = 0 Hours	Actual = 161 Hours	Actual = 0 Hours	Actual = 14 Hours
November	Actual = 35 Hours	Actual = 0 Hours	Actual = 210 Hours	Actual = 7 Hours	Actual = 0 Hours	Actual = 147 Hours	Actual = 0 Hours	Actual = 7 Hours
December	Actual = 98 Hours	Actual = 7 Hours	Actual = 224 Hours	Actual = 0 Hours	Actual = 0 Hours	Actual = 175 Hours	Actual = 21 Hours	Actual = 0 Hours
Cumulative Performance for the Quarter	Target = 168 Hours	Target = 31.5 Hours	Target = 304.5 Hours	Target = 31.5 Hours	Target = 31.5 Hours	Target = 73.5 Hours	Target = 52.5 Hours	Target = 31.5 Hours
	Actual = 147 Hours	Actual = 7 Hours	Actual = 728 Hours	Actual = 7 Hours	Actual = 0 Hours	Actual = 483 Hours	Actual = 21 Hours	Actual = 21 Hours
RAG Rating								

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

Month	Tonnage All Waste Collected	Tonnage All Waste Recycled (Recyclates + Garden Waste)	% of Waste Recycled	Trend (Target = 58% of Waste being Recycled) - RAG
April	2,917.55	1,686.72	58	
May	3,016.01	1,847.09	61	
June	2,924.85	1,778.53	61	
July	3,025.95	1,837.68	61	
August	2,726.53	1,596.16	59	
September	2,473.84	1,411.50	57	
October	2,720.08	1,491.72	55	
November	2,560.42	1,379.88	54	
December				
January				
February				
March				
Total	22,365.23	13,029.28	58.26	

5.4 The recycling rate continues to fluctuate throughout the year due to the increase and decrease of green waste depending on the season as expected but remains at a steady average hitting the target of 58%. However, the implementation on a new communications plan for the next financial year will add additional focus to increasing the rate as well as diverting as much waste from landfill as possible. The communication plan will also focus on providing residents with local and relevant information, ensuring they maximise the most out of their waste and guarantee it is disposed of responsibly.

6.0 CONCLUSIONS

6.1 The third quarter has seen all service streams achieve the performance target set (80%). This continues the overwhelming performance ECSS has achieved over the last two years. Efforts will continue to maintain the high levels of performance while further reviewing and scrutinising procedures to provide award winning services to the residents.

6.2 The development of our employees has and will continue to be something we are passionate about. We will continue to “grow our own” ensuring we retain highly skilled and committed employees and utilise the apprenticeship programme.

6.3 The implementation of the new sickness policy has aided in reducing the overall number of sickness cases we have experienced in this quarter. However, the sickness cases we have experienced are being managed effectively through the new policy. In addition, the implementation of annual appraisals and performance related pay, which include a sickness target has assisted in reducing the number of short term absence cases.

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

7.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

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

8.0 APPENDICES

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

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

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

Performance Summary – October to December 2019	Monthly			Cumulative			Trend
	Service Requests Due to be Closed	Service Requests Completed within the SLA	Performance against the Target (80%)	Service Requests Received	Service Requests Closed and Completed within the SLA	Performance against the Target (80%)	Positive or Negative Cumulative Trend against previous month
Domestic Collections							
October	214	210	98%	1000	977	98%	-
November	113	113	100%	1113	1090	98%	-
December	119	119	100%	1232	1209	98%	-
Recycling Collections							
October	135	134	99%	920	893	97%	-
November	137	137	100%	1057	1030	97%	-
December	141	141	100%	1198	1171	98%	▲
Garden Collections							
October	90	90	100%	888	862	97%	-
November	103	102	99%	991	964	97%	-
December	65	65	100%	1056	1029	97%	-
Bulky and Clinical Collections							
October	116	116	100%	748	719	96%	-
November	91	91	100%	839	810	97%	▲
December	82	82	100%	921	892	97%	-
Street Cleansing							
October	82	66	80%	586	473	81%	-
November	77	77	100%	663	550	83%	▲
December	57	57	100%	720	607	84%	▲

Note: Set Response Times for Services Request:

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

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

BUDGET MONITORING REPORT

Committee: Operational Services Committee

Date: 20th January 2020

Author: Finance Manager

[U157]

1. **ISSUE**

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

2. **RECOMMENDATION (S)**

- 2.1 Members are requested to note that this Committee is currently projected to end the year with an underspend, compared to its planned budget, of £1,000.
- 2.2 Members are further requested to note that the Committee has a projected capital programme outturn of £1,457,570.

3. **BACKGROUND/OPTIONS**

- 3.1 Under Financial Regulations each policy committee is required to consider projections of financial performance against both its revenue and capital budget on a quarterly basis.
- 3.2 This is the third quarter report for the 2019/20 financial year and details actual expenditure incurred as at 31st December 2019 and current projections as to the year-end position.
- 3.3 The revenue budget for each service that falls under the stewardship of this Committee has been reviewed with appendix 1 detailing the current variance and forecast outturn for each service line.
- 3.4 The significant variances of actual spend compared to profiled budgeted spend at the end of December, where no variance is forecast for yearend, are detailed in the table on the next page:

Service	Variance £	Explanation
IT	(£15,922)	This is due to delays in staff recruitment and the intended implementation of IT system upgrades. The latter are expected to happen in the fourth quarter and will reduce the under spend currently reported.
Licencing	(£28,198)	Some taxi operators have purchased new vehicles and this has seen income growth in the first nine months for both vehicles and drivers. Dog breeding income appears high, but this is due to new regulations introducing two and three year licences paid for in advance, where appropriate this income will be carried forward.
Community Infrastructure Levy (CIL)	(£2,716,831)	CIL transactions are treated as a revenue income or expense, but any balance on the account at yearend will be transferred to reserve.
Community Safety	(£37,104)	An accrual at the end of 2018/19 remains unpaid. We have also received ring-fenced funding from the PCC which currently remains unspent, this will be committed by year end.
Marketing & Grants	£20,005	Some of this expenditure will be funded from Section 106 receipts, the transfer for which will happen at yearend. Grants spend is also ahead of profile.

3.5 The net revenue expenditure for this Committee at yearend is forecast to be £5,515,770. This reflects a forecast £1,000 under spend when compared to the approved budget. Explanations for the forecast yearend variances, which make up this balance, are detailed in the table on the following page:

Service	Variance £	Explanation
Customer Services	£45,000	Following the implementation of the pay review and changes to pay scales to reflect the increase in the minimum wage, staff costs within Customer Services have increased. A provision was made for this within the F&A Committee budget, which is now showing an underspend.
Performance Management	(£34,000)	Officer left during the year and has not been replaced.
Street naming & numbering	(£11,000)	Underspend due to staff vacancy and excess income because of the increased amount of new housing in Ely.
Housing	(£51,000)	The Council has not needed to hire any hotel rooms during the first three quarters of the year, so the provision in the budget for this eventuality remains unspent and is shown as a forecast underspend. Also prevention costs, previously met from the main budget, are now being covered by the increased grant received from Government.
Planning	50,000	Due to the volume and type of applications being received, two agency workers have been employed for the past nine months to ensure the level of customer service continues and the target deadlines for dealing with applications and any subsequent appeals are achieved. We have reduced the forecast by £20,000 as income levels are better than forecast for the first nine months of the year.
Total Underspend	(£1,000)	

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

- 3.7 The current forecast is that capital spending will be underspent by £752,620, resulting in total expenditure for the year of £1,457,570.

Project	Variance £	Explanation
Depot	(£745,950)	Depot improvements continue to be delayed as further costings are obtained to ensure best value for money is achieved.

4. FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

- 4.1 The current forecast is for the Committee's net revenue expenditure to come in £1,000 under budget.
- 4.2 Equality Impact Assessment (INRA) not required.
- 4.3 Carbon Impact Assessment (CIA) not required.

5. APPENDICES

- 5.1 Appendix 1 – Operational Services Committee Budget Monitoring Report – 31st December 2019.

Background Documents

Budget Monitoring Report
Preparation Documents

Location

Room 104
The Grange
Ely

Contact Officer

Ian Smith
Finance Manager
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OPERATIONAL SERVICES COMMITTEE BUDGET MONITORING REPORT - 31st December 2019

Revenue	Total Budget 2019-20	Profiled Budget to 31 December 2019	Actual to 31 December 2019	Variance to date	Projected Outturn	Variance between Total Budget & Projected Outturn	Outturn Variance previous Quarter
	£	£	£	£	£	£	£
Building Regulations	18,280	13,711	16,371	2,660	18,280	--	--
CIL	(0)	--	(2,716,831)	(2,716,831)	(0)	--	--
Civic Amenities Act	11,102	8,326	6,599	(1,727)	11,102	--	--
Community Projects & Grants	221,424	165,504	185,509	20,005	221,424	--	--
Community Safety	46,346	36,260	(844)	(37,104)	46,346	--	--
Cons.Area & Listed Buildings	59,701	44,776	43,865	(911)	59,701	--	--
Customer Services	359,094	265,630	297,224	31,594	404,094	45,000	--
Dog Warden Scheme	40,317	30,363	23,385	(6,978)	40,317	--	--
Ely Markets	(0)	--	22,820	22,820	(0)	--	--
Emergency Planning	27,808	10,383	12,022	1,639	27,808	--	--
Environmental Issues	85,609	60,566	55,918	(4,648)	85,609	--	--
Health - Admin. & Misc.	379,249	287,242	295,967	8,725	379,249	--	--
Homelessness	337,757	(178,476)	(310,212)	(131,736)	286,757	(51,000)	(22,500)
IT	833,281	635,586	619,664	(15,922)	833,281	--	--
Licencing	1,848	1,386	(26,812)	(28,198)	1,848	--	--
Marketing & Grants	66,119	(24,996)	(28,775)	(3,779)	66,119	--	--
National Practitioner Support Programme	--	161,575	161,575	--	--	--	--
Parish Conferences	2,000	1,500	--	(1,500)	2,000	--	--
Nuisance Investigation	65,201	48,901	51,330	2,429	65,201	--	--
Performance Management	56,486	42,364	23,554	(18,810)	22,486	(34,000)	--
Pest Control	8,055	6,041	5,089	(952)	8,055	--	--
Planning	(80,821)	(60,588)	(27,997)	32,591	(30,821)	50,000	70,000
Public Relations	74,435	55,826	48,786	(7,040)	74,435	--	--
Refuge Recycling	840,750	630,563	679,117	48,554	840,750	--	--
Refuse Collection	1,370,393	1,027,795	892,584	(135,211)	1,370,393	--	--
Renovation Grants	1,300	975	--	(975)	1,300	--	--
Street Cleansing	609,548	457,161	507,713	50,552	609,548	--	--
Street Naming & Numbering	3,062	2,296	(15,278)	(17,574)	(7,938)	(11,000)	--
Town Centres	--	--	322	322	--	--	--
Travellers Sites	(20,000)	(12,639)	(2,008)	10,631	(20,000)	--	--
Tree Preservation	98,426	73,820	70,631	(3,189)	98,426	--	--
Revenue Total	5,516,770	3,791,851	891,289	(2,900,563)	5,515,770	(1,000)	47,500

OPERATIONAL SERVICES CAPITAL MONITORING 2019/20

Capital	Published Budget 2019-20	Slippage from 2018-19	Approved Additions	Revised Budget 2019-20	Actual at 30th September 2019	Forecast Outturn	Variance between Revised Budget & Forecast
	£	£	£	£	£	£	£
Conservation Area Schemes - 2nd round		27,506		27,506		27,506	0
Refuse & Cleansing Vehicles	52,450			52,450		52,450	0
Depot	795,950	50,000		845,950	21,089	100,000	(745,950)
Mandatory Disabled Facilities Grants	697,299	368,231	15,278	1,080,808	316,345	1,080,808	0
Empty Properties, Discretionary DFGs, Minor Works, Home Repair Asst.	75,000	3,619		78,619	20,832	78,619	0
Vehicle Etc Replacements	29,000	89,187		118,187		118,187	0
Leisure Centre					-210,697	0	0
Ely Country Park	6,670			6,670		0	(6,670)
Total	1,656,369	538,543	15,278	2,210,190	147,569	1,457,570	(752,620)

OPERATIONAL SERVICES COMMITTEE

Lead Officer: Jo Brooks, Director, Operations

FORWARD AGENDA PLAN

Democratic Services Officer: Adrian Scaites-Stokes

30th March 2020 4:30pm		27th April 2020 4:30pm		8th June 2020 [To be confirmed] 4:30pm	
Agenda Planning Meeting #	22 nd October 2019 10:00am	Agenda Planning Meeting #	To be agreed	Agenda Planning Meeting #	To be agreed
Report Deadline:	8 th January 2020	Report Deadline:	18 th March 2020	Report Deadline:	15 th April 2020
		End of Year Service Delivery Performance & New Service Delivery Plans ❖			
		Budget Monitoring Report	Anne Wareham Senior Accountant	Budget Monitoring Report	Anne Wareham Senior Accountant
		Youth Strategy	Lewis Bage (Communities & Partnership Manager); Liz Knox & Angela Parmenter	East Cambs Street Scene Management Accounts EXEMPT	Jo Brooks Director, Operations
		Environment & Climate Change Strategy & Action Plan	Jo Brooks Director, Operations		
Forward Agenda Plan	A Scaites-Stokes Democratic Services Officer	Forward Agenda Plan	A Scaites-Stokes Democratic Services Officer	Forward Agenda Plan	A Scaites-Stokes Democratic Services Officer

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

OPERATIONAL SERVICES COMMITTEE

Lead Officer: Jo Brooks, Director, Operations

FORWARD AGENDA PLAN

Democratic Services Officer: Adrian Scaites-Stokes

13th July 2020 [To be confirmed] 4:30pm		14th September 2020 [To be confirmed] 4:30pm		16th November 2020 [To be confirmed] 4:30pm	
Agenda Planning Meeting #	TBC	Agenda Planning Meeting #	TBC	Agenda Planning Meeting #	TBC
Report Deadline:	TBC	Report Deadline:	TBC	Report Deadline:	TBC
		6 Month Service Delivery Performance Updates ❖			
		Budget Monitoring Report	Anne Wareham Senior Accountant		
Quarter 1 Waste Performance	James Khan Street Scene Manager	East Cambs Street Scene Accounts	Jo Brooks Director, Operations		
Forward Agenda Plan	A Scaites-Stokes Democratic Services Officer	Forward Agenda Plan	A Scaites-Stokes Democratic Services Officer	Forward Agenda Plan	A Scaites-Stokes Democratic Services Officer

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

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



EAST
CAMBRIDGESHIRE
DISTRICT COUNCIL

AGENDA ITEM NO. x

Minutes of a meeting of the Operational Services Committee held in the Council Chamber, The Grange, Nutholt Lane, Ely on Monday 20th 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**¹

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 SLA 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.

¹ 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 18th 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 2nd 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, that detailed 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 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 doubts 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 are 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 offices 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 had never 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. 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 target 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 this 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.

DRAFT

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.

Date of Publication of Decision List: 21st January 2020



EAST
CAMBRIDGESHIRE
DISTRICT COUNCIL

OPERATIONAL SERVICES COMMITTEE – 20TH JANUARY 2020
DECISION LIST

ITEM NO.	Ref.	Item	ISSUE	DECISION	ACTION BY
6.	U153	Review of Grant provided to Citizens Advice Rural Cambridgeshire	To consider the outcome of a review on whether to continue awarding a grant.	It was resolved: <ul style="list-style-type: none"> (i) That the availability of grant funding available in 2020/21 and future years cease; (ii) That the recommendation to directly deliver the service as set out in 5.12 of this report be approved. 	Lewis Bage Communities & Partnerships Manager Angela Parmenter Housing & Community Safety Manager
7.	U154	Grants to Voluntary Organisations	To consider awarding grants to two organisations	It was resolved: <ul style="list-style-type: none"> (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. 	Lewis Bage Communities & Partnerships Manager

8.	U155	Climate Change Ideas Forum Update	To receive an update on the Climate Change Ideas Forum	It was resolved: That the content of the report be noted.	Annette Wade Customer Services Manager
9.	U156	Quarter 3, 2019 Performance Report for the Waste and Street Cleansing Services	To consider the service performance by East Cambs Street Scene	It was resolved: That the performance of service delivery for the third quarter be noted.	James Khan Head of Street Scene
10.	U157	Budget Monitoring Report	To consider the financial position for services under the Operational Services Committee.	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.	Ian Smith Finance Manager

Please Note: These decisions will come into effect on **29th January 2020** unless any 3 Members object and call-in the decision. The call-in must be in writing to the Chief Executive and be received by **27th January 2020**.