

PLEASE NOTE THAT A WORKSHOP FOR MEMBERS OF THE PANEL ON THE INVESTMENT STRATEGY WILL TAKE PLACE AT 6.30PM IN THE CIVIC SUITE.

A meeting of the **OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29** on **THURSDAY, 9 APRIL 2015** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 1 - 4)

To approve as a correct record the Minutes of the meeting of the Panel held on 5th March 2015.

**A Roberts
388015**

2. DECLARATIONS OF INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda Item.

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 5 - 8)

A copy of the current Notice of Key Executive Decisions, which was published on 24th March 2015, is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**Democratic Services
388015**

4. PREPARING TOWN CENTRES AND HIGH STREETS FOR THE 21ST CENTURY

To receive a presentation for Mr W Grimsey on the subject of "Preparing Town Centres and High Streets for the 21st Century".

5. CAPITAL PROGRAMME 2015/16 (Pages 9 - 18)

To consider a report by Head of Operations on the proposed 2015/16 capital programme.

**E Kendall
388635**

6. PROJECT MANAGEMENT SELECT COMMITTEE (Pages 19 - 26)

To consider a report on the findings and recommendations of the Project Management Select Committee.

**D Buckridge
388065**

7. WORKPLAN STUDIES (Pages 27 - 28)

To consider a report on the work programmes of the Social and Environmental Well-Being Overview and Scrutiny Panels.

**A Roberts
388015**

8. OVERVIEW AND SCRUTINY PROGRESS (Pages 29 - 32)

To consider a report on progress of the Panel's activities.

A Roberts
388015

9. SCRUTINY (Pages 33 - 40)

To scrutinise decisions taken since the last meeting as set out in the Decision Digest and to raise any other matters for scrutiny that sit within the remit of the Panel.

Democratic Services
388015

Dated this 27 day of March 2015



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

- (1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*
- (2) *A Member has a disclosable pecuniary interest if it -*
 - (a) *relates to you, or*
 - (b) *is an interest of -*
 - (i) *your spouse or civil partner; or*
 - (ii) *a person with whom you are living as husband and wife; or*
 - (iii) *a person with whom you are living as if you were civil partners*

and you are aware that the other person has the interest.
- (3) *Disclosable pecuniary interests includes -*
 - (a) *any employment or profession carried out for profit or gain;*
 - (b) *any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*
 - (c) *any current contracts with the Council;*
 - (d) *any beneficial interest in land/property within the Council's area;*
 - (e) *any licence for a month or longer to occupy land in the Council's area;*
 - (f) *any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or*
 - (g) *a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.*

Non-Statutory Disclosable Interests

- (4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*
- (5) *A Member has a non-statutory disclosable interest where -*
 - (a) *a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or*

- (b) it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or
- (c) it relates to or is likely to affect any body –

- (i) exercising functions of a public nature; or
- (ii) directed to charitable purposes; or
- (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.

and that interest is not a disclosable pecuniary interest.

2. Filming, Photography and Recording at Council Meetings

The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings. Arrangements for these activities should operate in accordance with guidelines agreed by the Council and available via the following link [filming, photography and recording at council meetings.pdf](#) or on request from the Democratic Services Team. The Council understands that some members of the public attending its meetings may not wish to be filmed. The Chairman of the meeting will facilitate this preference by ensuring that any such request not to be recorded is respected.

Please contact Democratic Services Team, Tel No. 01480 388015/e-mail anthony.roberts@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the District Council's website – www.huntingdonshire.gov.uk (under Councils and Democracy).

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Elections & Democratic Services Manager and we will try to accommodate your needs.

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) held in Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 on Thursday, 5 March 2015.

PRESENT: Councillor R Harrison – Chairman.

Councillors P L E Bucknell, G J Bull,
E R Butler, Mrs A Dickinson, I D Gardener,
T Hayward, B Hyland and P G Mitchell.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors D Harty and P D Reeve.

IN ATTENDANCE: Councillor S Cawley.

87. MINUTES

The Minutes of the meeting of the Panel held on 5th February 2015 were approved as a correct record and signed by the Chairman.

88. DECLARATIONS OF INTEREST

No declarations of interests were received.

89. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel considered and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book). Having been reminded by the Chairman of the purpose of the document, Members were advised that the Estates Strategy would be submitted to their meeting in June.

90. REQUEST FOR DELEGATED AUTHORITY TO PROCURE A NEW SOFTWARE SYSTEM FOR THE HOME-LINK SCHEME AND HOUSING ADVICE AND OPTIONS SERVICE

Consideration was given to a report by the Head of Customer Services (a copy of which is appended in the Minute Book) seeking authorisation to proceed with the procurement of a new software system for the Home-Link scheme and Housing Advice and Options service. Members noted there was no option but to procure a new system and the revenue and capital costs associated with it. Having expressed support for the recommendations contained in the report, it was decided that the Panel should carry out further work on the associated costs and savings.

RESOLVED

that the Cabinet be recommended to approve the recommendations contained in the report now submitted.

91. EXCLUSION OF THE PUBLIC

RESOLVED

that the public be excluded from the meeting because the business to be transacted contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

92. PATHFINDER HOUSE - USE OF SPACE AND LETTINGS

Consideration was given to a report by the Head of Resources (a copy of which is appended in the Annex to the Minute Book). Having been informed of the responsibilities of each party for maintenance and for infrastructure and furniture, the provisions for adjusting the terms of the agreements and access and security matters, it was

RESOLVED

that the Cabinet be recommended to approve the recommendations contained in the report now submitted.

93. RE-ADMITTANCE OF THE PUBLIC

RESOLVED

that the public be re-admitted to the meeting.

94. EXECUTIVE PORTFOLIO FOR ORGANISATIONAL CHANGE AND DEVELOPMENT

Pursuant to Minute No. 83/14, the Chairman welcomed Councillor S Cawley, Executive Councillor for Organisational Change and Development, who had been invited to the meeting to discuss his plans for his portfolio.

Councillor Cawley informed the Panel that the Leader of the Council was of the view that the organisation needed to improve its robustness and employees' morale and that employees were key to the delivery of services. The introduction of the new portfolio demonstrated the Cabinet's commitment to these issues. Councillor Cawley's role would be to:

- Give strategic support to the Corporate Management Team;
- Embed the Workforce Development Strategy into the organisation;
- Introduce a new appraisal process;
- Promote talent management and succession planning;
- Oversee the Council's relationship with LGSS;
- Support the Staff Council
- Improve the staff survey and make use of its results, and
- Ensure the "people agenda" was considered in every debate that took place.

The Panel discussed the effect of the new portfolio on existing

Executive Councillors' responsibilities for staff matters and on the Employment Panel. Members also considered LGSS, the staff survey, the First Contact counselling service, the role of the union and the use of 360° appraisals. Councillor Cawley invited Members to establish a dialogue on staff matters.

The Chairman thanked Councillor Cawley for attending the meeting and offered the Panel's assistance with the Executive Councillor's work.

95. WORKPLAN STUDIES

A report containing details of studies, which were being undertaken by the Overview and Scrutiny Panels for Social and Environmental Well-Being was received and noted. A copy of the report is appended in the Minute Book.

In response to a question by Councillor P L E Bucknell about the Environmental Well-Being Panel's work on Waste Collection Policies, Councillor G J Bull reported that he would be pursuing this matter with the Executive Councillor for Operations and Environment.

96. OVERVIEW AND SCRUTINY PROGRESS

The Panel received and noted a report (a copy of which is appended in the Minute Book) outlining the progress that had been made on matters, which had previously been discussed. Members discussed the forthcoming Investment Strategy. It was suggested that the Panel should have an input into the Strategy at an early stage and that a workshop should be held immediately prior to the next meeting for this purpose. To start their discussions off, the Panel asked for brief statements from Cllr J A Gray on what he was considering and from the Head of Resources on treasury management.

Councillor T Hayward reported that he would provide an update on the Budget Working Group at the next meeting.

97. SCRUTINY

The Panel received the latest edition of the Decision Digest (a copy of which is appended in the Minute Book).

Chairman

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5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Huntingdonshire District Council
 Pathfinder House
 St Mary's Street
 Huntingdon PE29 3TN.

Notes:- (i) Additions changes from the previous Forward Plan are annotated ***
 (ii) Part II confidential items which will be considered in private are annotated ## and shown in italic.

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private.	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
5 Capital Programme 2015 - 2016***	Cabinet	23 Apr 2015		Eric Kendall, Head of Operations Tel No 01480 388635 or email Eric.Kendall@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
Commercial Investment Strategy	Cabinet	18 Jun 2015		Colin Luscombe, Estates Strategic Assessment Tel No 01480 387086 or email Colin.Luscombe@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
Draft Huntingdonshire Design Guide Supplementary Planning Document	Cabinet	18 Jun 2015	Draft Supplementary Planning Document	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Customer Services Strategy***	Cabinet	18 Jun 2015		John Taylor, Head of Customer Services Tel No. 01480 388119 or email John.Taylor@huntingdonshire.gov.uk		B S Chapman	All
Marketing Strategy & Branding for Huntingdonshire****	Cabinet	18 Jun 2015		Sue Bedlow, Economic Development Manager Tel No. 01480 317096 or email Sue.Bedlow@huntingdonshire.gov.uk		T D Sanderson	Economic Well-Being
A14 Joint Local Impact Report, Statement of Common Ground and Environmental Impact Assessment matters	Cabinet	18 Jun 2015	Environmental Impact Assessment	Paul Bland, Planning Service Manager (Policy) Tel No 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Huntingdonshire Infrastructure Business Plan	Cabinet	18 Jun 2015	Draft Infrastructure Plan	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Local Plan to 2036 - Proposed Submission	Cabinet	16 Jul 2015	Submission - Draft Local Plan	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Home Improvement Agency - Annual Report	Cabinet	16 Jul 2015		Trish Reed, Housing Strategy Manager Tel No. 01480 388203 or email Trish.Reed@huntingdonsshire.gov.uk		D B Dew	Social Well-Being
CPE - Civil Parking Enforcement	Cabinet	16 Jul 2015		Eric Kendall, Head of Operations Tel No. 01480 388635 or email Eric.Kendal@huntingdonsshire.gov.uk		R B Howe	Environmental Well-Being

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Public

Key Decision - Yes

* Delete as applicable

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Capital Programme 2015/16 (EK)

Meeting/Date: Economic Overview and Scrutiny Committee – 9th April 2015 (EK)
Cabinet - 23rd April 2015

Executive Portfolio: Councillor J Gray (JG)

Report by: Head of Operations (EK)

Ward(s) affected: All Wards

Executive Summary:

The Finance Governance Board has reviewed the bids for capital in the 2015/16 budget, taking into account the impact of the Minimum Revenue Provision (MRP). There were bids totalling £11.065m and the Board are recommending that £9.637m be approved. The 2016/17 approved budget had a MRP of £1.905m and the recommended programme reduces this to £1.776m.

Recommendation(s):

It is recommended that the Capital Programme attached at Appendix 2 is approved.

1. WHAT IS THIS REPORT ABOUT/PURPOSE?

- 1.1 The Finance Governance Board has within its terms of reference an action to review the capital programme and to recommend to Cabinet a Capital Programme which is affordable in the context of the financial pressures the Council is facing. All capital funding has an effect on the revenue budget and this is reflected in the budget as the Minimum Revenue Provision (MRP) and the cost of internal borrowing. Therefore, it is important that the Council in approving any capital has regard to both MRP and the cost of internal borrowing (the latter being the short-term impact of applying “working capital” to finance capital investment).
- 1.2 The Medium Term Financial Strategy has provision for a number of capital projects and it is within the remit of the Finance Governance Board to review these and ascertain if the projects are still relevant and affordable. In respect of the latter the role of the Board is to prioritise the Capital Bids within the affordability envelope of the Council’s revenue budget for 2015/16.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 All Capital projects are now assessed under the new Capital Programme scoring mechanism and this provides an overall score which can be used to prioritise schemes. The scoring mechanism has regard to the corporate objectives and a number of different factors (i.e. Net Present Value; Pay-Back Period; Risk; Impact Assessment if it does not happen). Unfortunately it is difficult for internal projects to score well under this new scheme because they do not fall within the Corporate objectives and as a result there is a need to look at whether the internal schemes are business critical and therefore should be included in the program.
- 2.2 This methodology provides a more robust analysis of capital projects, their importance to the Council’s corporate objectives and whether the schemes are affordable.
- 2.3 The Board challenged the bids and the business cases submitted. Following this some bids were removed as they were considered no longer necessary or they were a contingency. Other bids did not provide enough detail or were too generic and didn’t refer to a specific scheme. The Heads of Service concerned have been asked to look at these and resubmit with the detail required.
- 2.4 In respect of some other bids the Board considered that they could be reduced to enable the Capital Programme to be affordable and also to have some headroom for priority in year bids.
- 2.5 The bids were separated as set out in the Appendix into different categories. The first of these, the existing commitments form the basis of the programme and were left unchanged by the Board.

Schemes with an implied statutory duty, remained unchanged apart from the two schemes below which have been allocated a reduced budget. • Disabled Facilities Grants, • Wheeled Bins for New Properties.
Schemes scoring over 1000 points that were not agreed by the Board as the business case was not detailed enough or the bids were not specific enough, are listed below; • CCTV Shared Service, • Business System Replacements.
The category of schemes scoring less than 1,000 was amended to include a reduced allocation to the following schemes; • Play equipment and safety surface renewal, • Repairs Assistance.
The following schemes were removed from that category; • Town Centre Developments, • Environment Strategy Funding, • Highlode Ramsey, • S106 Play Area Projects, • Wireless CCTV, • Decent Homes Grants, • Replacement Document Centre Equipment, • Multi-Functional Devices, • Major Enhancements and Replacements PFH.
The last of the categories is loans where although money is drawn down from capital, we will receive regular principal repayments this replaces the need to make a provision for MRP.

3. OPTIONS CONSIDERED/ANALYSIS

- 3.1 The Board looked at a number of criteria in arriving at the recommendation for reducing the Capital Programme for 2015/16.
- 3.2 However in assessing the bids it was clear that some did not have sufficient information provided to make a decision or that the bid was generic and did not refer to a specific scheme or item. These bids were referred back to the relevant Head of Service for reconsideration.
- 3.3 Other bids the Board concluded were high priority but based on the evidence presented could be reduced in order to provide headroom in the programme for priority in year bids and still remain within the affordability envelope of the MRP. The changes to these bids are set out in Appendix 1.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

(Include, if available. If not, make reference to them being circulated separately)

- 4.1 *To be included following the meeting of the Economic Well Being Overview and Scrutiny Committee.*

**5. KEY IMPACTS/RISKS?
HOW WILL THEY BE ADDRESSED?**

- 5.1 The Board have in their deliberations sought to recommend to Cabinet a Capital Programme which is affordable and supports the Corporate Objectives but which has a managed risk approach. An example of this is the reduction in funding for the provision of grants for disabled adaptations or alterations where, because of the demographic increase in the number of older persons in the district, there will be an increased demand. However, the Board considered that with management of the payment of grants the allocation could be maintained at its 2014/15 level for 2015/16.
- 5.2 The risk for the Council in not being able approve all the Capital bids is that the some work will not be able to be progressed and in recommending the programme the Board considered these were non statutory and lower priority.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 6.1 The approved Capital Programme does impact on the revenue budget and as previously, detailed business cases will still need to be presented to the Corporate Management Team and Cabinet for approval before work can commence. This may result in some schemes being rejected at that time because of a number of reasons such as the outline presumption on pay back or income has not been supported in the detailed business case.

7. LINK TO THE CORPORATE PLAN

- 7.1 The Corporate objectives form a significant part of the new Capital Programme scoring scheme, and as a result the recommended programme supports the Corporate Plan.

8. CONSULTATION

- 8.1 The senior managers of the Council have been consulted on the new Capital Scoring Scheme and have agreed that it provides a more robust management of Capital bids and how they fit with the Corporate Plan. The exception as mentioned is business critical internal projects where their priority has to be assessed separately.

9. LEGAL IMPLICATIONS

(Comments from the Head of Legal & Democratic Services)

- 9.1 The only legal implication is the Council could be seen to be not fulfilling its legal duty in respect of funding the full requirement for Disabled Facility Grants. Otherwise there are no legal implications from approving the recommended Capital Programme.

10. RESOURCE IMPLICATIONS

(Comments from the Head of Resources)

- 10.1 The 2015/16 capital programme, as recommended by the Finance Governance Board totals £9.637m, a reduction of £1.428m against the original long list which totalled £11.065m. Of the £9.637m, only £4.637m is related to capital expenditure, the other £5.0m is relating to a potential loan to a Housing Association.
- 10.2 Due to accounting regulations, the associated MRP cost of the 2015/16 capital expenditure will not impact on the revenue budget until 2016/17. The total MRP cost for 2016/17, taking into account the proposed 2015/16 capital programme, is £1.776m. The 2016/17 MRP budget currently included within the Medium Term Financial Strategy is £1.905m, thus the proposed 2015/16 capital programme will result in a saving on MRP of £0.129m.
- 10.3 As the Council will be borrowing for this capital expenditure “internally” (i.e. from within its balance sheet), there is a consequential cash-flow cost. However, as current rates are very low, the estimated cost of such borrowing is £9,000.

11. OTHER IMPLICATIONS

(Equalities, environment, ICT, etc)

- 11.1 There are no other implications resulting from approving the recommended programme.

12 REASONS FOR THE RECOMMENDED DECISIONS

(Summary leading to the Recommendations)

- 12.1 The recommended programme was drawn from the new scoring scheme, their status and an assessment of affordability and for low scoring internal bids whether they were business critical.
- 12.2 It is considered that the programme represents one which is affordable for 2015/16 and supports the Council’s Corporate Plan.

13. LIST OF APPENDICES INCLUDED

Appendix 1 – Recommended Capital Programme 2015/16

Appendix 2 – List of Recommended Schemes

BACKGROUND PAPERS

Text

CONTACT OFFICER

Eric Kendall/ Chair of the Finance Governance Board
01480 823165.

Appendix 1

Capital Scheme	Head of Service Responsible	Score	Original Draft Scheme List	Comments	FGB Scheme List	Difference between Original Bid and Proposed
			£		£	
Existing Commitments						
Huntingdon West Development	Chris Stopford	1200	1,151,000		1,151,000	0
VAT Partial Exemption Cost	Clive Mason		112,000		112,000	0
Enterprise Agreement (Microsoft)	John Taylor	600	75,000		75,000	0
Salix Projects	Eric Kendall	600	70,000		70,000	0
Pedals Scheme	Jayne Wisely	525	9,000		9,000	0
Graphical Information System	John Taylor	400	2,000		2,000	0
One Leisure St Ives - Football	Jayne Wisely	200	(53,000)		(53,000)	0
Land Sales	Clive Mason	200	(120,000)		(120,000)	0
GreenHouses	Eric Kendall	200	(235,000)		(235,000)	0
One Leisure St Neots Synthetic Pitch	Jayne Wisely	1200	118,000		118,000	0
Total			1,129,000		1,129,000	0
Statutory Duty						
One Leisure Future Improvements	Jayne Wisely	3000	231,000		231,000	0
Phoenix Industrial Unit Roof	Clive Mason	3000	200,000		200,000	0
CCTV Camera Replacements	Chris Stopford	2000	87,000		87,000	0
Disabled Facilities Grants	Andy Moffat	2000	1,250,000	Leave at level for 2014/15	1,000,000	(250,000)
Wheeled Bins For New Properties	Eric Kendall	2000	100,000	Developers pay for bins and no evidence regarding number projected	60,000	(40,000)
Total			1,868,000		1,578,000	(290,000)
Score Equal To, Or Greater Than 1000						
Vehicle Fleet Replacements.	Eric Kendall	1800	761,000		761,000	0
One Leisure Replacement Equipment	Jayne Wisely	1600	200,000		200,000	0
CCTV Shared Service	Chris Stopford	1200	2,000	Revenue	0	(2000)
One Leisure Huntingdon Development	Jayne Wisely	1200	795,000		795,000	0

Business Systems Replacements	John Taylor	1000	200,000	Not broken down to specific replacements.	0	(200,000)
Total			1,958,000		1,756,000	(202,000)
Score Lower Than 1000						
Play Equipment & Safety Surface Renewal	Eric Kendall	800	60,000	Extend life of equipment and replace with standard equipment where possible	50,000	(10,000)
Town Centre Developments	Andy Moffat	600	74,000	Delete no longer needed	0	(74,000)
ICT Replacements and Server Virtualisation	John Taylor	600	20,000		20,000	0
Environment Strategy Funding	Eric Kendall	600	55,000	Delete no longer needed	0	(55,000)
Invest to Save Proposal - Highlode (Ramsey)	Clive Mason	420	263,000	Delete no longer needed	0	(263,000)
Provision for Bin Replacements	Eric Kendall	400	54,000		54,000	0
S.106 Play Area Projects	Eric Kendall	400	48,000	Capital comes from s106 agreement	0	(48,000)
Wireless CCTV	Chris Stopford	300	290,000	Previous business case does not support spend to save proposition.	0	(290,000)
Decent Homes Grants	Chris Stopford	220	10,000	Delete as small budget little benefit retaining	0	(10,000)
Repairs Assistance	Andy Moffat	200	75,000	Reduce as part of process of removing this grant	50,000	(25,000)
Replacement Equipment Document Centre	John Taylor	200	31,000	Need procurement appraisal as leasing maybe better option	0	(31,000)
Multi-functional Devices	John Taylor	200	80,000	Need procurement appraisal as leasing maybe better option	0	(80,000)
Major Enhancements and Replacements PFH	Eric Kendall	100	50,000	Contingency sum. Specific in year bids to be made if required.	0	(50,000)
Total			1,110,000		174,000	(936,000)
Total All Schemes			6,065,000		4,637,000	(1,428,000)
Loan						
Housing Association Loan			5,000,000		5,000,000	
Total			11,065,000		9,637,000	

List of Recommended Schemes

Capital Scheme	Head of Service Responsible	Score	FGB Scheme List
			£
Existing Commitments			
Huntingdon West Development	Chris Stopford	1200	1,151,000
VAT Partial Exemption Cost	Clive Mason		112,000
Enterprise Agreement (Microsoft)	John Taylor	600	75,000
Salix Projects	Eric Kendall	600	70,000
Pedals Scheme	Jayne Wisely	525	9,000
Graphical Information System	John Taylor	400	2,000
One Leisure St Ives - Football	Jayne Wisely	200	(53,000)
Land Sales	Clive Mason	200	(120,000)
GreenHouses	Eric Kendall	200	(235,000)
One Leisure St Neots Synthetic Pitch	Jayne Wisely	1200	118,000
Statutory Duty			
One Leisure Future Improvements	Jayne Wisely	3000	231,000
Phoenix Industrial Unit Roof	Clive Mason	3000	200,000
CCTV Camera Replacements	Chris Stopford	2000	87,000
Disabled Facilities Grants	Andy Moffat	2000	1,000,000
Wheeled Bins For New Properties	Eric Kendall	2000	60,000
Score Equal To, Or Greater Than 1000			
Vehicle Fleet Replacements.	Eric Kendall	1800	761,000
One Leisure Replacement Equipment	Jayne Wisely	1600	200,000
One Leisure Huntingdon Development	Jayne Wisely	1200	795,000
Score Lower Than 1000			
Play Equipment & Safety Surface Renewal	Eric Kendall	800	50,000

ICT Replacements and Server Virtualisation	John Taylor	600	20,000
Provision for Bin Replacements	Eric Kendall	400	54,000
Repairs Assistance	Andy Moffat	200	50,000
Total All Schemes			4,637,000
Loan			
Housing Association Loan			5,000,000
Total			9,637,000
Schemes requiring more information or analysis			
Business Systems Replacements	John Taylor	1000	0
Wireless CCTV	Chris Stopford	300	0
Replacement Equipment Document Centre	John Taylor	200	0
Multi-functional Devices	John Taylor	200	0

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Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Project Management Select Committee

Meeting/Date: Overview & Scrutiny (Economic Well-being) Panel – 9 April 2015
Cabinet – 18 June 2015

Executive Portfolio: Resources, Councillor Jonathan Gray

Report by: Councillor Roger Harrison, Select Committee Chairman
Councillor Robin Carter
Councillor Peter Mitchell

Ward(s) affected: All

Executive Summary:

This report is intended to present the findings of the Project Management Select Committee and make recommendations to Cabinet and Senior Management Team on how project management can be further improved.

The Select Committee was held on 17th February 2015 and involved looking back at past projects (Huntingdon Multi-Storey Car Park and the redevelopment of One Leisure St Ives), a demonstration of the Council's project management tools and three workshop sessions each focussed on different project phases. Members were also given a range of information on how projects should be managed and access to details of current and past projects.

Throughout the day, a range of issues were discussed and a number of recommendations were proposed. In summary, the Chairman considered that the Select Committee was able to offer reassurance to the Council on the general direction of the new management team with regards to project management.

Recommendation(s):

It is recommended that:

- Overview & Scrutiny processes be reviewed following the Scrutiny away day, to include improved tracking of Overview & Scrutiny recommendations, improved information in reports to encourage challenge and better decision making and analysis of Members' skills to make better use of individual O&S Panel Members
- Project management guidance be amended to require original Business Cases to be kept live and linked from the definition section of the Project Initiation Document (PID)
- A session with the Programme and Projects Manager be arranged to explain the purpose of this new role and what it will achieve
- Project updates be included in the quarterly performance reports to O&S Panels
- A review by the Overview & Scrutiny (Economic Well-Being) Panel be arranged for 6 months' time to review steps followed in delivering the In-Cab Technology project and other projects currently in the delivery stage, including their procurement processes, and to assess how well the highlight reports for these projects are working
- A review by Members of the Project Management Select Committee be arranged for 12 months' time to review financial reporting on projects and the post-delivery stage

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1. BACKGROUND

- 1.1 Following consideration of a project closedown report on the Multi-Storey Car Park in Huntingdon and the One Leisure St Ives Redevelopment by the Overview & Scrutiny (Economic Well-being) Panel in November 2014, it was determined that a Select Committee would be convened in February 2015 to review the Council's new Project Management procedures.
- 1.2 The Select Committee was held on 17th February 2015, with all members of the Overview & Scrutiny (Economic Well-being) Panel and three members from each of the other Overview & Scrutiny Panels invited to attend.

2. SCOPE OF THE REVIEW

- 2.1 The Terms of Reference for the Select Committee were:
- To review the Council's project management arrangements in the wake of the issues highlighted by the One Leisure St Ives and Huntingdon Multi-Storey Car Park Close Down Report
 - To test the robustness of the Council's new project management toolkit and governance arrangements.
 - To consider how lessons learned have been addressed
 - To determine any further improvements required

3. METHODOLOGY

- 3.1 The Select Committee received document bundles in advance of the meeting, including copies of the Council's Project Management guidance and associated document templates and copies of the Code of Procurement and procurement guidance and protocols. They also received a number of briefing notes and further information on the Multi-Storey Car Park and One Leisure St Ives Redevelopment projects to consider alongside the closedown report.
- 3.2 The agenda for the Select Committee meeting included presentations from the Managing Director, Corporate Team Manager and the Web and Systems Team Manager, followed by the opportunity for questions and answers. Workshop sessions in the afternoon were split into groups as follows:

Overarching Financial Control and Governance		
Project Pre-Delivery	Project Delivery	Project Post-Delivery

The Chairmen of these working groups were:

- Project Pre-Delivery & Post-Delivery – Councillor R Harrison
- Project Delivery – Councillor R Carter
- Overarching Financial Control and Governance – Councillor P Mitchell

4. FINDINGS

4.1 Looking back - review of past projects, presented by Managing Director

The Managing Director explained that the project closedown report previously submitted to the Overview & Scrutiny (Economic Well-being) Panel had been informed by research undertaken by the three Statutory Officers. Their research had involved reviewing relevant committee reports and financial records and speaking to people involved with the projects. However, the projects did not have Project Initiation Documents and other information that they would have expected to be able to refer to was missing.

- 4.2 The projects had resulted in some positive outcomes, with £10m invested including a significant contribution to redeveloping Huntingdon town centre. However, it is not possible to confirm how much of this has resulted directly from our investment due to a lack of benchmarks of past performance and with projections of income and attendance not based on realistic assumptions.
- 4.3 Similarly, there is a feeling that the projects may have been more successful if the economic downturn and reduction in public sector funding had not occurred. However, this is an assumption that cannot be proved either way.
- 4.4 The Managing Director discussed the closedown report's lists of what went badly and what was lacking. She explained how new processes were addressing these issues, including the new Project Management Governance Board, the Programme and Project Manager role in the Corporate Team and the Corporate Projects Register. Some training has taken place on business case development and nearly 40 people have completed the corporate Project Management training course so far.
- 4.5 The Managing Director was asked a series of questions. Some queries were specifically about the two projects while others related to concerns about project management generally. Discussion on the issues raised suggested that developing the role of Overview & Scrutiny could result in further improvements to how projects are approved and managed within the Council.

Recommendations resulting from this item are as follows:

- Improve tracking of Overview & Scrutiny recommendations
- Improve information in reports to encourage challenge and better decision making
- Include project updates in the quarterly performance reports to O&S Panels
- Analyse Members' skills to make better use of individual O&S Panel Members

4.6 **How are projects managed currently? Demonstration of project management tools and questions to Corporate Team Manager**

The Web and Systems Manager demonstrated the corporate project management site and toolkit. The site was developed within IMD but is now a corporate resource which has been used to help manage over 100 projects. It is based on the SharePoint system widely used across the Council and allows projects to be managed within programmes using a series of project templates and reporting tools. The system includes version control and approval workflow settings to help manage project documentation and maintain records of changes made. Project records can be archived following closedown.

- 4.7 The role of Overview & Scrutiny Members in monitoring the progress of projects was queried and would be explored further in the workshop sessions.

4.8 **Workshops: Looking forward, current project management arrangements**

Each workshop reviewed arrangements against Key Lines of Enquiry related to the relevant project phase. In doing this, live examples of current projects were reviewed to check whether agreed corporate processes were being followed correctly by project managers. Workshops had access to the Corporate Projects Register and the corporate project management site and had the opportunity to question senior officers attending.

4.9 Conclusions

The workshops fed back the findings from their sessions to the group, highlighting a range of positive findings as well as a number of concerns.

Project Pre-Delivery

The workshop reviewed the new corporate business case template and tested this against the Government's five case model (Strategic/Economic/Commercial/Financial/Management Case). The corporate template does answer all of these cases and it is expected that all projects should have a business case to be checked and approved before they can proceed.

The PID template was considered to be fairly standard and it was noted that the In-Cab Technology PID was still in draft and would be completed before being put to the Project Board for approval.

Recommendations resulting from this workshop are as follows:

- The original Business Case for a project should be kept live and linked from the definition section of the Project Initiation Document (PID)
- The workshop was not fully confident of how the highlight reporting process will work in practice so this should be looked at again in six months' time
- A session should be arranged with the Programme and Projects Manager to confirm that her role will achieve what is required

Project Delivery

The workshop reviewed the PID for the In-Cab Technology project. There were concerns over the strength of the business case and gaps in the PID and there were notes of a team meeting showing no actions to be taken. However, there was some evidence that project documentation has started to improve and the Chairman suggested scheduling a further review at a later date.

Recommendations resulting from this workshop are as follows:

- The In-Cab Technology project and other projects currently in the delivery stage should be revisited and reviewed in six months' time
- Procurement processes followed to deliver these projects should also be reviewed

Overarching Financial Control and Governance

The workshop looked back at financial reports to consider whether issues with past projects could have been flagged up earlier and different decisions made. While reports did show slippage, increased costs and lower contributions, the information presented was not easy to interpret and, without context, did not provide a clear message about problems. There was therefore no opportunity to make a different decision based on the information available at the time.

The workshop was informed of plans to improve future financial reports. They will present information with more contextual information for projects including details of current progress and any financial variations. These will present the full picture, showing any variation in spend/income profile since projects were first approved. The workshop was content with the new controls this will offer.

Recommendations resulting from this workshop are as follows:

- New steps still need to be proven so a review should take place in 12 months' time

Project Post-Delivery

The closedown report on the Multi-Storey Car Park and One Leisure St Ives redevelopment was seen as frank and honest. However, the examples reviewed were limited as most projects have not yet reached this stage.

Recommendations resulting from this workshop are as follows:

- The post-delivery stage should be reviewed again in 12 months' time

General discussion points

During the course of the day, a number of suggestions were made for how the three Overview and Scrutiny Panels could work together more effectively. These and other improvements to Overview and Scrutiny have subsequently been discussed at a Scrutiny Away Day held in late February.

Discussions about procurement procedures led to a suggestion for a review of our tendering procedures. This would include reviewing the need for a preferred supplier list for tenders, reviewing the option of moving to electronic tendering only and a review of use of the Social Value Act. The Vice-Chairman of the Overview & Scrutiny (Social Well-being) Panel has proposed including this on his Panel's work programme for 2015/16.

Members were in agreement that there should be further reviews in 6 and 12 months' time, as recommended above. The 6 month review could be for Economic Well-being Panel members only, with others invited to attend the meeting when the outcomes would be considered. The 12 month review could involve all Members involved in the Project Management Select Committee.

4.10 Summary and closing remarks

In summary, the Chairman was content with the new systems put in place and considered that the Select Committee can offer reassurance to the Council on the general direction of the new management team with regards to project management. Officers were thanked for the information provided and their honesty and transparency. Select Committee Members were thanked for their efforts and for keeping the focus on looking forwards. However, the Committee made a number of recommendations and project management will need to be revisited again later to ensure that implementation is consistent.

There was positive feedback on the Select Committee approach but there needs to be a clearer framework for future workshops. It was suggested that a scrutiny toolkit/guidance would be useful and this was also suggested at the subsequent Scrutiny away day.

5. RESOURCE IMPLICATIONS

- 5.1 The recommendations in this report do not require any significant additional resources, other than officer and Member time. Further reviews will give Overview & Scrutiny the opportunity to identify ways to improve how projects are managed or provide further reassurance to the Council that appropriate processes are in place to manage projects effectively.

6. LEGAL IMPLICATIONS

6.1 None.

7. OTHER IMPLICATIONS

7.1 The Select Committee were interested in reviewing procurement processes, including the use of the Social Value Act. A review will be put forward as a possible item to include on the Social Well-being Panel's work programme.

BACKGROUND PAPERS

Project closedown report, Huntingdon Multi-Storey Car Park and One Leisure, St Ives
Project Management Select Committee Scoping Document (Study Template)

CONTACT OFFICER

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CURRENT ACTIVITIES

STUDY	OBJECTIVES	PANEL	STATUS
Delivery of Advisory Services Across the District	To monitor the performance of the voluntary organisations awarded grant aid by the Council in 2013 – 2015. To discuss funding arrangements for the final year of the Voluntary sector agreements.	Social Well-Being	Annual performance report considered by Panel in June 2014.
Housing and Council Tax Benefit Changes and the Potential Impact Upon Huntingdonshire	To monitor the effect of Government changes to the Housing Benefit System arising from the Welfare Reform Act.	Social Well-Being	The Panel received the latest six-monthly report on the effect of the Government's Welfare Reform programme and how it impacts on households in Huntingdonshire. Further updates only to be provided when circumstances require it.
Flood Prevention within the District	To investigate flood prevention arrangements in the District and the impact of flooding on associated local policy developments.	Environmental Well-Being	Representatives from the Environment Agency delivered a presentation on flood risk management within Huntingdonshire. A scoping report was considered by the Panel in April 2014 and a Working Group was appointed. The Chief Executive and Clerk to the Middle Level Commissioners delivered a presentation to the Panel's June 2014 meeting to outline their role with flood alleviation in the District. A meeting of the Working Group was held on 25th March 2015 at which Members considered the draft Cambridgeshire Flooding and Water SPD.
Waste Collection Policies	To assist the Head of Operations and Executive Member for Operations & Environment with reviewing waste collection policies in relation to the collection points for wheeled bins/sacks and remote properties (farms and lodges).	Environmental Well-Being	First meeting of Working Group held on 24th June 2014. Further meeting to be arranged to consider the outcome of the survey work being undertaken by the Operations Division on affected properties and various other matters.

Litter Policies and Practices (to include graffiti removal)	To consider and make recommendations on future litter and graffiti service scope and standards and on public appetite for changes.	Environmental Well-Being	Scoping report received. Working Group appointed.
Affordable Housing	To make recommendations for the next Housing Strategy 2016-19 by considering and making recommendations on ways to deliver affordable housing, including through the rural and enabled exceptions policy of the Local Plan and through the Community Land Trust.	Social Well-Being	A Working Group meeting was held on 16th March 2015. Government changes affecting the supply of new affordable housing and the Elphick-House Report were reviewed. Next meeting to be held to scrutinise: • The housing register • Statistics on homelessness • Housing Need • Bands of people on the register The Working Group is seeking a member from each of the Economic and Environmental Panels to join the Working Group.
The Health Economy	To establish priorities for future work on the local health economy.	Social Well-Being	Scoping paper considered. Further reports requested on: • on the current state of Neighbourhood Planning within the Council and how it was likely to develop and how it might promote community resilience; • on community engagement, including examples of good practice; • on the impact of Welfare Reforms, including fuel poverty and how it was defined; • reviewing the Council's Equalities Impact Assessment arrangements, and • on the impact of growth on GP surgeries, school places and hospital capacity.

Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Response</u>	<u>Date for future action</u>
	<u>Scrutiny of Partnerships</u> The Panel has received two presentations on the Local Enterprise Partnership. A presentation on the Local Enterprise Zone was given to the Panel's meeting in November 2011.	The Panel has invited the Chairman and the Chief Executive of the Local Enterprise Partnership to a future meeting to give a presentation on their business plan. The Panel will pursue this request with the new Chief Executive on their appointment after the Council's Budget setting process.	3/09/15
05/07/13	<u>Economic Development</u> The Huntingdonshire Economic Growth Plan 2013 to 23 was considered by the Panel. The Economic Development Manager was asked to give a further update on the marketing and implementation plans in due course.	An update on the Economic Growth Plan will be given to the Panel.	4/06/15
	Presentation requested on 'Preparing Town Centres and High Streets for the 21st Century'	Presentation will be given to the Panel's meeting in March / April.	09/04/15
06/11/14	The SEP 2 LEP Executive Summary Submission to Government was presented. The Panel requested a further update following the announcement of the outcome of the bidding process for Growth Deal Round 2 projects.	Outcome of bid to be submitted to the Panel.	TBC

Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Response</u>	<u>Date for future action</u>
12/06/14	<u>Project Management</u> Reiterated a request for the post project appraisals for the development of the Huntingdon multi-storey car park and One Leisure, St Ives.	A project closure report for the Huntingdon Multi-Storey Car Park and One Leisure St Ives was presented to the Panel's November meeting.	06/11/14
10/07/14	With a view to undertaking a review of the Project Management Arrangements within the Authority, the Panel has been updated on the progress which has been made by the Council's Project Management Board to improve the project management arrangements within the Authority.		
06/11/14	The Panel agreed to establish a Project Management Select Committee in February 2015 to give further consideration to the issue of project management within the Authority. It is envisaged that the Select Committee will report its findings to the full Council in April 2015.	Members considered a study template which identifies the Select Committees terms of reference and other parameters of the investigation. The Panel also received a demonstration of the Council's programme and project management toolkit and an update from the Corporate Office Manager on Project Management. A further informal meeting was held before the Panel's January meeting.	08/01/14
		Select Committee held. Report to be submitted to the Panel.	9/04/15
10/07/14	<u>Great Fen</u> Noted that Councillor P G Mitchell had been appointed to the Great Fen Project Steering Committee. Report on the Project to a future meeting. Councillor Mitchell provided the Panel with an update. Suggested the Panel should see the Business Plan. Members alerted to a potential future bill from the Internal Drainage Board.		TBC

Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Response</u>	<u>Date for future action</u>
5/02/15	<u>Budget Working Group</u> Working Group established comprising Councillors I D Gardener, T Hayward, P D Reeve and M F Shellens to look into a selection of lines in the budget to examine how they had been constructed and to report back.		
5/03/15	<u>Investment Strategy</u> Panel to hold early discussions on the terms of the strategy prior to its publication as a draft.	Workshop to be held.	9/04/15

ACTION LOG

(Requests for information/other actions other than those covered within the Progress Report)

<u>Date of Request</u>	<u>Description</u>	<u>Response</u>
<u>04/09/14</u>	Huntingdon West Masterplan to be circulated. Panel Members will also receive an invitation to attend the Overview and Scrutiny Panel (Environmental Well-Being) when this is discussed.	
<u>04/09/14</u>	Councillor M F Shellens requested a copy of the Huntingdonshire Infrastructure Business Plan in due course. Panel Members will also receive an invitation to attend the Overview and Scrutiny Panel (Environmental Well-Being) when this is discussed.	The Huntingdonshire Infrastructure Business Plan is expected to emerge in June 2015.

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Decision Digest

Edition 154

Monthly summary of the decisions taken at meetings of the Council, Cabinet, Overview & Scrutiny and other Panels for the period 1st to 24th March 2015.

MENTAL HEALTH SERVICES IN HUNTINGDONSHIRE

The Overview and Scrutiny Panel (Social Well-Being) has received an update from Mr J Ellis, Clinical Commissioning Group (CCG) Commissioning and Contract Lead, Dr E Tiffin, CCG Clinical Lead and Dr D Irwin, GP Mental Health Lead on Mental Health Services in Huntingdonshire. The general context was as follows:

- ◆ the Cambridgeshire service is split into different areas: North, Central and South with a central point of access via the Advice and Referral Centre (ARC).
- ◆ the majority of referrals come from GPs, with the police as the second highest source of referrals.
- ◆ priorities include a better referral system which involves getting patients referred in a short space of time.
- ◆ the CCG will also work on supporting patients once they have been discharged.

The Panel discussed the Improving Access to Psychological Therapies (IAPT) service and noted there is no waiting time, for Step Three referrals the waiting time is variable and can be between four weeks and twelve weeks.

The Panel were informed that in nine months 128 patients have been sent to Peterborough and the average stay is around seven days. In addition it was noted that the total number of patients

that have been admitted has been lower than previously due to the increased use of home treatment.

The Panel were told that the voluntary sector provides a lot of support to mental health services and the sector will see an increase in funding from April 2016.

The panel concluded that they would like to invite an expert to discuss children's mental health services at a future meeting.

HINCHINGBROOKE HOSPITAL ACTION PLAN

The Overview and Scrutiny Panel (Social Well-Being) has received an update on the Hinchingsbrooke Hospital Action Plan from Mr H Abdel-Rahman, Chief Executive Officer and Clinical Chairman, Mr M Burrows, Chair of the Hinchingsbrooke Trust Board, Mrs D Fowler, Director of Nursing, Midwifery and Quality and Mr C Davidson, Franchise Manager. The presentation was split into two parts. The general context of part one was as follows:

- ◆ Hinchingsbrooke has recorded high levels of patient satisfaction as well as low levels of serious incidents including zero "Never Events".
- ◆ there have been particular problems with Accident and Emergency (A&E) as there have been nationwide.
- ◆ the Care Quality Commission (CQC) report highlighted that

the areas of critical care, maternity and gynaecology and outpatients and diagnostic imaging are good however the areas of A&E and Medical Care are inadequate.

- ◆ Hinchingsbrooke will have a new Critical Care unit opening in July.

The Panel were informed that the hospital is taking Governance seriously and has appointed a Director of Governance. The hospital will work with the NHS Trust Development Authority to improve the standards at the hospital. The hospital has applied for an additional £10m to balance the budget and will not start repaying the historical £40m debt until there is a budget surplus.

The Panel were informed that the cost of employing agency staff is double compared to employing a permanent member of staff. The current vacancy rate is 12% which is 21 full time equivalents however there are 16 international nurses in an induction programme.

The Panel were advised that the CQC's report was final and the 200 inaccuracies have been accepted however that did not change the rating received by the hospital.

The Panel were acquainted with the direction the hospital intends to take. The general context is as follows:

- ◆ Since the CQC's report there has been progress and the quality improvement plan can be viewed on the hospital's website.
- ◆ The Board is continuing to keep the finances in check as well as making sure that the hospital adheres to operational performance standards.
- ◆ The hospital aims to become one of the top 10 District General Hospitals.

The Panel discussed the heating system and were informed that the heating cannot be zoned as it is difficult to control. Therefore the decision is taken to keep the hospital warm as patients fare better in the warm than the cold.

PROCUREMENT OF A NEW SOFTWARE SYSTEM FOR THE HOME-LINK SCHEME

The Cabinet were informed that the current Housing Need Team's IT system is due for renewal and the Home-Link Partnership has begun a joint tendering exercise with the four district authorities in Cambridgeshire plus Cambridge City Council as well as two authorities in West Suffolk.

The current contract has previously been extended and the Partnership now wishes to test the market to explore other potential options. If following the procurement exercise a new supplier is the preferred bidder, additional costs are likely to be incurred. There will be no additional costs if the current supplier is the preferred bidder.

The software system is a web-based system and a licence fee is payable. The new contract will be for a 7 year period and there will not be a break in service between the expiry of the existing contract, which ends in April 2016 and commencement of the new contract.

The Cabinet authorised the Head of Customer Services, after consultation with the Executive Councillor for Customer Services, to accept the successful tender and sign the contract with the software provider.

If a new supplier is the successful bidder additional capital implementation costs in the region of £30k are likely to be incurred in which case options will be explored to fund this.

PATHFINDER HOUSE; BEST USE OF SPACE AND EXTERNAL LETTINGS

The Cabinet has authorised the Managing Director, after consultation with the relevant Portfolio Holder for Resources, to approve the delegation in respect of long-term lettings of office space within Pathfinder House (Operational Estate). The Overview and Scrutiny Panel (Economic Well-Being) has supported the proposal and Members expressed the view that the proposal was a good news story.

EAST COAST MAIN LINE CROSSING CLOSURES

The Overview and Scrutiny Panel (Environmental Well-Being) has received a report on the East Coast Main Line crossing closures. The purpose of the scheme is to close all the level crossings from London Kings Cross to Edinburgh. The works will be split into two sections: London Kings Cross to Doncaster and Doncaster to Edinburgh. The works on the London Kings Cross to Doncaster section of the line will take three years from 2017 until 2020. At the meeting an updated plan for the crossing closure at Offord was circulated to Members.

The Panel were informed that the scheme will not coordinate with the A14 improvement scheme as they will be delivered utilising different Statutory Acts. It is clear that as a result of the scheme a number of roads, roundabouts and bridges will be built. Members were informed that all roads would be offered to the County Council for adoption however Network Rail will be responsible for bridge maintenance.

Subsequently the Cabinet were presented with a progress report on the proposed closure of all crossing points on the East Coast Main Line throughout Huntingdonshire.

There was agreement amongst the Cabinet that Network Rail had endeavoured to undertake public consultation in order to establish local needs and that the proposed improvements would benefit both passengers and motorists.

The concerns expressed by the Overview and Scrutiny Panel (Environmental Well-Being), that the closure of level crossings could lead to increased road traffic, were highlighted and it was noted that these concerns were dispelled at the Panel meeting.

The Cabinet fully supported the investment in infrastructure. However, there remains an investment deficit in infrastructure in this part of the country, particularly to the rail network. It was also noted that widening of the line at Hatfield Viaduct was an essential improvement and the Cabinet urged East Coast Main Line to resolve this issue swiftly.

A14 PROGRESS REPORT

The Overview and Scrutiny Panel (Environmental Well-Being) received an update on the A14 Cambridge to Huntingdon Improvement Scheme. Members were advised that in the consultation process the Council is a Tier 1 Stakeholder and even though the authority is not required to make a formal representation in order to appear at the Public Examination, a formal representation has been made.

The Panel were informed that the new bridges built as part of the scheme will be future proofed until 2036. The provision of adequate signage was also a concern to the Panel however the details regarding signage are yet to be decided. Members were informed that funding has already been committed for the scheme by the Treasury and in addition Council's within the scheme

have agreed funding contributions of £100m towards the scheme.

The Cabinet received a progress report on the A14 project and were informed that the Development Consent Order (DCO) application to the Planning Inspectorate had been accepted.

The deadline for submission of Council's Relevant Representation to the Planning Inspectorate was 12th March, prior to the meeting of Cabinet, and had been presented to the Overview and Scrutiny Panel (Environmental Well-Being) for comment.

As a result of the project regarding noise impact, 330 dwellings will be affected and 2800 dwellings will benefit. It was important that appropriate mitigation measures are put in place for those dwellings that will be most affected by noise.

It was noted that both Huntingdonshire District Council and South Cambridgeshire District Council have made a significant financial commitment to the scheme and disappointment was expressed that Cambridge City Council, who will benefit greatly from the scheme, have yet to make a financial commitment.

In considering the comments of the Overview and Scrutiny Panel (Environmental Well-Being) new bridges will be designed to accommodate future development and the provision of adequate signage is an ongoing matter.

The Cabinet agreed that the Council should continue to engage with the Development Consent Order process and to seek to reach agreement on outstanding matters.

HUNTINGDONSHIRE DESIGN GUIDE – UPDATE

Members received a verbal update on the Huntingdonshire Design Guide from

the Planning Service Manager (Policy), Mr P Bland. The Panel were informed that the guide is designed to be an electronic document as this is seen as the way forward in communicating and reaching the community and stakeholders.

It was noted that the guide was designed by Mr M Huntington and had the following features: high quality pictures to demonstrate good and bad planning design, simple text so that the public can easily understand the document and it is interactive with links so that different areas of the document can be accessed. The document will go out for consultation in the near future.

The Panel were informed that the Design Guide will be a supplementary planning document and will be enforceable. When the design guide comes live then Development Management applications will refer to the guide.

ONE LEISURE UPDATE

The Cabinet received an update on the performance of One Leisure which provided an indication of the strategic direction One Leisure is taking in order to address the financial deficit. The report explained how One Leisure is being restructured and how it intended to achieve realistic growth objectives with a reduced cost base without significant reduction to service levels.

As of 1 April 2015 the 'Advantage' membership will not be available to new Members, instead four different membership packages will be introduced.

The update report and its contents were noted by Cabinet who also requested that a further report be presented to Cabinet in six months, and that the relevant Scrutiny Panel should be included.

EXECUTIVE PORTFOLIO FOR ORGANISATIONAL CHANGE AND DEVELOPMENT

The Overview and Scrutiny Panel (Economic Well-Being) has welcomed Councillor S Cawley, Executive Councillor for Organisational Change and Development, to its meeting. Councillor Cawley had been invited to the meeting to discuss his plans for his portfolio.

Councillor Cawley informed the Panel that the Leader of the Council was of the view that the organisation needs to improve its robustness and employees' morale and that employees are key to the delivery of services. The new portfolio demonstrated the Cabinet's commitment to these issues. Councillor Cawley's role will be to:

- Give strategic support to the Corporate Management Team;
- Embed the Workforce Development Strategy into the organisation;
- Introduce a new appraisal process;
- Promote talent management and succession planning;
- Oversee the Council's relationship with LGSS;
- Support the Staff Council;
- Improve the staff survey and make use of its results; and
- Ensure the "people agenda" was considered in every debate that took place.

The Panel has discussed the effect of the new portfolio on existing Executive Councillors' responsibilities for staff matters and on the Employment Panel. Members also considered LGSS, the staff survey, the First Contact counselling service, the role of the union and the use of 360° appraisals. Councillor Cawley invited Members to establish a dialogue on staff matters.

The Chairman has offered the Panel's assistance with the Executive Councillor's work.

INVESTMENT STRATEGY

The Economic Overview and Scrutiny Panel has decided to discuss the terms of the Investment Strategy prior to its publication as a draft.

DEVELOPMENT APPLICATIONS

The Development Management Panel has considered nine applications of which three have been approved, five refused and one deferred. One of the decisions to refuse an application was contrary to the Officer recommendation.

DESIGN CODES

The Development Management Panel has given consideration to two Design Codes. One relating to Key Phase 1 of the Alconbury Weald development has been approved. The other in respect of the development at Bearscroft Farm, Godmanchester has been deferred for further consideration of various matters raised by the Panel. The main issues were around transport and parking, specifically near the school and the sports field. There also were more general questions about the provision of parking for residential properties and the width of the roads.

WINTRINGHAM PARK, CAMBRIDGE ROAD, ST NEOTS

The Development Management Panel has been updated on the mixed use urban extension at Wintringham Park, Cambridge Road, St Neots. Members has noted progress of negotiations on Caxton Gibbet, primary school size, open space requirements, the local highway network and public footpaths.

SERVICE PLAN FOR FOOD LAW ENFORCEMENT 2015/16

The Licensing & Protection Panel has considered the content of the draft Service Plan for Food Law Enforcement for 2015/16. The Plan has been developed to comply with the requirements of the Food Standards Agency (FSA) and incorporates the aims and objectives of the service, the resources available and a review of work undertaken during the previous year. The Plan has been written earlier than in previous years with the intention that it should be approved by Council at the start of the operational year.

Members' attention has been drawn to the developments that are planned for the service in 2015-16, which are in addition to the programmed and reactive work. Members have sought clarification and have asked questions on a number of these proposed activities.

The Panel's attention has also been drawn to the resources that are available to deliver the 2015/16 Plan and Members have noted that there is a reduction in budgetary provision of 4.85% on the previous financial year.

Having noted that the draft Plan was based upon the service remaining fully staffed and that the service plan would be under-resourced if staffing levels are not maintained, Members have expressed concerns at the failure to recruit to an existing vacancy within the Commercial Team. Having noted that there is no statutory timescale for the approval of the Plan and that by the date of their next meeting it would be possible to provide an update on the recruitment situation, the Panel has agreed that consideration of the Service Plan should be deferred to their next meeting in June 2015.

In terms of Members' involvement with the Service Plan, concerns have been

expressed that the Panel only has an opportunity to consider the Plan on an annual basis. Members are of the opinion that there should be a regular role for Panel Members during the course of the year to monitor performance against predicted activity levels and to review resourcing issues.

GUIDELINES RELATING TO THE RELEVANCE AND TREATMENT OF CONVICTIONS – HACKNEY CARRIAGE AND PRIVATE HIRE DRIVERS

Subject to the inclusion of 'perjury' and 'perversion of the course of justice' to the list of dishonesty offences, the Licensing and Protection Panel has approved a set of revised guidelines relating to the relevance and treatment of convictions for hackney carriage and private hire drivers. The guidelines which are designed to ensure consistency in practice have been revised to reflect recent legislative changes and to provide greater clarity on the treatment of convictions received by existing drivers.

LICENSING AND PROTECTION APPLICATIONS SUB-GROUP

The Licensing & Protection Panel has noted the details of the six meetings of the Applications Sub-Group which have taken place between 11th November and 10th March 2015.

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